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# Our plan for securing our future

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TOITŪ KĀPITI

Long-term Plan 2021–41 | Part One

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**Kāpiti Coast**  
DISTRICT COUNCIL  
Me Huri Whakamuri, Ka Titiro Whakamua





THRIVING ENVIRONMENT,  
VIBRANT ECONOMY, STRONG  
COMMUNITIES

# Welcome

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We are pleased to invite you to read the Council's Long-term Plan 2021–41.

This is your Council's plan for how we can work to secure our district's future over the next 20 years.

It sets out how we will invest in this wonderful district so we have the infrastructure, services and facilities we need to meet the challenges we are facing and support our whole community to thrive.

We've had a long community korero and much mahi has taken place to get to this point. We'd like to give a big thank you to everyone who has contributed to the development of this plan, through the engagement and consultation phases, or by sharing your thoughts in other ways.

We are proud of this plan and what it sets in place for our community.

**Toitū te whenua, toitū te wai, toitū te tangata, toitū Kāpiti!**

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# What's in this document

This document sets out Council's long-term plan for the next 20 years. We produce a long-term plan every three years consulting with the community on our proposals. Our plan was decided by Councillors following extensive engagement and consultation with our iwi partners and the community, and consideration of all the feedback we received.

**The full plan is presented in two parts. This document is part one.**

## Our direction

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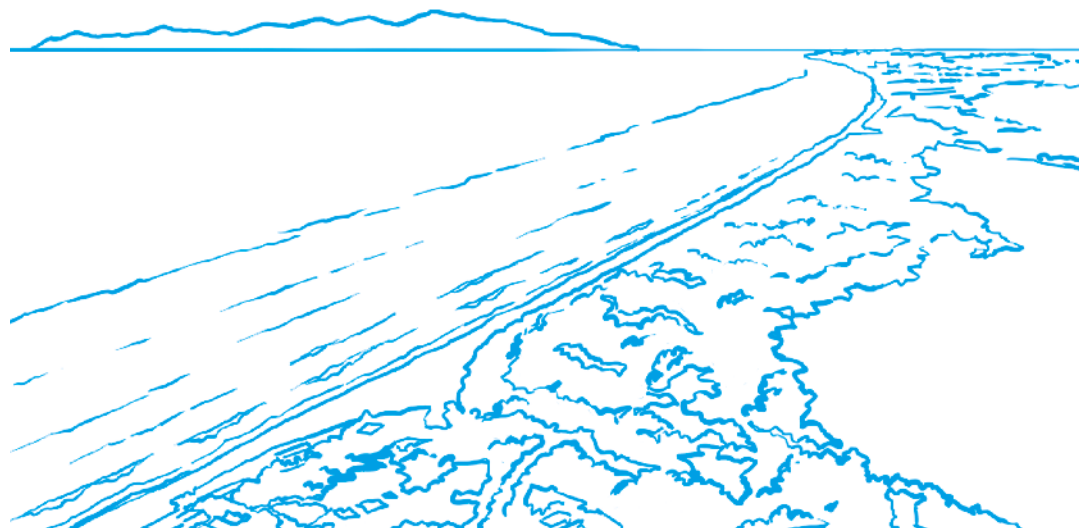
This section provides a strategic overview of the plan and the direction we've set for the future.

### Introduction and messages

- Our Mana Whenua-Council partnership to sustain our community
- Te moemoeā o te tāngata whenua  
The vision for Kāpiti from tāngata whenua
- Foreword from the Mayor
- Introduction from the Chief Executive

### Our vision and outcomes

### Overview of our plan





## Our activities and services

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This section details our core service delivery and projects across the 20 years of the plan. The information is presented by work area ('activity') grouped into clusters.

- Infrastructure
- Community services
- Partnerships
- Planning and regulatory services
- Corporate



## Our finances

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This section provides full financial information about our spending and income across the plan.

- Prospective financial statements
- Funding impact statements
- Prudence benchmarks
- Compliance



## Te reo Māori in our long-term plan

This glossary provides meanings of words and phrases we've used in the plan

## Outline of Part Two

Part Two contains our major strategies and policies and other supporting information that form part of this long-term plan



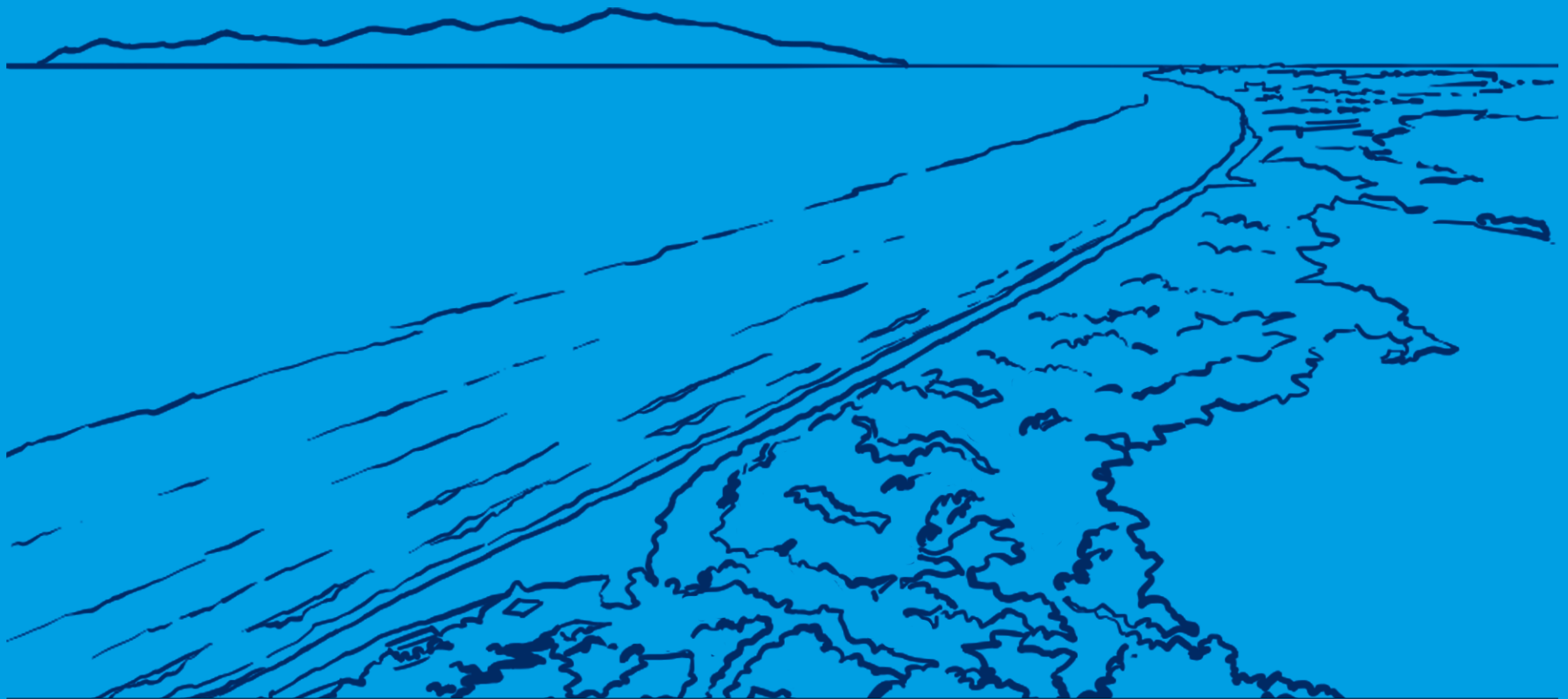




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# Our direction

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# Overview of our plan

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# About our long-term plan

Our long-term plan is the overarching 20-year plan for what Council will deliver for our district. We produce it every three years consulting with our iwi partners and the community on our direction and priorities. The final long-term plan was decided by your Council as the community's elected representatives.

We report our progress against it each year through our annual reports, and review our needs and priorities through an annual plan, consulting with the community about any significant changes proposed.

## Whakataukī

Nā te kune, te pupuke,  
Nā te pupuke, te hihiri,  
Nā te hihiri, te mahara  
o te hinengaro!

From a space of unlimited potential, there comes a thought. Thought gives birth to a concept that requires structure and limbs. A concept can then receive the energy it requires to draw people in and become living. This then requires the input of the multitudes and the energy of those dedicated to completing the task.

Koro Don, Rakāu o te Ora Te Maipi. Te Haerenga Whakamua: A review of the District Plan provisions for Māori: A vision to the future. Hapai Whenua Consultants Ltd. 2012:3

## Community input and feedback helped shape our plan

This long-term plan has been prepared by looking at our future needs, the challenges we are facing and the outcomes we want to achieve.

This includes what we have heard from our community – through our many conversations and day-to-day interactions, and through our What matters most engagement as we began the process of formulating the proposed plan.

In April 2021, we presented our proposed plan inviting the community to give feedback.

We provided information about our proposals through a consultation document and a range of other communications such as social media, newspaper spreads and information pop-ups across the district. Elected members talked with groups of people and were invited to some of our schools and a marae.

The community were able to provide feedback in a variety of ways. Over the five weeks of consultation, we received 741 submissions and over 80 people presented their submissions to councillors at public hearings.

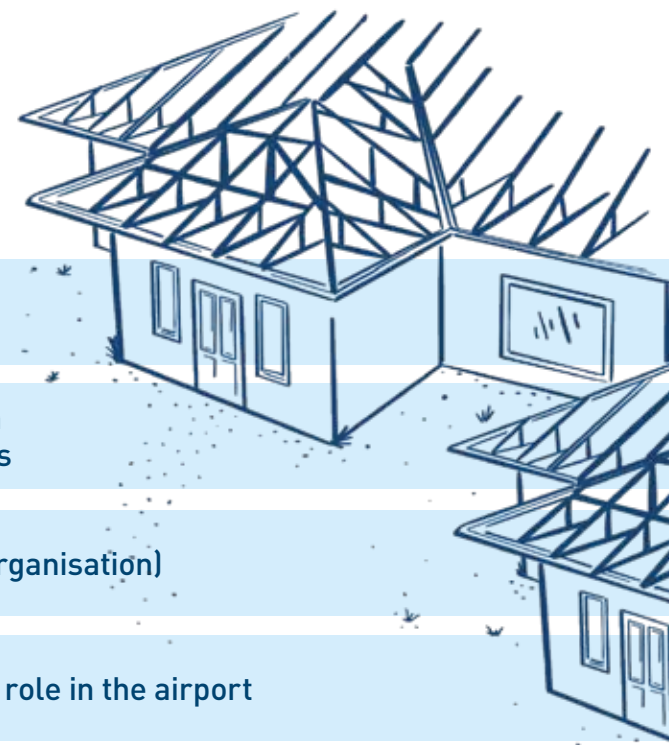
## Our four key decisions

The consultation document for the proposed long-term plan asked the community to give feedback on four key decisions with a recommendation from Council.

The feedback we received supported the Council proceeding with the recommended approach for each decision.

These initiatives will be delivered as part of this plan. We will:

- 1 Take a bigger role in housing
- 2 Rebuild the Paekākāriki seawall in timber with improved beach access
- 3 Set up a CCO (council-controlled organisation)
- 4 Explore ways for Council to have a role in the airport



More information about these decisions is in the section Overview of our plan, page X



## Your elected representatives



From left to right: Councillor Jackie Elliott, Councillor Rob McCann, Councillor Bernie Randall, Councillor Jocelyn Prvanov, Councillor Janet Holborow (Deputy Mayor), Mayor K (Guru) Gurunathan, Councillor James Cootes, Councillor Gwynn Compton, Councillor Sophie Handford, Councillor Martin Halliday, Councillor Angela Buswell.

# Our Mana Whenua–Council partnership to sustain our community

Our native flax plant – pā harakeke – is used as a metaphor for whānau, and a model of protection for children, whānau structure and wellbeing. As a philosophy it is about strengthening the whānau at the centre.

We are adopting this image to show the enduring relationship between Mana Whenua and Kaunihera (Council) at the heart of our activities for the community and the wider relationships that surround us. It is a metaphor for the ‘eco-system’ that nurtures and supports the wellbeing of hapori whānui (the wider community), which this long-term plan aims to contribute to.

The roots of pā harakeke are the principles and values agreed by iwi representatives and councillors to guide our work together.

## Pā harakeke whakataukī

Hutia te rito o te harakeke, Kei whaea te kōmako o ko?

Ki mai ki ahau; He aha te mea nui o te Ao?

Maku e ki atu, he tāngata, he tāngata, he tāngata!

If the heart of the harakeke is removed, where will the bellbird sing?

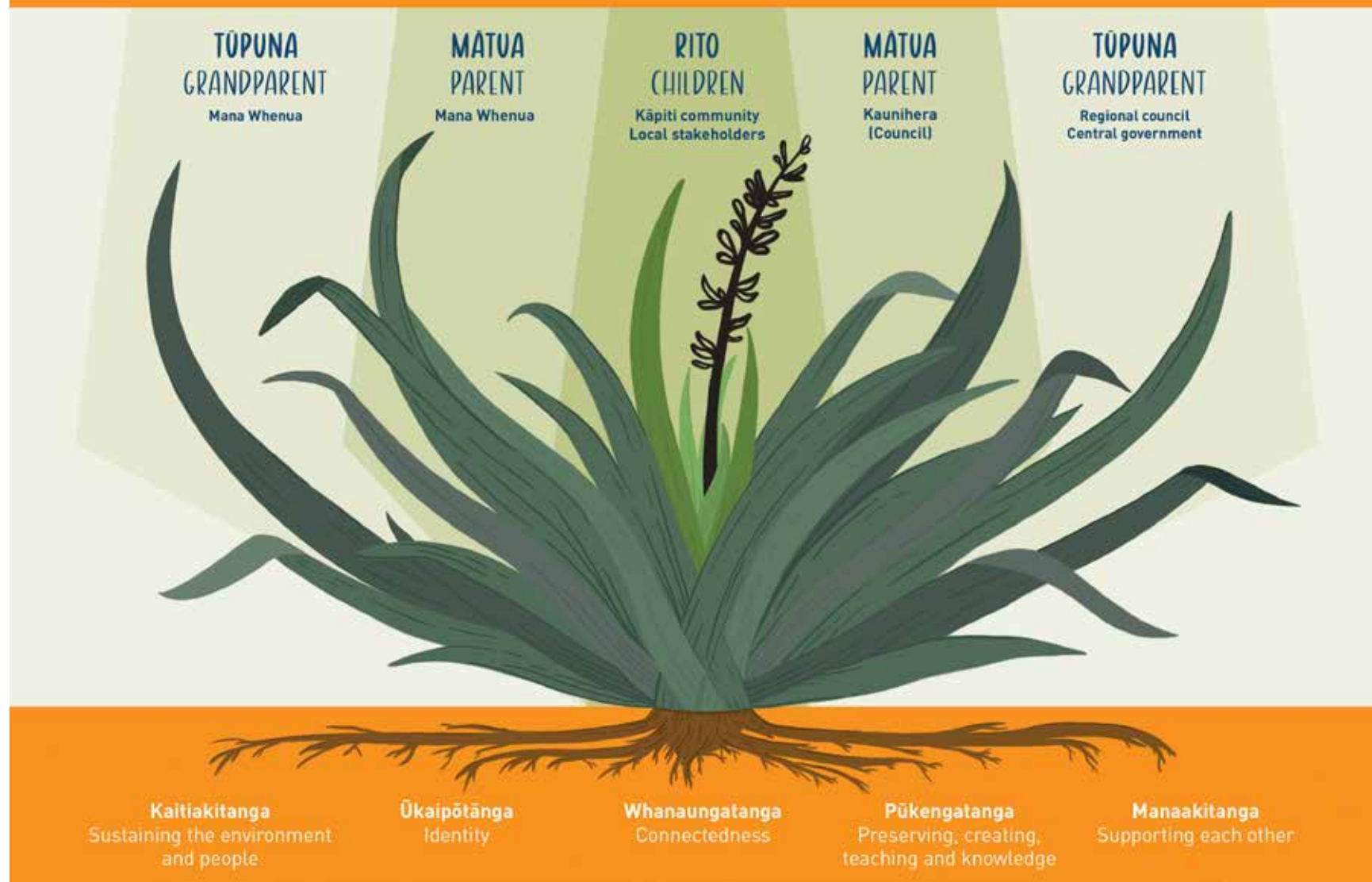
If I was asked; what was the most important thing in the world?

I would be compelled to reply, it is people, it is people, it is people!

This traditional saying, reflects the strength of relationships, but also their vulnerability if they are not nurtured and sustained.



## TE KAUPAPA MĀTUA | toitū Kāpiti



# Te moemoeā o te tāngata whenua

The Ko Te Ātiawa ki Whakarongotai, ko Ngāti Raukawa, ko Ngāti Toa Rangatira, tae atu ki ngā whānau me ngā hapū o ēnei iwi – koia nei ngā tāngata whenua o te rohe nei. I ngā tau mai i te 1820 ki te 1830, ka rarau tā rātou noho ki te takiwā nei, ā, he mea waitohu e rātou te Tiriti o Waitangi i ēnei wāhi e whai ake nei: i te kaupuke “The Ariel” i Pōneke (i te 29 o Āperira 1840), i Tōtaranui (i te 4 o Mei 1840), i Rangitoto (i te 11 o Mei 1840), i Kāpiti (i te 14 o Mei 1840), i Waikanae (i te 16 o Mei 1840), i Ōtaki (i te 19 o Mei 1840), i Manawatū (i te 26 o Mei 1840), i Motungārara (i te 4 o Hune 1840), i te takiwā o Titirangi, o Hīkoekoeā, i Te Koko-a-Kupe anō hoki i Te Tau Ihu (i te 17 Hune 1840), i Te Mana-o-Kupe (i te 19 o Hune 1840), ā, i Kāpiti anō (i te 19 o Hune 1840). E mea ana ngā pukapuka hītōria he haumi ēnei iwi e toru, tētehi ki tētehi, engari he torokaha noa ake i tērā ngā hono – ko te hono o te whakapapa. Me te aha anō, mai i te taua wā tae noa mai ki nāianei, kua noho ēnei tāngata whenua hei kaitiaki o te rohe nei.

Kua hia nei ngā rautau e noho tahi ana, e mahi tahi ana mātou te tāngata whenua ki te taiao. Nā ngā mātauranga me ngā tikanga ā-iwi kua tukuna iho ki a mātou e tēnā, e tēnā whakatupuranga, kua āheī mātou ki te nanao i ngā akoranga o mua me te whakahāngai ki ngā take o ēnei rā. Me kore ake ō mātou mātauranga ahurei kua hua ake i tā mātou tū roa hei kaitiaki i pai ai tā mātou whiriwhiri tatūnga mō ngā raruraru o te wā – he tatūnga e hāpaingia ai ā mātou ake ritenga tiaki taiao, e puta anō ai hoki he painga ki te hapori whānui.







Kāore pea he mea nui ake ki a mātou i tō mātou āhei ki te whiriwhiri i ngā take e pā nei ki tō mātou rohe i runga anō i tā mātou ake titiro ki te ao, me te mōhio hoki e rite ana te manaakitia mai o tō mātou mātauranga, tohungatanga ki tō te pūtaiao ki te uru. Nō te tau 1994 i tīmata ai te whai i tēnei moemoeā. Koirā te tau i mana ai te whakaaro kia āta mahi ngātahi ngā iwi e toru nei, a Ngāti Toa Rangatira, a Te Ātiawa ki Whakarongotai, a Ngāti Raukawa ki te Tonga, me te Kaunihera, mā roto i te waitohunga o te Whakaaetanga Mahi Tahi me te pounga o Te Whakaminenga a Kāpiti – he huihuinga i whakaarahia hei whiriwhiri, hei kōkiri ngātahi i ngā kaupapa nui e whakaaetia ana e ngā taha e rua.

I runga anō i ā mātou kawenga tāngata whenua, kaitiaki anō hoki, me mātua whai kia ea ngā pīkaunga kei runga i a mātou mō te wāhi ki ngā tūpuna, ki tō nāiane tāngata, me ngā uri whakaheke, mā te atawhai, mā te whakahauora ake i tō mātou whenua me tō mātou wai, kia tū mai ai he taiao e taea ana e ia ōna hapori te whakaora, te whakaāhuru.

**Ko tōna whakataukī tēnei: Toitū te whenua, toitū te wai, toitū te tāngata Toitū Kāpiti!**

## Kaitiaki/Kaitiakitanga

E kore rawa e motu te hono o te Māori ki tōna taiao. He manomano tau e mātaki ana, e kite wheako ana te Māori i te ao tūroa, i hua ake ai he mātauranga, he ritenga Māori motuhake, he ritenga ahurei tonu.

Ka tino whaihua ēnei mōhiotanga, ina haere kōtui me ngā mātauranga, ngā wheako o te pūtaiao ki te uru, hei tārai i ngā taputapu me ngā tukanga e pūmau ai, e pai ake ai te mauri o te taiao.<sup>1</sup>

Ki te Māori, ko te hāpai i ngā tikanga e pā ana ki ngā rawa o te taiao, e hono māriri ana ki te kaitiakitanga. Kei roto katoa i tēnei mea te kaitiakitanga, ko te atawhai, te kauparenga atu o ngā mate, te whakapūmau me te tāwharau. Ko te kaitiakitanga, he ritenga manaaki i te taiao i runga anō i te whakaaro Māori, i te titiro a te Māori ki tōna ao.

E kore hoki e motu te hono o te kaitiakitanga me te tino rangatiratanga, inā rā, mā ngā whānau, ngā hapū me ngā iwi he mana whenua tō rātou i te rohe nei, mā rātou anake ngā mahi a te kaitiaki. E whai ake nei ngā take e e kī auau nei te tāngata whenua me mātua whaimana ngā uara me ngā ritenga ā-iwi i roto i ngā mahi tiaki, mahi whakahaere i te taiao:

<sup>1</sup> Whārangi 3, Environmental Risk Management Authority (ERMA) New Zealand Policy Series. Incorporating Māori perspectives in Part V Decision Making; November 2004.

Te whakapono ko te taiao tonu te tūāpapa o ā mātou ritenga ā-iwi, ā, tērā tonu pea ka pai ake te tukanga whakahaere mehemea ka kuhuna atu aua ritenga ki roto i ngā tukanga;

- He kawenga kei runga i a mātou, i tā mātou tū hei kaitiaki, ki te āta tiaki, ki te āta rauhi i te ao tūroa;
- Te whakapono e noho mātāmua mai ana te wairuatanga i roto i te hono o ngā tikanga me ngā whakaaro Māori ki te taiao.<sup>2</sup>

## Te moemoeā mō te rohe

E whā ngā mātāpono matua koia nei ngā pou toko i te moemoeā o te tāngata whenua.

### Mātāpono tuatahi

#### Te Whakawhanaungatanga / Te Manaakitanga –

ko te marae te kāinga matua, koia e tūhono ana i a mātou ki ō mātou whenua, koia anō hoki te whakatinanatanga o ō mātou tūpuna. Ina noho ora te iwi me ōna marae, tērā tonu pea ka noho ora anō hoki ngā tāngata o taua iwi – taha ngākau, taha wairua, taha tinana. Kāore i tua atu i te marae hei wāhi kawē ake i ngā kaupapa Māori. Ko whea atu

hoki i te marae hei wāhi e manaakitia ai te manuhiri kahurangi, e whakawhāiti ai hoki ngā whānau ki ngā huihuinga nunui. Ki te Māori, ko te marae te tūrangawaewae o te iwi, te puiaki a te iwi, te taunga o tō rātou matemate ā-one. Nā te whenua, te reo, te whakapapa me te marae, ko te tuakiri o te iwi me te rere auroa o te tuakiri Māori ahakoa anō ngā hurihanga tōrangapū, ahurea, pāpori, ōhanga. Waihoki, he whare pupuri taonga ngā marae.

### Mātāpono tuarua

**Te Reo** – Koia tēnei ko te reo o te tangata whenua, te waka kawē i te tikanga, i te kawa me te taha wairua. He reo whaimana te reo Māori nō Aotearoa. He taonga kāmehameha tuku iho nā ō mātou tūpuna Māori. Me mātua poipoi te reo i ngā kokonga katoa o te hāpori kia tūhauora anō. Me akiaki hoki ngā whakatupuranga kei te heke mai kia hāpai, kia kōrero i te reo.

### Mātāpono tuatoru

**Te Kotahitanga** – mā roto i te kotahitanga, ka tū pakari te tāngata whenua me ngā hāpori. Ā, mā te mahi tahi, ka whanake ngā taonga tuku iho, ngā tikanga ā-iwi, te hauora, te taha mātauranga me te ōhanga o te rohe nei.

### Mātāpono tuawhā

**Tino Rangatiratanga** – kia noho ko mātou tonu ngā rangatira, ngā kaiwhakahaere i te katoa o ā mātou kawenga ā-iwi, o ā mātou kaupapa ā-iwi.

**E mau mai ana ki te wawata ēnei whakaaro e whai ake nei:**

- Kia kaha tonu, kia whaihua tonu te kawē ake a ngā tāngata whenua i ngā mahi a te kaitiaki i te rohe nei, ā, kia uru tahi mai te noho ora o te taiao me te noho ora anō o te hāpori ki roto i ngā mahi;
- Kia āhei noa te tangata ki te kōrero Māori, ki te kōrero Pākehā, kāore he māharahara ki tāna e kōwhiri ai, e tū ai tātou hei hāpori reorua pakari tonu;
- Kia hauora ngā wai katoa o te taiao, kia pai anō hei wāhi mahinga kai tūturu; kia arohia hoki ngā waitohu taiao o ngā tāngata whenua;
- Kia tū ngā tāngata whenua hei māngai mō ngā pūtahi me ngā hāpori i ngā wā e tika ana, ā, kia whaihua anō hoki tā rātou mahi ngātahi, tā rātou whai wāhi atu ki ngā pūtahi me ngā hāpori;
- Kia āhei ngā whānau me ngā hapū ki te mahi ngātahi, ki te whai wāhi atu hoki ki ngā pūtahi me ngā hāpori, i ngā wā e tika ana;

<sup>2</sup> Whārangi 4, ERMA New Zealand Policy Series. Incorporating Māori perspectives in Part V Decision Making; November 2004.



- Kia nui ake ngā kanohi Māori i ngā mahi kāwanatanga ā-rohe;
- Kia poipoia ngā pūmanawa me ngā pūkenga auaha o ngā tāngata whenua;
- Kia whakatakotoria he mahere whakapakari ōhanga kairangi tonu hei tō mai i ngā moni o te tahatū o te rangi ki te rohe nei;
- Kia poipoia ngā tāngata whenua kia nui ake te minamina o ngāi Māori ki ngā rāngai taka kai, ahurea, kaupapa pārekareka, mahi tāpoi;
- Kia noho tuwhera, kia noho māhorahora ngā ratonga hauora ki te hapori;
- Kia poipoia te rangatahi o Kāpiti kia eke ai tēnā me tēnā ki tōna tino taumata e taea ana;
- Kia mōhio te iwi whānui ki ngā ingoa Māori o ngā tūtuhu whenua taketake me ngā kōrero mō ērā atu taonga tuku iho o te rohe nei, tae atu ki ngā waahi tapu; kia tapaina hoki ngā ara me ngā papa kāinga o ngā rā e heke mai nei ki te ingoa Māori;
- Kia nui te whai wāhi a te tāngata whenua ki ngā mahi whakamahere mō te takiwā nei, ka mutu, kia tino pēnei i ngā whiriwhiringa mō te whakapaunga o ngā rawa, o te wai, tae atu ki te pai me te āhua o ngā papa kāinga;

- Kia torokaha, kia whaihua te mahi ngātahi a ngā tāngata whenua, te Kaunihera o Kāpiti me Te Pane Matua Taiao (me Kaunihera ā-Rohe o Te Ūpoko o te Ika);
- Kia whai wāhi te tāngata whenua ki ngā tikanga tuku kirirarautanga ki ngā manene hou;
- Kia āwhina te Kaunihera i te tāngata whenua ki te whakatakoto mahere ā-iwi;
- Kia kitea, kia aroā, kia manaakitia te hononga o te tāngata whenua ki te whenua, ki ngā wāhi tapu, ki ngā rawa māori me ērā atu rawa;
- I runga anō i ngā tikanga me ngā mātauranga Māori, kia manaakitia, kia tāwharautia ngā mātāwaka i raro i te mana me te rangatiratanga o te tāngata whenua;
- Kia noho mai ki te Whakaaetanga i waenganui i Te Ātiawa, i Ngāti Raukawa, i Ngāti Toarangatira me te Kaunihera, ētehi whakaritenga e whai wāhi mai ai ētehi mātā waka kua whaimana te tū, ki roto i ngā mahi, mēnā rātou ka hiahia;
- Kia manakotia, kia manaakitia e te rohe nei ngā tikanga Māori.



# The vision from tāngata whenua

The tāngata whenua of the district are Te Āti Awa ki Whakarongotai, Ngāti Raukawa and Ngāti Toa Rangatira, including whānau and hapū. In the 1820-1830s they were firmly established in the district and were signatories to the Treaty of Waitangi at the following locations: on board the ship 'The Ariel' at Port Nicholson in Wellington (29 April 1840), Queen Charlotte Sound (4 May 1840), Rangitoto (d'Urville Island) (11 May 1840), Kāpiti Island (14 May 1840), Waikanae (16 May 1840), Ōtaki (19 May 1840), Manawatū (26 May 1840), Motungarara Island (4 June 1840), Guards Bay and Cloudy Bay (Te Koko-a-Kupe) in Te Tau Ihu (17 June 1840), Mana Island (19 June 1840), and again on Kāpiti Island (19 June 1840). Although the history books cite us as being allies, we were more than that, we were strongly linked. Therefore, from this time until the present, tāngata whenua have practised and continue to practise kaitiaki/kaitiakitanga.

As tāngata whenua, our relationship with the environment spans centuries. Knowledge and cultural practice that have been passed down through generations allow us to take learnings from the past and apply them to current issues. It's through the unique and valuable knowledge we have as kaitiaki that we are often able to provide solutions that work not only within our own cultural environmental frameworks, but also for the betterment of the wider community.





The ability to apply our own lens to the issues our rohe is facing, and have our expertise valued and considered as equally important to that of western science, is extremely important to us as tāngata whenua. It is a vision we have been working towards since 1994, when a commitment to build a partnership between each of the three iwi, Ngāti Toa Rangatira, Te Ātiawa ki Whakarongotai and Ngāti Raukawa ki te Tonga, and the Council was formally acknowledged by the signing of the Memorandum of Partnership and the establishment of Te Whakaminenga o Kāpiti, a forum that was created for decision making and collaborative engagement on mutually agreed priorities.

As tāngata whenua and as kaitiaki, we understand that we must honour our responsibilities to our past, present and future peoples by protecting and improving the wellbeing of our land and waters, so we can create an environment that is able to sustain, support and nourish its communities.

## **Toitū te whenua, toitū te wai, toitū te tāngata Toitū Kāpiti!**

## **Kaitiaki/Kaitiakitanga**

Māori have a relationship that is inextricably inter-twined with the environment, spanning centuries of observation and experience from which a unique body of knowledge and cultural practice has developed.

This experience is valuable, alongside Western scientific knowledge and experience, to the development of tools and processes for ensuring that the mauri (life force) of the environment is maintained and improved.<sup>1</sup>

For Māori, the exercise of tikanga over natural resources is clearly bound to kaitiakitanga. Kaitiakitanga means guardianship, protection, preservation or sheltering. Kaitiakitanga is the managing of the environment, based on the traditional Māori world view.

Kaitiaki/Kaitiakitanga is linked to tino rangatiratanga as it may only be practised by those whānau, hapū or iwi who possess mana whenua in their area. Tāngata whenua consistently indicate the following reasons for seeking recognition of cultural

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<sup>1</sup> Page 3, ERMA New Zealand Policy Series. Incorporating Māori perspectives in Part V Decision Making; November 2004.



values and practices in relation to the management of the environment:

- The belief that their cultural practices have a very strong environmental basis and could enhance the management process;
- An obligation, as kaitiaki, to protect the natural world;
- The belief that spirituality is integral to the connection between Māori culture and tradition with the environment.<sup>2</sup>

## Vision for the district

The tāngata whenua base their vision on four main principles.

### Principle one

**Whakawhanaungatanga/Manaakitanga** – the marae is our principal home which ties us to our whenua and is the physical embodiment of our ancestors. The wellbeing and health of the iwi and their marae can often determine the emotional, spiritual, and physical wellbeing of the people who belong to the iwi. Marae are important sites for the practical

expression of kaupapa Māori. It is the place where distinguished manuhiri (visitors) are to be extended a welcome and hospitality, and where families meet for significant events. For Māori, the marae is 'Te tūrangawaewae o te iwi – the standing place of the people'. The marae is held in high esteem by many and considered to be a place of special significance.

Land, language and kinship along with marae, provide a sense of cultural identity and the continuity of a Māori identity throughout political, cultural, social and economic change. In addition, they are store houses of taonga (treasures).

### Principle two

**Te Reo** – it is the language of the tāngata whenua through which tikanga is conveyed; kawa and wairua are expressed. Te Reo Māori is an official language of New Zealand. It is fundamental that the language, as a deeply treasured taonga left by our Māori ancestors, is nurtured throughout all levels of the community and that the language continues to prosper and future generations are encouraged to use it.

### Principle three

**Kotahitanga** – through unity, tāngata whenua and communities have strength. Working together we can ensure that our district's heritage, cultural development, health, education and economy flourish.

### Principle four

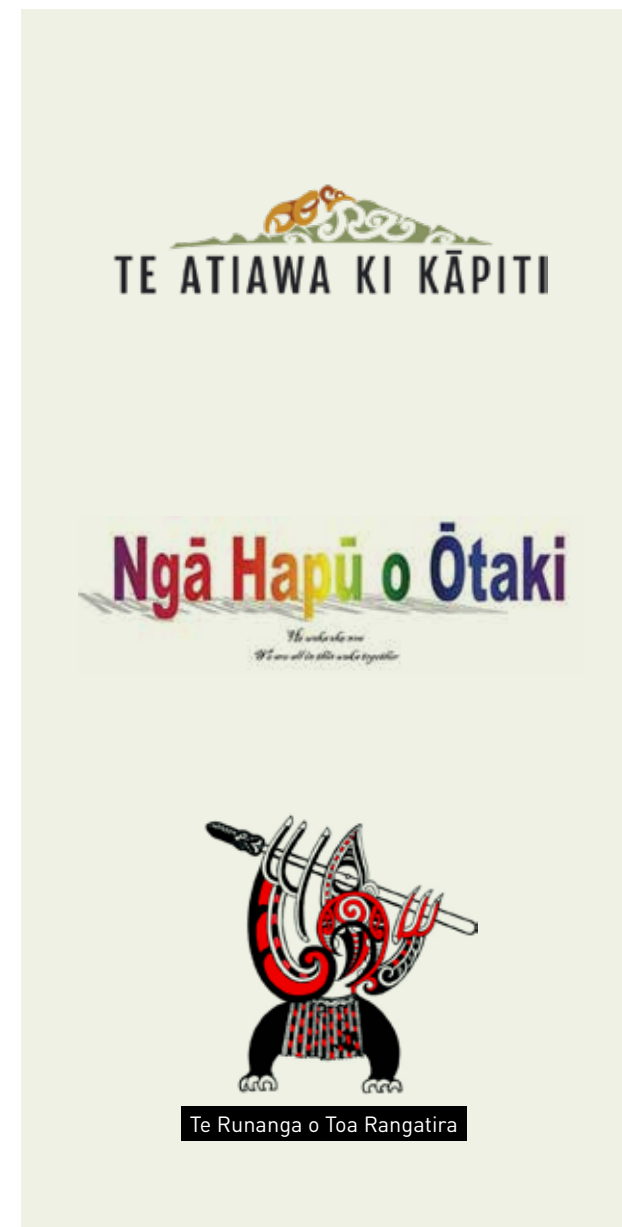
**Tino Rangatiratanga** – to exercise self-determination and self-governance with regard to all tribal matters.

#### The vision includes:

- That the tāngata whenua role of kaitiaki/kaitiakitanga within the district is strong and effective and encompasses both the environmental and general wellbeing of the community;
- That people feel comfortable in the use of Te Reo Māori and English – supporting the notion of a bilingual community;
- All waterways are healthy and able to be used as traditional food resources taking into account tāngata whenua environmental indicators;

<sup>2</sup> Page 4, ERMA New Zealand Policy Series. Incorporating Māori perspectives in Part V Decision Making; November 2004.

- That the tāngata whenua represent and engage effectively, where appropriate, with agencies and communities;
- That whānau and hapū have the capacity to engage effectively where appropriate with agencies and communities;
- That Māori representation in local government is improved;
- That tāngata whenua creative talents are fostered and encouraged;
- That the district builds a world-class economic development plan to attract international investment;
- That tāngata whenua are fostered to build Māori interest in food, culture, lifestyle and tourism sectors;
- That the community has good access to health services;
- Young people of Kāpiti are supported to reach their full potential;
- That people know about the Māori names for the original landscape, heritage and waahi tapu and that Māori names for streets and future settlements are adopted;
- That tāngata whenua play a strong/central role in district planning, particularly around the capacity of resources, water use, and the quality and nature of settlements;
- That there is a strong and effective partnership between tāngata whenua, the Kāpiti Coast District Council and Greater Wellington Regional Council;
- That tāngata whenua are involved in citizenship processes with new immigrants;
- That the Council assists tāngata whenua in the development of iwi plans;
- That tāngata whenua tangible and spiritual connection to/association with the land, waahi tapu and natural and physical resources is represented, understood and respected;
- That in accordance with Māori tikanga and lore, māta waka are embraced and protected by the mana and rangatiratanga of the tāngata whenua;
- That within the Memorandum between Te Āti Awa, Ngāti Raukawa, Ngāti Toa Rangatira and Council, provisions are made for any mandated māta waka to participate further, should they choose to;
- That the district appreciates tikanga Māori.



# Foreword from the Mayor

## Tēnā koutou katoa

I am pleased to present this Long-term Plan 2021–41. This is an important plan and it took a lot of work by many people to create it. I thank everyone across the community who has contributed to its development. Nga mihi nui!

The challenges we are facing right now require a bold response, and that is what we are delivering with this plan.

Between a global pandemic, a growing population, issues with housing availability and affordability and climate change, we are at a point where action is required to make sure we are building our resilience and protecting what we love about the Kāpiti lifestyle.

This plan sets out how we will invest for growth and resilience and secure our future for the whole community.

### Our community outcomes

We have retained the vision agreed with the community in the last long-term plan.

We have added to this plan, community outcomes which reflect the big issues we must address so we can continue strengthening our community, environment and economy.

We know people are passionate about our wonderful district and this was reflected in the volume of feedback we received. We have worked hard with this plan to support our community's aspirations and fulfil our responsibilities to wellbeing.

I am very proud that we have an outcome to focus on our Council–Mana Whenua relationship. Our strong partnership with our iwi partners is key to the future of our district's development.

### Investing in good growth and resilience

This plan has a strong focus on our response to the COVID-19 pandemic. The biggest contribution Council can make to recovery is to deliver projects and activities to stimulate our local economy and reduce the negative impacts. Central government is doing this and has asked councils to follow their lead.

So, this is a stimulus plan and budget for the next few years. Our expanded capital works programme is about delivering projects that support recovery and provide the infrastructure renewals and upgrades we need to maintain core services and be ready for our district's expected growth.

### Our key decisions

During consultation, we presented four key decisions for feedback: that Council take a bigger role in housing, that we rebuild the Paekākāriki seawall in timber with improved beach access, set up a CCO (council-controlled organisation), and explore whether Council could play a role in the Kapiti Coast Airport. Following feedback which endorsed our recommendations, we'll be moving forward on these issues.

In this plan, we will take action in several ways to expand our contribution to improving housing access and affordability in our community. Starting in the coming year (2021/22), we will begin rebuilding the Paekākāriki seawall in timber. In the first year of the plan, we will set up a CCO for Kāpiti for future use (we will consult fully with the community on a specific proposal before any action is taken). And, we will start exploring whether the Council could potentially have a role in the airport.



## Our big issues

As mentioned, this is a stimulus plan aimed at aiding our COVID-19 response so we can build back better, investing for growth and building resilience. The challenges we face are significant.

Fortunately, the last several years of prudent financial management means we are in a good position to make the most of the current favourable lending environment to take an investment approach. Acting on these big issues, will deliver results for Kāpiti in the short, medium and longer terms, and help secure our future.

## Rates

We've had to make some hard decisions in the development of this plan. This includes setting average rates increases over the next three years that are higher than many would like. For the 2021/22 year, councillors have set the rates rise at 7.79 percent.

There are good reasons for this, including the need to make some 'catch-ups' after a lower than proposed increase last year in response to COVID-19. We know this will be harder for some households than others, and have made provision for more support through our rates remission fund. Over the full course of the plan, the projected rates increases are lower and we will review what is required carefully each year as part of developing our annual plan.

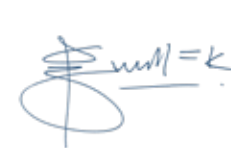
## Looking ahead

We are living in an extraordinary time and facing challenges which demand active responses. COVID-19 has made for an unsettling time. While acknowledging the difficulties many have faced, it has also created the opportunity to get things done for the long-term benefit of the community.

With this plan, we have an approach and a work programme that will see many projects and initiatives move forward. Some of these are long-awaited projects and some are newer. Some will safeguard our important infrastructure for many years and others will enrich community cohesion and cultural wellbeing. It will be exciting to see these plans come to fruition.

I encourage you to familiarise yourself with this plan, and to keep in touch as we move through the years.

**Toitū te whenua, toitū te wai, toitū te tāngata, toitū Kāpiti.**



**K Gurunathan**  
Mayor, Kāpiti Coast District



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# Introduction from the Chief Executive

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These are interesting times. The COVID-19 pandemic has been the ultimate ‘black swan’ event – an unexpected occurrence that has caused us to re-evaluate many things that we might have taken for granted. It has exacerbated things that already existed, such as a lack of equity in parts of our community. It has thrown long-held assumptions out the window.

## Challenges for Council and our community

Local government is a highly diverse, challenging and constrained sector. In Kāpiti, our Council organisation has over 40 different business units, and our functions range from maintaining pipes to running pools and libraries; from licensing dogs, to supporting events such as the Ōtaki Kite Festival. And yet, the funding tools that we have currently are out of date, and do not recognise your ability, as residents, to pay for Council services. This makes the challenge of delivering all of your aspirations for our community, all the harder. Your elected representatives work very hard in this increasingly complex world, to understand the work of Council, and to make the best decisions possible, on your behalf.

## A plan to secure a great future for our district

For the past five years, this Council has been focused on getting its house in order, in particular with our finances. Now, when the ‘rainy day’ has come, it means we are in a sound position to be able to respond. So, you’ll see that in this long-term plan we have trebled our capital expenditure programme. Within that, over the course of this plan, the focus remains on our core infrastructure role, which makes up 71% of our \$1.4 billion spend.

This work has to deliver improved environmental outcomes; it has to accelerate our climate mitigation and adaptation efforts; it has to improve our resilience, to both natural hazards and the likes of COVID-19. We have to plan for and enable good growth, so that we are not overwhelmed by it, but thrive and gain from it.

As your Council, we’re working with our region, our community, and with developers and investors, to create jobs, homes and communities. We’re planning for the next 30,000 residents for our district over the coming years, and to ensure we can all live well. This work links closely with our neighbouring districts, particularly Horowhenua, and also requires us to strengthen our relationships with a range of central government organisations, all of whom have their own, often differing, boundaries.

A real sea change will be our partnerships with iwi. We have the same interests and objectives – fundamentally to restore, enhance and protect the awa, the whenua and the wairua that is under our guardianship. We owe it to our future generations to do the best we can, to be the best we can. We want to do this together.

## Steering through multiple Government changes

And, through all of this, the Government has embarked on a massive programme of change, much of which affects our Council. We're expected to 'keep the lights on' – to keep doing everything that we do – and to manage the transitions as change occurs to the three-waters, to the Resource Management Act, and to the very heart of local government itself. That's why I've described this long-term plan as the biggest, boldest, most challenging that I have known in the past 30 years.

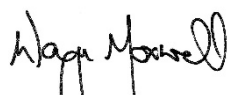
## Clear sense of direction

We live in times of change. We're going to have to continue to respond and adapt and evolve. We know why we're here:

**We support a connected, vibrant and sustainable coastal community, rich in culture, lifestyle opportunities and natural beauty.**

That purpose statement will be our guide as we face the issues and opportunities to come. To do this requires a workforce that loves what they do, and is passionate about making a difference in our community. We have that in spades, but in a highly competitive marketplace for jobs. So, we are focused on our people, and we continue to work on the things we can do to make this a happy, high-performing organisation where people get to make a difference. This long-term plan is going to help us deliver that.

Kāpiti is a fantastic place to live, and it's only going to get better.



**Wayne Maxwell**  
Chief Executive



Photo caption







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# Our vision and outcomes

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# Our strategic direction

Developing the strategic direction of this plan was a comprehensive process through 2020 and the first half of 2021. It drew on engagement and interaction between iwi partners and elected members, the community and Council staff. We heard from, and met with, people at Council meetings and information pop-ups, at special events like our Takutai Kāpiti climate summit, and through service requests to our Council teams which tell us what's happening on the ground in our communities.

## Responding to our community's concerns and aspirations

In the development of this plan, we asked the community to share what they thought mattered most for our district's future. In that process we received over 400 comments from more than 200 people, which were fed into the development of our direction and draft plan. This was followed by 741 submissions on our proposed plan during

consultation. We received good support for the plan, with many agreeing investing for growth and resilience is the right approach to take right now. The community told us it wanted to see movement on a number of key issues, and in this plan we are taking steps on these.

## Housing affordability

A lack of affordable housing is a concern for many. One of the key decisions we presented in the proposed long-term plan consultation was a recommendation that Council take a more active enabling role in working with central government, iwi and other parties in finding solutions and this was supported. We will now look at the ways in which we can help contribute to improving housing options in the district. For our specific actions, see [page X](#).

## High quality infrastructure and facilities

From providing clean drinkable water, to better roading and more accessible footpaths, people agree that maintaining and improving infrastructure is crucial, especially as our population grows. We've lifted our infrastructure spending limits for the next three years and will be investing significantly in our water, stormwater\*, roading and coastal infrastructure. Facilities such as our libraries and

community spaces are important in supporting wellbeing, and we are continuing and enhancing our investment in those as well.

## Planning for quality growth

It is important that Council plans for quality growth including meeting the requirements of central government such as protection of freshwater and productive soils and increased intensification of housing. Our development focus needs to be balanced with ensuring our existing infrastructure is effectively maintained, managed, and expanded as we grow. Council can influence the nature of growth through our policies and plans, which means an ongoing conversation with the community about what we want to see.

## Caring for our environment and acting on climate change

Feedback on the proposed plan supported Council continuing its efforts to reduce emissions and to support the community to minimise waste and reduce emissions across the district. In this plan we will be taking action to improve sustainability and resilience of our environment and assets and support the resilience of our communities.

\* The Government is changing supply arrangements for the three waters services, however, we need to continue to plan for these. See page 51.

# Our vision for our community

For this plan, we are retaining the overall vision agreed with the community in 2018. *Toitū Kāpiti* embodies our goal of a vibrant and thriving Kāpiti with healthy, safe and resilient communities.

**Toitū means to be sustainable.** To achieve sustainability for Kāpiti we must take a holistic approach – protect, care for, and enhance our land, our waters and our people.

The vision reflects the concerns and aspirations the community has shared and provides a strong direction for us to hold to as we navigate the coming years, with the challenges – and opportunities – that will bring for our district.

## Community outcomes to guide decision making

To support the vision, elected members have identified five desired outcomes they see as critical towards achieving a vibrant, thriving and strong community.

These outcomes are our priorities for this long-term plan. They'll help us respond to our challenges, prioritise our activities and spending, and keep our focus on what's most important.

## Te Ao Māori perspective

The outcomes are underpinned by the principles presented in Te Kaupapa Mātua (our harakeke image on [page XX](#)).

Working with our iwi partners, we have developed a comprehensive framework which embraces a Te Ao Māori perspective (Māori world view) with a whakatauāki (proverb) for each community outcome.

Our three iwi who are Mana Whenua in our Kāpiti Coast District – Ngāti Raukawa au ki te Tonga, Te Āti Awa ki Whakarongotai and Ngāti Toa Rangatira have each contributed a whakatauāki for one of the outcomes which reflect the intent of the outcome.

## Core services support outcomes

Alongside the priorities set by the community outcomes, are Council's provision of core services. Through all our activities, the projects we implement as part of this plan and all our day-to-day work, we will continue to focus on providing great service to our community.

**The outcomes are set out in full on the following pages with their whakatauāki, definitions of their scope and details of the ways in which Council contributes overall.**

**How Council specifically contributes to each of the outcomes through its work in this plan, is highlighted in Our activities and services section page X.**

OUR VISION: **THRIVING ENVIRONMENT | VIBRANT ECONOMY | STRONG COMMUNITIES**  
 toitū te whenua, toitū te wai, toitū te tāngata — toitū Kāpiti: the lifestyle choice

**OUR CHALLENGES AND OPPORTUNITIES**

**Liveability of our district**

**Rising costs and limited income**

**Managing growth well**

**Being connected and resilient**

**Caring for our environment**

**OUR CONTRIBUTION**

**Our core services**

Delivering efficient, reliable services, facilities and infrastructure to meet the needs of our growing communities.

Infrastructure



Partnerships



Corporate



Community



Planning and regulatory



**Our projects and priorities**

Acting on important issues.

**Our financial strategy**

Managing how we pay for services and fund our community's development.





# Our community outcomes



Mana Whenua and Council have a mutually mana-enhancing partnership.

## **Pūkengatanga/Whanaungatanga**

**Strong communities – Thriving environment – Vibrant economy**

*He whakatauāki nā Ngāti Raukawa*

Mā te huruhuru te manu ka rere, He ao te rangi ka uhia.  
By feathers the bird flies, by clouds the sky is adorned.

The distribution and sharing of resources, skills, and labour for the common good of the people. An expression of partnership as the bird is reliant on his feathers to fly, so too are successful communities reliant on each other.

### **This means:**

A partnership built on an open relationship, based on mutual respect and trust, where the partners have the ability to disagree but find common ground. It is a partnership that supports each to build capacity and knowledge, which is shared to create greater community outcomes.

### **Council contributes by:**

- Supporting knowledge-sharing between Te Ao Māori and Te Ao Pākehā
- Partnering with local iwi to identify and achieve Mana Whenua community wellbeing goals
- Strengthening capacity of Māori to work within government frameworks
- Adequately resourcing Mana Whenua to engage with Council as partners.



Our communities are resilient, safe, healthy and connected. Everyone has a sense of belonging and can access the resources and services they need.

### **Manaakitanga/Whanaungatanga** **Strong communities**

*He whakatauāki nā Te Āti Awa*

Tumutumu pareā, rākau pareā, whānui te ara ki a Tāne.  
Ward off weapons so that the broad path to Tāne is opened up.

The pathway of life is often blocked by obstacles which must be cleared out of the way. Keeping the pathway clear is one of life's important tasks, then our communities can be resilient, safe, healthy, thriving, and connected, where everyone can access the resources and services they need unencumbered.

#### **This means:**

Our communities (groups and individuals) have access to services and facilities necessary to meet their basic needs to cope with the demands of, and unforeseen disruptions to, their daily lives. They have access to adequate permanent shelter; necessary health services; food; water; education; transport options and networks (roading, rail, cycle, sea and air); telecommunications; and social networks, that they may prosper and thrive to fulfil their potential.

#### **Council contributes by:**

- Partnering with iwi, local organisations, and central government to coordinate and facilitate equitable distribution of resources
- Advocating for better facilities and services on behalf of our communities
- Using and improving our local knowledge of our communities to identify their needs
- Facilitating connectivity across the community (groups and individuals) and between communities
- Funding locally-led initiatives.



Our local economy is prosperous with ample opportunities for people to work and learn in Kāpiti.

### **Pūkengatanga/Whanaungatanga** **Vibrant economy**

*He whakatauāki nā Te Āti Awa*

Tūngia te ururoa, kia tupu whakaritorito te tupu o te harakeke.  
Burn off the overgrowth so that the flax shoots may sprout.

The real lesson being clear away the old and redundant plants so that the good may grow vigorously. Discard the rubbish and get to the heart of the problem in order that our local economy is prosperous with ample opportunities for people to work and learn in Kāpiti.

#### **This means:**

Creating an environment conducive to developing business and economic activity within the district to provide opportunities for balanced, positive growth where people live, learn, play and prosper. It recognises that economic wellbeing directly contributes to community resilience and wellbeing.

#### **Council contributes by:**

- Seeking government investment/development of regional hubs
- Improving our transport connections such as rail and air
- Partnering with iwi, local organisations and others to actively promote existing local business and facilitate and encourage new businesses to establish
- Funding local events, and promoting the district as a destination
- Ensuring the local economy benefits our communities' wellbeing
- Growing skills and capability, and potential for jobs, especially for young people
- Supporting the growth and promotion of sectors that provide the most potential for economic wellbeing.





Our natural environment is restored and enhanced as we transition to a low-carbon future.

#### Kaitiakitanga/Pūkengatanga – Thriving environment

*He whakataukī*

Oranga Taiao, oranga tāngata.

Oranga Tāngata, oranga taiao.

When the environment is healthy, the people are healthy.

The people are sustained when the environment is nurtured.

#### This means:

Reducing Kāpiti's contribution to climate change through carbon emissions and waste, and limiting its impact through coastal adaptation, and storm water and other natural hazard management. Restoring and improving the natural environment through remediation, reforestation, and sustainable practices.

#### Council contributes by:

- Leading by example through reducing Council's carbon emissions to be carbon neutral by 2025
- Embedding sustainable practices within Council service delivery
- Facilitating and empowering community projects and initiatives
- Educating and promoting sustainable practices in the community to see a reduction in carbon and waste
- Restoring our environment through dune restoration and native planting
- Ensuring our freshwater quality and protection through our stormwater network.



Our people have access to suitable housing in Kāpiti so that they can live and thrive.

### Ūkaipōtānga

#### Strong communities – Housing

##### *He whakatauāki nā Ngāti Toat*

Ko te whare o Wai-lorangi, he whare kāore e turuturu te wai.  
The house of Wai-lorangi is a house that never leaks.

The utmost detail was accorded when providing warm, secure houses for the people. Such as the house of Wai-lorangi or the dwelling place of the gods.

#### This means:

Kāpiti residents have access to suitable safe, healthy, warm shelter (including houses, apartments, units, townhouses and other domestic dwellings) to meet their needs, and enable them to live and thrive where they choose, how they choose.

#### Council contributes by:

- Partnering with iwi, local organisations, central government and others to deliver housing solutions
- Using the regulatory powers available to it to facilitate increased supply.
- Providing social housing for older persons.

# Our contribution to the wellbeing of our community

We're calling this "our plan for securing our future". Its aim is to achieve our vision of a Kāpiti with a thriving environment, vibrant economy and strong communities. The actions we are taking to address our big issues and position ourselves to harness opportunities, are all geared towards improving wellbeing.

As well as the community outcomes our elected members have identified, our focus on wellbeing has been reinforced by the Government's reintroduction of the four wellbeings into the Local Government Act 2002 – our governing legislation. The legislation means that contributing to the social, cultural, environmental and economic wellbeing of our community is a fundamental purpose of Council, along with the core services we provide. We welcome this.

In our activities and services section, you will see examples of how our day-to-day services and the work we are prioritising contributes to the different aspects of wellbeing.

For this long-term plan, we are drawing on the broad definitions of wellbeing prepared by Taituara (formerly the New Zealand Society of Local Government Managers).

## The four wellbeings

### Social wellbeing

Social wellbeing involves individuals, their families, whānau, hapu, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.

### Environmental wellbeing

Environmental wellbeing considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.

### Cultural wellbeing

Cultural wellbeing looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities.

### Economic wellbeing

Economic wellbeing looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social wellbeing, such as health, financial security, and equity of opportunity.









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Photo



# Investing for resilience and growth

We've developed a substantial work programme to help stimulate our local economy as it rebuilds from the impacts of the pandemic and to build resilience.

This includes work already identified in previous plans as high priority, some new projects, and some initiatives the community brought to the table during consultation (including a \$60,000 project to improve bike safety around Paraparaumu College, an additional \$50,000 in the Social Investment Fund specifically for Ōtaki initiatives and \$50,000 towards developing a youth space in Ōtaki).

Of the big issues we face, the COVID-19 pandemic is the only really new one. How we can best respond to the other issues has been in our considerations and planning for many years. We are not starting from square one but building on the work of past years and previous plans. However, COVID-19 has highlighted the need to improve our social and physical resilience.

## Earlier work strengthens position

In recent years, we've worked hard to improve our financial position, a successful strategy which saw our credit rating increased two grades to AA by international credit rating agency Standard & Poors in 2019. This rating was maintained in 2020.

We did this by managing our finances tightly, limiting our capital spending, stabilising our borrowings and working hard to keep rates increases manageable for our community. The objective was to ensure that we were in a strong financial position to be able to borrow to invest in infrastructure when it was needed.

In response to the pandemic, councillors agreed on a lower rates increase in 2020/21 than had been forecast to recognise the pressures that households and businesses were likely to experience. We also slowed down our funding of depreciation. While this means we have some 'catching up' to do, our core approach and financial position remains sound.

## Focus on investment and securing our future

Because of our strong emphasis on careful financial management, the Council is well-placed to play an important role in stimulating the local economy to assist with our COVID-19 recovery and continue to build our resilience.

A substantial part of our contribution to our district's rebuilding is to keep our capital spending up to stimulate the local economy. This is the approach central government is taking and is urging local authorities to follow.

To do this, means increasing our borrowings to fund some of the important projects outlined in the table on [page XX](#) and in our activities and services section.

This is a good time to borrow, when we can also take advantage of the historically low cost of finance (continuing to source our funds from the Local Government Funding Agency and borrowing within their recommended limits).

This kind of borrowing, to invest in infrastructure that our district needs, is an example of what people often call "good debt" that allows for work on assets to be repaid over the course of their life.

This ensures that each generation that benefits from an asset also contributes to it.

Where our last long-term plan had an emphasis on shoring up our financial position, this plan has a focus on leveraging that strong position to secure our future.

You can read more about funding in the section on our financial strategy (page XX).

## Managing growth and protecting our environment

We know we are mostly likely to experience accelerated growth in our district during this long-term plan and we need to have the infrastructure in place to accommodate a larger population. The level of asset upgrades we have planned in the first five years of the plan reflect this.

In late 2019, we completed a housing and business development capacity assessment (HBA) which indicated a shortfall of 1,660 dwellings in the long term and we responded by commencing a review of our growth strategy. Based on new population growth forecasts, we then began an update to the housing component of the HBA, under the new national policy statement on urban development

(NPSUD). This is due by 31 July 2021 and will feed into work on the growth strategy, and an urban development district plan change scheduled to be notified in 2022. We will start a full HBA update in 2022/23 for the 2024–44 Long-term Plan to ensure we are planning adequately for growth (and related infrastructure) across housing and business land needs.

We want 'growth to pay for growth', so our development contributions policy is designed to ensure that developers help fund the additional infrastructure needed, but the complete infrastructure of the district remains the overall responsibility of Council. We also want to ensure our district has a mix of housing that addresses the housing pressures people are experiencing, and we will do what we can to help increase the mix and supply of housing, including updating the district plan.

We know people want to see 'good growth', and that we build into our activities care for our environment and action on climate change. Council formally declared a climate emergency in 2019, and we have been integrating a focus on climate change adaption and mitigation into our work. We will be extending this further across our work programme.

Our response to these combined issues – and the opportunities they also present – is to invest in a comprehensive work programme in this long-term plan.

## Ramping up our work programme

What all this means is the next few years are going to be busy.

To boost the economy, prepare for growth, invest in our facilities and renew aging infrastructure, we have planned for a significantly more active work programme over the next three years.

In the last three years, we have spent, on average, \$23.2 million on capital works. For the first three years of this plan, we propose a capital works programme of \$225.3 million. This is an average of \$75.1 million per year – more than triple the current spend.

Increasing our investment will allow us to 'build back better' from COVID-19, and future-proof our infrastructure, services and community facilities.

What infrastructure we are investing in, and the timing of this, will be revised where necessary as more information on anticipated growth and sufficiency of development capacity is available through the newly updated HBA. The timing of some investment may need to be brought forward or pushed out.

Many of the projects in this plan have been on the books for some time and this investment approach means we will be able to deliver more, sooner. It will also give us the opportunity to consider how we use some of our facilities in future and seek community input on that. The kinds of questions we will be asking include: could a new Waikanae Library accommodate housing and commercial space? What does a replacement for the Te Newhanga Kāpiti Community Centre look like and how could it best serve the community? We look forward to working with the community and thinking creatively as we develop our approach for these key facilities.

## Getting it done

This is an ambitious work programme.

We know there will be challenges in getting through this level of work and risks to mitigate. We are gearing up to manage all aspects closely and do some things differently.

Our infrastructure strategy (page XX), identifies a challenging environment for completing infrastructure work with pressures on availability of materials and specialist contractors. To mitigate the risks we are taking a multi-faceted approach.

- We have recently set up a dedicated project management office to manage work across our multiple projects.
- We have put in place multi-year contracts that ensure contracting resources are available if we need to increase our programme.
- Bundling multiple projects into consolidated packages of work is another strategy that we will be using. This approach provides Council and suppliers with certainty, and means we can make any adjustments necessary as work is undertaken. It also means we can move contractors across projects within a programme of work, with no overall slippage.
- We have contracts set up for ongoing major pieces of work like town centres and roading maintenance, and we are well progressed in setting up for delivery of key projects like the Waikanae water treatment plant upgrade.

- We will explore opportunities to partner with neighbouring local authorities to ensure we are not competing at the same time for the same contractor resource and, if possible, look to combine work programmes.

We're confident we have the structures in place to deliver on these projects, but have processes in place should we need to re-prioritise work. Partnering with contractors and letting multi-year contracts for packages of work will give us flexibility to ensure time-critical work can be prioritised.

## What the plan means for rates

The proposed increased work programme impacts rates.

Councillors have adopted an average rates increase of 7.79 percent for 2021/22. Rates for year two of this plan are currently forecast at 8.0 percent and 7.9 percent for year three. They will be reviewed as part of setting the annual plan. Over the full 20 years, the average projected rates increase is 3.7 percent, compared with 2.6 percent in the previous plan.

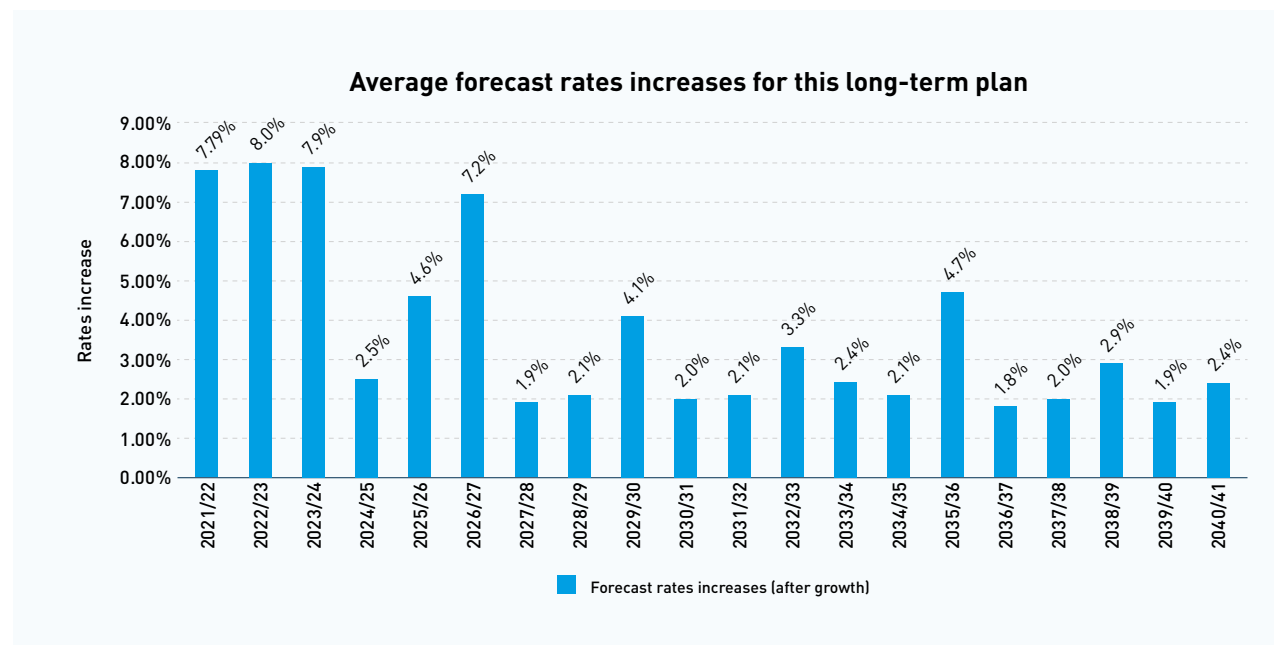
Some of the rates increase for 2021/22 is related to our proposed increased spending, but the Council is also facing higher costs that we have no choice but to pass on. For example, inflation\* accounts for 3.2 percent (on average) of the proposed rates increase. When we consulted on our last long-term plan in 2018, inflation accounted for 2.1 percent (on average) of the proposed rates increase for year one of that plan.

While we would prefer to have a lower rates increase, the district's key need at this time is for investment to help stimulate recovery and prepare for the future. Through consultation, while many expressed concern over the rates increase, we received support for Council to invest in our community.

Given our limited ability to reduce rates, we've increased our remission fund by \$50,000. This increases the total rates remission funding available to \$423,000 per year which enables us to assist more households with significant affordability issues.

Feedback also supported Council exploring different ways to generate income to reduce the burden on rates so we will begin investigating options to do that.

\* We use the Local Government Cost Index (LGCI) to measure inflation, rather than the Consumer Price Index (CPI) because the LGCI refers specifically to costs councils face.

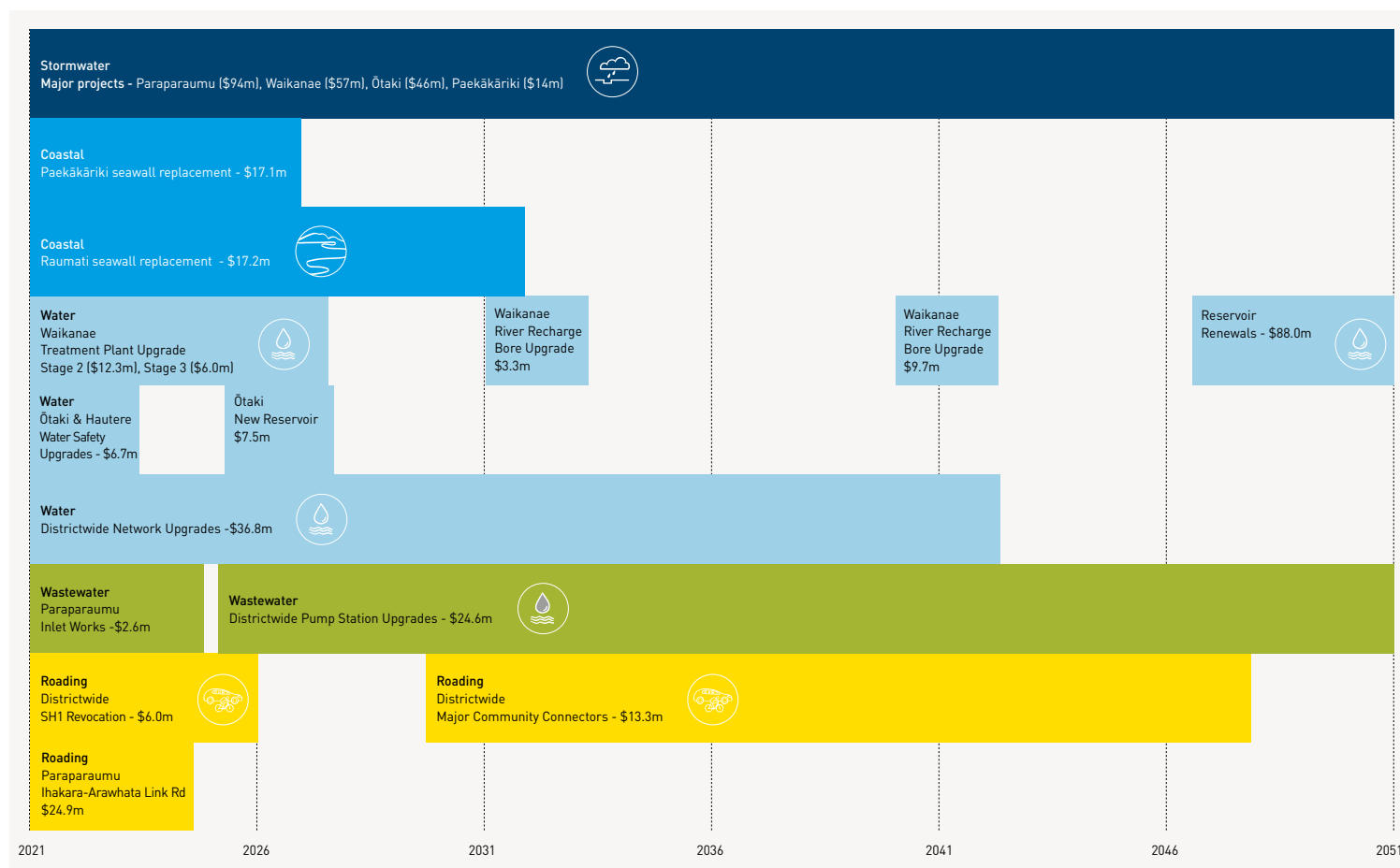




# Our big infrastructure projects

The diagram below shows the main work that is required across our core infrastructure over the next 30 years, broken down into projects and the estimated cost of that work when the plan was developed. As the diagram indicates, there is significant work in the early years of this long-term plan.

You can see a timeline of all our significant capital works projects in this plan at the beginning of Our activities and services section, page X.



# Projects and initiatives across the community

## What's planned for the coming years?

Here are some of the projects and priorities we will progress as we work through the plan. Our programme involves a mix of large-scale work across the district and smaller projects. For example, upgrades to our stormwater network and drinking water infrastructure – as shown in the diagram of big infrastructure projects, through to progressing park development including responding to climate change impacts by installing shade over playgrounds and adding extra water fountains.

## Key decisions

In this long-term plan, we will implement the four key decisions agreed by councillors following consultation with the community.

Councillors decided to proceed with the actions recommended in the consultation document for each of the four key decisions – which a majority of submitters supported. This means we will:

- take a bigger role in housing
- rebuild the Paekākāriki seawall in timber with improved beach access
- set up a CCO (council-controlled organisation)
- begin to explore whether Council may be able to have a role in the airport.

## Taking a bigger role in housing

In this plan, we will take action in several ways to expand our contribution to improving housing access and affordability in our community.

Our main focus will not be in development, but will be to increase our activities to support and enable development.

We will:

- update the district plan to ensure we are enabling sufficient development capacity, both in land zoning and intensification
- work with commercial developers to encourage and incentivise higher-density development in suitable areas

- review our existing older persons' housing complexes to see if we could redevelop to add more housing
- explore opportunities to increase social and affordable housing by partnering with iwi, a community housing provider or central government
- pursue opportunities to secure land suitable for housing. We have increased our budget for purchase of land. If the right opportunity comes up, we may be able to buy land which could be developed by a social housing provider, iwi or a private developer.

We will come back to the community with any specific proposals that come out of our review of our existing social housing.

## Rebuilding the Paekākāriki seawall in timber with improved beach access

Starting in the coming year (2021/22), we will rebuild the wall in timber. We will improve access to the beach for all users and incorporate an art and cultural thread in the design. At the same time, we will improve protection of the roadway and the beach environment. The timber wall will cost \$17.1 million and will be built in stages over the next five years. Its estimated life will be 25 years.

A concrete option had been designed and consented after community consultation five years ago, however, material costs and conditions changed and the updated cost for the concrete option had risen to \$27 million.

The consultation at the time, and the seawall design group process, identified key design objectives including protection of the roadway, improved access to the beach, protection of the beach environment and an art and cultural thread throughout the design. As far as possible, we will incorporate these objectives in the rebuild.

## Setting up a CCO (council-controlled organisation)

In the first year of the plan, we will set up a CCO for Kāpiti. CCOs are used by more than half New Zealand's councils for a range of purposes including managing services and developing infrastructure. They can hold assets and generate income.

Councillors will consider how our CCO could be used to benefit the district. When we have identified a possible activity that we consider could potentially be managed by our CCO we will consult with the community on a specific proposal before any action is taken.

## Exploring ways for Council to have a role in the airport

We will start exploring whether the Council could potentially have a role in the airport.

As Kapiti Coast Airport is privately owned, any future steps would need the agreement of the airport's owners and a full consultation with the community about a specific proposal, so this is a first step.

What we will do initially is investigate how various scenarios could work for our district, for example operating the airport under a lease or owning it in partnership. We will also be open to other options that may emerge which would benefit our community. If we identify a viable option, the second step will be to consult with the community on a specific proposal.

## Some of our key projects

### Waikanae Library

We're prioritising a long-term solution for the Waikanae Library and service centre, in Mahara Place. We will develop a detailed proposal for consultation with the community and have budgeted \$13.8 million for 2021/22 to 2024/25.

### Te Newhanga Kāpiti Community Centre

The community centre in Paraparaumu is no longer fit for purpose and needs rebuilding or replacing to meet future needs. This project will see Council begin the design process for a new community centre in 2021/22. Working with the community, we need to consider how a centre can best contribute to wellbeing, what this means, and what it might include. We have budgeted \$5 million over 2021/22 to 2023/24.

### Ōtaki community facilities

We have set aside budget of \$10 million over four years from 2024/25 to explore reshaping our community facilities in Ōtaki, with a focus on the library and memorial hall. We've also added \$50,000 in 2021/22 toward a youth space in Ōtaki.

### Ōtaki Pool upgrade stage 2

Stage 2 of the upgrade will include upgrading the changing rooms, increasing the heat efficiency of the building and reducing its carbon footprint. The work will cost \$3.4 million spread over years two and three of this plan.

### Te Uruhi – Kāpiti Gateway

We will progress work to improve the departure point to Kāpiti Island linking with our progressive development and upgrading of Maclean Park. The facility will be a small multi-purpose space at the northern-most end of the park, where we can present the Kāpiti story. The project will protect the island from biosecurity threats, enhance the Tikotu Stream and improve beach access. The estimated project cost is \$4.46 million of which the Government is funding half.

**Detailed information about our work programme and key projects can be found in Our activities and services section, page X.**

Photo  
Caption



Photo

# Responding to our big issues

As we've outlined, Kāpiti is facing some complex issues which have set the course of this plan and determined the investment approach we are taking.

In this plan we need to:

- respond to the social and economic impacts of COVID-19
- prepare for growth
- step up our action on housing
- respond to climate change
- build resilience, and
- manage Government changes.

## COVID-19 response and recovery

Without COVID-19 this long-term plan might have looked quite different. As it is, our response to the pandemic – both the impacts it has had on our district, and what we need to do to rebuild and prepare for possible future impacts – is now a critical element.

The best thing Council can do to aid the Kāpiti response is to stimulate the economy so we can rebuild our communities to be more sustainable, prosperous and resilient.

As outlined in the previous section: Investing for growth and resilience, we are increasing our planned capital works substantially over the next three years. The average annual spend per year for the next three years will be \$75.1 million.

This compares to an average \$23.2 million in the preceding three years. This is in large part driven by the need to keep the economy rolling over the next few years.

We've also developed a recovery plan which includes short and medium-term actions like supporting and encouraging buy local campaigns, building on existing promotions and events to enliven town centres and promoting new commercial investment opportunities across the district. You can read more about the *Kāpiti Recovery Plan* at [kapiticoast.govt.nz/covid19](https://kapiticoast.govt.nz/covid19)

## Managing growth

Our district has been growing steadily and we are set for more growth. With a population currently at around 57,000<sup>5</sup> and projected to reach 85,000 by 2050, careful planning for how to accommodate additional people is crucial.

We need to manage the way we grow so we can maintain what we have now and benefit from growth. In our consultation for this plan, we asked what the community thought good growth looked like, which will feed into our growth strategy. We've heard that people want to see quality, well-managed growth with a focus on infrastructure and ensuring the best economic, social and environmental outcomes.

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<sup>5</sup> This is the most recent estimate provided by Statistics New Zealand. At the time of consulting on the long-term plan, the estimated population for the district in 2020 was 55,500.

Council can influence the nature of growth through our policies and plans, which means an ongoing conversation with the community about what we all want to see.

We will respond to the National Policy Statement on Urban Development requiring councils to plan for well-functioning urban environments, including providing sufficient development capacity for the district to grow 'up and out'. We have a significantly increased programme of infrastructure investment for the short term to ensure that we are bringing forward investment where needed to better support growth.

## Access to housing

Housing access and affordability is linked to many of the other issues we face and is a significant and worsening problem in the district. The recent and projected growth, and the ongoing impacts of COVID-19 are exacerbating this issue.

Council is committed to playing a role in this and the community has said it would like us to play a bigger role. This was one of the key decisions consulted on in forming this plan.

We are going to take a range of actions to help influence the supply of affordable housing in the district. This includes using our role in setting the district plan to look at opening up more land

for housing and incentivising higher-density development; and exploring opportunities for partnership with iwi or community housing providers. See [page X](#).

## Responding to climate change

Acting on climate change is a key driver for this long-term plan. How we mitigate and adapt to a changing climate was a key issue raised through consultation – particularly flooding and coastal erosion.

We know climate change is a huge challenge and a significant concern for our community and that it will impact different people in different ways, whether to property, employment or lifestyle.

For some Council activities, climate change mitigation and adaptation have been embedded in how we work for quite some time. For other activities, we're developing our response.

To reduce our Council emissions, we've implemented changes that conserve energy, reduce fossil fuel use, increase use of renewable energy, and improve how we dispose of waste. We've reduced sewage sludge emissions and improved the efficiency of our vehicles and buildings. In the decade to 2019, Council reduced its emissions by 76 percent, for which we won the Excellence in Climate Action – Medium Organisation in the 2019 Toitū Envirocare Awards.

In this plan, we will continue to work on reducing Council's emissions and step up work to support the community to reduce emissions. At the same time, we will prepare for the impacts of climate change. Our key areas for action are:

- further reducing Council's carbon emissions
- preparing for coastal change and severe weather events
- minimising waste
- supporting sustainable transport options, and
- increasing our work with the community to reduce our district's carbon footprint.

**You can read more about our climate change work in Our activities and services section (page X), particularly in Sustainability and resilience and also Stormwater and Coastal management activities.**

## Strengthening our resilience

Being resilient means we can quickly recover from challenges and difficulties. For Council, this means being able to keep our important services and facilities operating when the unexpected happens.

While we pulled together during the COVID-19 lockdown, we have learned there are things we need to do to strengthen community resilience, especially for the most vulnerable.

The projects and initiatives outlined in this plan, including investing significantly in infrastructure and facilities and planning for further growth, will help us better withstand 'bumps in the road'. Our increased investment in community wellbeing will help us build social resilience.

## Government changes impacting Council

Central government is making major changes in the local government sector that will have a significant impact on communities and the role of councils.

The big areas of change are:

- proposed new regulation and supply arrangements for the 'three waters': drinking water, wastewater and stormwater
- reform of the Resource Management Act, and
- overall increased expectations of local authorities to meet the social needs of their communities.

As we developed and finalised this long-term plan, Government was still working on the proposed new arrangements for the three waters. For now, all councils are obliged to continue with business as usual – including planning and budgeting for these services. Therefore, in this long-term plan, we have budgeted to progress our significant programme of work across the three waters.

# Strategies supporting our plan

## Investing for growth and resilience – our financial strategy

Our financial strategy enables our investment in, and development of, the district and our delivery of core services. We review our financial strategy every three years as part of developing the long-term plan.

With the substantial investment programme outlined in this plan, we have made some significant adjustments to the main elements of our financial strategy – our rates, borrowings, and capital spending, to support our programme.

This section explains what we considered in determining our financial strategy in this plan, and our proposed changes to rates, borrowings and capital spending.

### Influences on our financial strategy

The theme of this plan is investing for resilience and growth. We are taking this approach to give our district the best chance of recovering well from COVID-19 and to secure our future.

Rates, borrowings and capital spending are the 'levers' we have available to adjust to enable us to deliver the desired levels of service to the community.

Meanwhile the Government has asked councils to 'do their bit' for the economy through their work programmes – such as increasing capital spending. At the same time, we have a number of significant projects such as the Waikanae Library, the Paekākāriki seawall, the east-west link road in Paraparaumu and strengthening our water resilience – that all need to be done now.

We are fortunate that the financial environment, with low interest rates for borrowing, makes this a good time to borrow and invest in development. Our good financial position means we are well-placed to take this step.

As outlined in the section Investing for resilience and growth ([page X](#)), we have set an ambitious work programme. We will monitor our spending closely and only draw down planned borrowings when we need to.

### Balancing the core elements

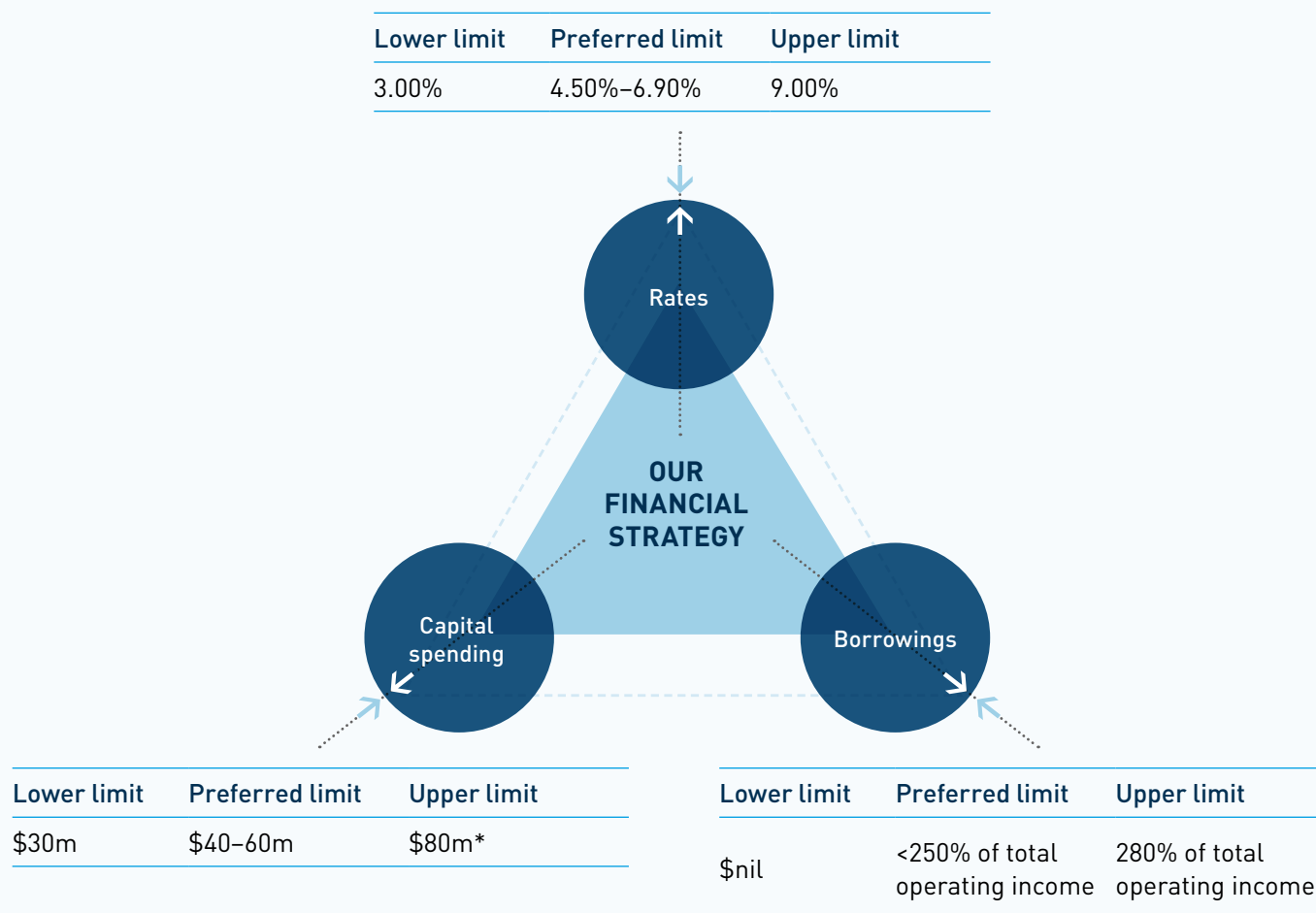
Our financial strategy aims to achieve a balance of the three elements – managing the affordability of rates, borrowing well and strategically, and making the best use of our capital spending.

We set targets and limits for each of these elements according to the Council's financial position and direction.

With this plan's focus on investment to stimulate the local economy, we have increased the rates, borrowing and capital spending limits, see diagram on facing page.



This diagram shows the three 'levers' of our financial strategy – rates, borrowings and capital spending and the limits that councillors have set for each for this long-term plan.



\* Forecast capital expenditure (CAPEX) does exceed \$80 million in later years. Forecast expenditure reflects asset age, condition and replacement of existing assets and the need for new assets. The upper limit for gross CAPEX is based on deliverability of work programmes. We will review our forecast capital expenditure programme each year as part of developing the annual plan.

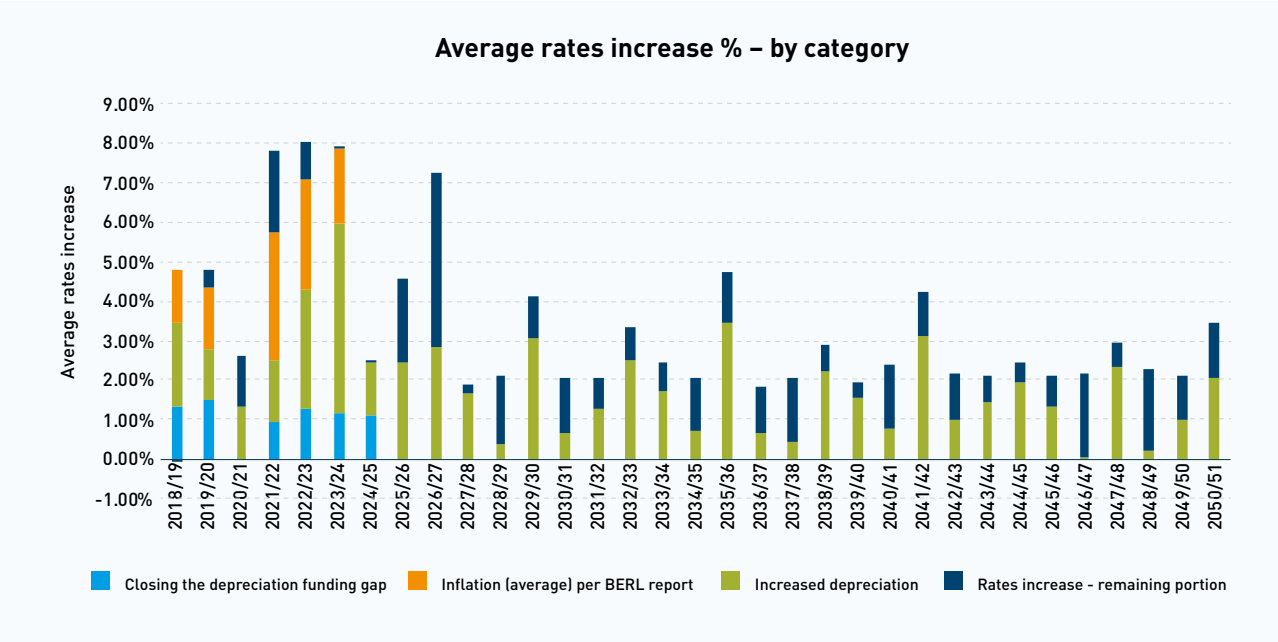
Rates

The average rates increases included in this plan for the next three years are higher than in previous years, and the Council is very mindful that affordability of increasing rates is a concern.

The average rates increase for 2021/22 has been set at 7.79. We are forecasting average increases of 8.0 percent in year two and 7.9 percent in year three.

The average rates increase for 2020/21 was 2.6 percent. This was 3 percent lower than originally proposed as Council adjusted the annual plan to support the community through COVID-19. This has been a factor in affecting the rates increase for year one of this long-term plan.

We recognise that where rates are more than five percent of the median household income this is an indicator of financial hardship. We also understand that for some households the increases will be significantly higher because of the recent rise in property values. Increases in property values affect the share each household pays not the overall level of rates income received by the Council to pay for services.



Projected rates increases beyond year three include inflation and the impact of increasing asset costs, offset by growth.

We will continue to help people access the Government's rates rebates, and use our own rates remission tools in a targeted way to assist with affordability. In this plan, Council has increased the rates remission fund by an additional \$50,000 per year, which in household terms could potentially provide rates assistance to a further 167 households on top of the current level of uptake.

As noted, we have a high dependence on rates income and we want to look seriously at how we can generate other income and ease the rates burden in the future. This was supported by community feedback from consultation.

For years two and three, the proposed increase will be reviewed as part of developing the annual plans for those years. We will try to get those increases down as we go through those planning processes.

The average projected rates increase over the full 20 years is 3.8 percent, compared with 2.6 percent in the previous long-term plan. If we can, in coming years we will smooth out the impacts of rates increases.

## Capital spending

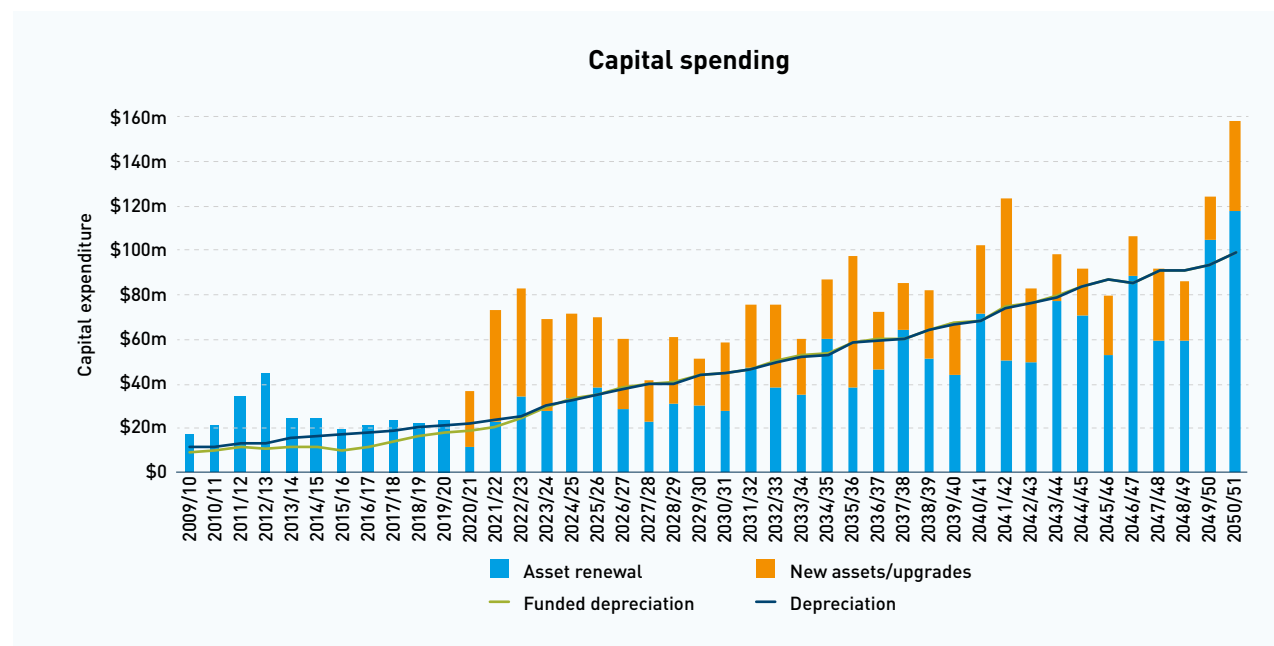
Our capital spending is increasing in this plan so we can deliver our expanded work programme.

With a larger programme there will be challenges, however we are prepared and have a range of strategies to achieve this as noted earlier. We will continuously monitor our spending and, as we have done in other years, we will reprioritise work if necessary. That will also enable us to respond quickly if other urgent needs arise or

there is a resurgence of COVID-19 affecting our district. We have allowed for contingencies in our budgets.

There may be changes to the funding Council receives from Waka Kotahi NZ Transport Agency which we will need to manage. See Our infrastructure strategy, [page 55](#).

You can see the specific work planned in the table of major capital works projects on [page XX](#).



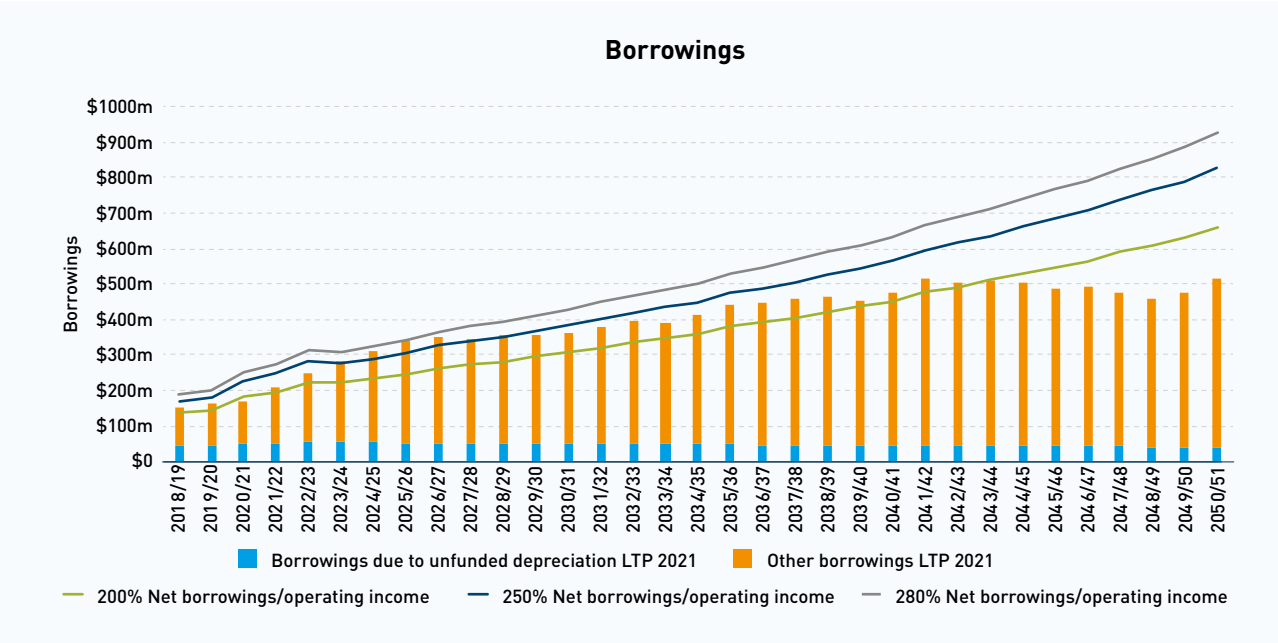
# Borrowings

We will be borrowing more than in previous years. This is ‘good debt’, as we are using it to invest in infrastructure and facilities that our district needs.

Our debt level – at 280% – will remain lower than the Local Government Funding Agency limit, which is 300% and, as noted, the cost of borrowing is currently very low.

As described, we will ensure we keep some capacity for managing future shocks or taking up opportunities; and we will look at future years with the aim of returning our borrowings to under 200% more quickly than is budgeted.

Even with the larger capital works programme proposed, as the chart shows, our borrowings would return to more moderate levels through those later years.





## Our infrastructure strategy – building for now and the future

Our infrastructure strategy provides a long view of our core infrastructure needs that we must plan and prepare for – looking out 30 years.

The strategy identifies the most significant challenges across infrastructure services including:

- growth and development
- natural hazards, many of which are predicted to increase in frequency and intensity due to climate change
- the impact of COVID-19, particularly on the global supply chain, and
- the changing legislative and regulatory context.

The strategy provides comprehensive information about how these challenges apply to our core infrastructure. The following examples illustrate what we need to plan for and build into our work in these areas.

**Water** – we need to consider how we meet and measure our delivery against new legislative drinking water standards and reporting to the new regulator.

**Wastewater** – as with drinking water, we need to step up performance of our operations and assets to meet the new regulatory regime. We also need to manage emissions in accordance with Government climate change targets.

**Stormwater** – we recognise that growth, including new developments, increases stormwater runoff and we need to allow for increased downstream capacity.

**Roading** – as well as delivering our local roads, we need to make sure the new roads transferred to us from Waka Kotahi NZ Transport Agency are fit-for-purpose once we take ownership of them. Also, new roads are needed to support growth.

**Coastal** – we will likely face increasing frequency and severity of weather events that cause damage to Council assets and we will need to find affordable, sustainable solutions.

### Challenges in completing infrastructure work

Our capital works programme for infrastructure in this plan is substantial and we will be monitoring and reprioritising as we need to with a focus on ensuring that we progress critical work.

There are particular challenges in delivering major infrastructure in the current environment including shortages in certain specialist contractors used in civil projects and rising material prices. Our strategy addresses these challenges and how they can be managed, for example, using alternative contracting models, as discussed earlier.

The development of a dedicated project management office with a focus solely on capital project delivery will provide capacity within the organisation to effectively manage this increased work programme.

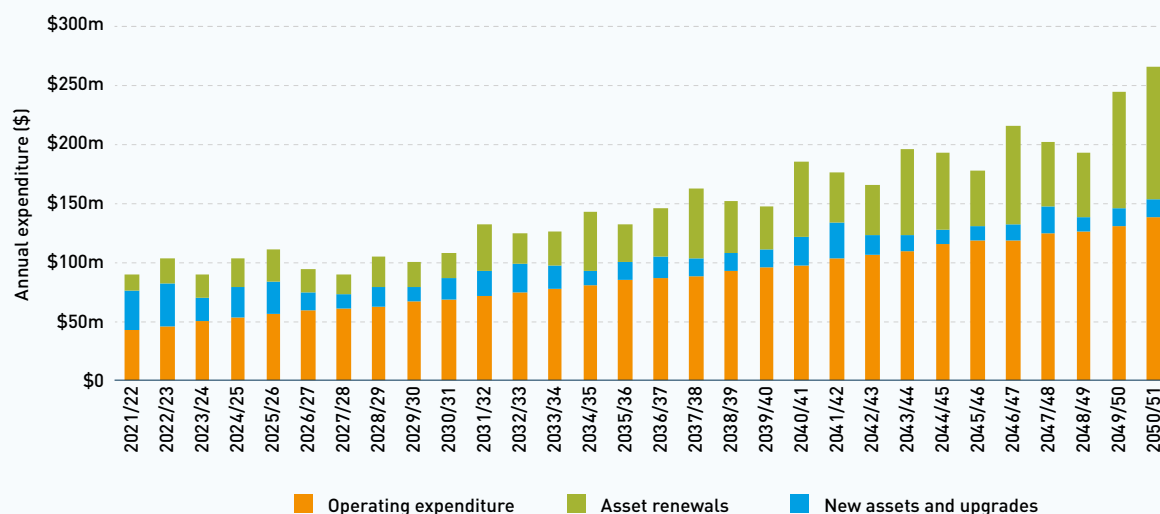
Dedicated support systems will also be put in place, so a programme approach can be used to better manage multiple projects. This will include dedicated financial and procurement resources.

### Funding from Waka Kotahi NZ Transport Agency

Our planned investment in access and transport activity includes substantial funding from Waka Kotahi NZ Transport Agency as we have been successful in securing in previous years. At the time of finalising this plan, we were advised that some of this funding may not be provided but this would not be known until August 2021.

Waka Kotahi funding is based on a three-year work programme and provided over that time. This allows for funding to be moved between years as long as the projected total over three years remains the same. This flexibility means Council can respond to any funding shortfall in year one of the long-term plan with no change to the current level of investment in that year. If a lower level of investment is approved by Waka Kotahi, then

**Total expenditure (for assets covered by the infrastructure strategy)**



## How we will manage our infrastructure

We will:

- renew assets based on their condition and importance
- build more capacity in key areas such as Ōtaki and Waikanae water supply networks
- ensure climate change is considered in all our asset management plans and proposed future upgrades. This is especially critical in our stormwater and coastal assets
- build resilience into our critical networks such as water and wastewater
- stage expenditure increases over several years to decrease the impacts on borrowing.

**Our major infrastructure projects and their timelines are outlined in the diagram on page XX, and you can find details of work in Our activities and services section page X.**

Council would need to consider the implications of this through the 2022/23 annual plan process as it relates to years two and three of the long-term plan.

We consider investment in our access and transport assets is critical and our assumption is that Waka Kotahi will secure additional funding within the next three years for councils to ensure the long-term sustainability of the country's transport infrastructure.

There will also be opportunities to secure increased funding from Waka Kotahi over the next three years, as we have been successful in obtaining in previous years. For example, the 2018 National Land Transport Programme (NLTP)-approved Council funding was \$17.46 million but the final three-year funding allocation was \$21.4 million after several requests for additional funding were approved during the three-year period.









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# Our activities and services

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In this section of the long-term plan you'll find details of all our activities grouped in clusters

### Infrastructure

Access and transport – Putanga me te waka	61
Coastal management – Whakahaere takutai	75
Stormwater – Wai āwhā	91
Water – Wai	103
Wastewater – Wai para	117
Sustainability and resilience – Toitūtanga me te manawaroatanga	131

### Community services

Parks and open space – Ngā papa rehia me nga papa tākaro	139
Recreation and leisure – Ruhanui	153
Community facilities – Whare tapere hapori	167

### Partnerships

Tangata whenua	183
Community support – Ngā hapai hapori	195
Governance – Mana whakahaere	207
Economic development – Whakawhanake umanga	219

### Planning and regulatory services

Districtwide planning – Mahere ā-rohe	231
Regulatory services – Ratonga whakaritenga	243

### Corporate

Corporate – Paheko rangapū	257
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# About our activities and services

In this part of the long-term plan, we present detailed information about our work programme for the 20 years to 2041 with a focus on the next three years.

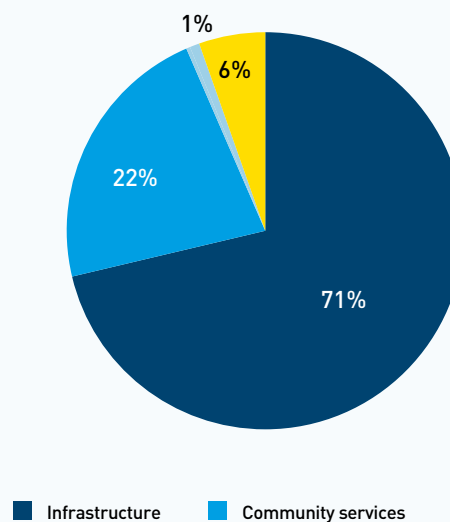
We organise our work into five clusters of specific areas of work or 'activities'. For each activity, we outline our role, the challenges and risks we're dealing with and our key pieces of work for the next three years. We set out the levels of service we deliver to the community and how we measure the effectiveness of what we're doing. This includes mandatory measures such as for compliance with national standards, and measures we have set in our activity management plans. We show the forecast costs for each activity and how we fund it, and each one has a detailed table of costs across the 20 years which corresponds to our financial statements.



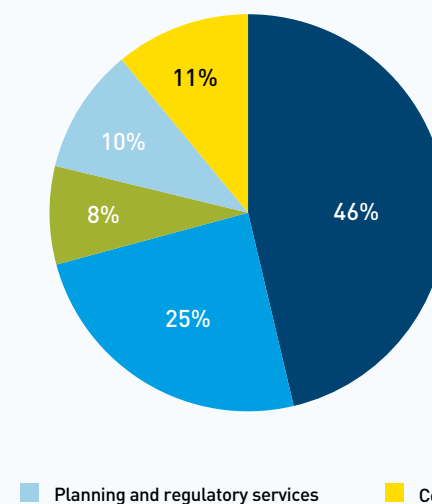
With our performance measures, we highlight the community outcomes that are most relevant for that activity. All are supported by our first outcome: Mana Whenua and Council have a mutually mana-enhancing partnership.

Across our activities and services, we seek to contribute to all aspects of our community's wellbeing. We have highlighted the main ways in which each activity contributes to particular aspects of wellbeing.

**Activity cluster  
capital expenditure (%) 2021–41**



**Activity cluster  
operational expenditure (%) 2021–41**



The pie charts above show the proportion of the Council's total spending – capital and operational – for each cluster. In the summaries of each activity within the five clusters, we highlight how much of Council's budget each activity accounts for.













# Infrastructure



Access and transport – Putanga me te waka



61

Coastal management – Whakahaere takutai



75

Stormwater – Wai āwhā



91

Water – Wai



103

Wastewater – Wai para



117

Sustainability and resilience – Toitūtanga me te manawaroatanga

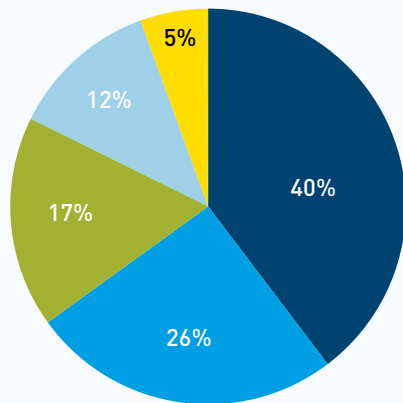


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# Infrastructure

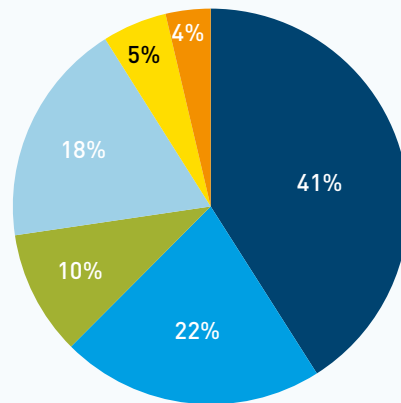
**Infrastructure cluster  
capital expenditure (%) 2021–41**



■ Access and transport  
■ Wastewater

■ Water  
■ Coastal management

**Infrastructure cluster  
operational expenditure (%) 2021–41**



■ Stormwater  
■ Sustainability and resilience\*

\*There is no capital expenditure in the Sustainability and resilience activity.

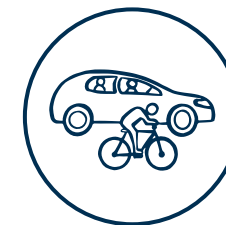
The charts show how our spending for Infrastructure is spread across these activities.



Photo caption



# Putanga me te waka – Access and transport



## Whakatauki

Kāpā he ara i te wao, tēnā  
te ara nā Hine-matakirikiri  
i Waiho; e kore e tūtuki te  
waewae.

It is not as if it were a forest  
path, this is a path left by  
Hine-matakirikiri, the Sand  
Maid, where the foot will not  
stumble.

This refers to taking the best path. On the  
dimly lit pathways through the forests  
it was easy to trip on projecting roots;  
the bare-footed Māori therefore much  
preferred the smooth sand or gravel  
surface of the beach.

Hirini M Mead and Neil Grove, Ngā Pepeha a Ngā Tīpuna,  
Victoria University Press, 2001:1076, p.177

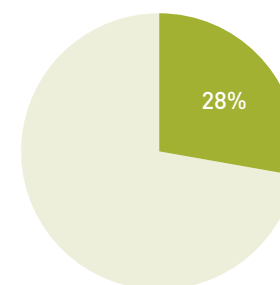
This section summarises Council's role  
in access and transport and the core  
services we deliver to our community.

It highlights the challenges and risks we need to  
manage and our approach to dealing with those.  
It explains how we measure our performance and  
contribute to our community outcomes and wellbeing.

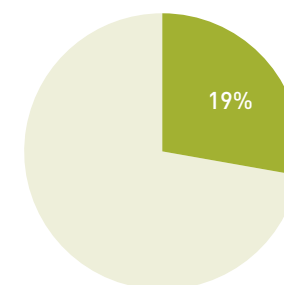
It shows how much we spend on access and  
transport and our key projects and initiatives for  
the first three years of this long-term plan.

The charts below show how much of the Council's  
total capital and operational budgets we spend  
on this activity.

Proportion of total Council  
capital expenditure



Proportion of total Council  
operating expenditure



# Our role in access and transport

## What we do

We develop and maintain a roading network that provides access to work, home, school, essential services, shops and recreation activities throughout the district.

Our local roading network includes all of our public roads – excluding State Highway 1 (SH1) – walkways and cycleways. We also take care of road drain maintenance and cleaning, traffic lights and street lighting.

We maintain transport facilities such as:

- public car parks
- footpaths
- footbridges
- pedestrian crossings
- underpasses.

We also run road safety education for our community.

## Why we do it

The transport network is essential for our district, contributing to the delivery of core services. It also contributes to Council’s aim to provide for a thriving economy and a resilient community by:

- providing access to work, schools and essential services
- reducing the negative impact of travel on quality of life by providing safe connections between local centres and workplaces, schools and residences
- increasing access opportunities for all modes of transport.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- The access and transport activity enables mobility, access, connectedness, and health and safety.
- It also contributes to economic wellbeing by providing reliable access to commercial facilities and centres for business.





## Our major projects and initiatives for 2021–24

We will strengthen our east-west connection in Paraparaumu to improve traffic flows with the 'link road' from Arawhata Road to Ihakara Street.

We will continue with returning the former State Highway 1 to a local road (revocation) which is 38 kilometres of new roads and assets we are now responsible for. This relates to the expressway development – M2PP and PP20 – and Council receives funding toward the work from Waka Kotahi NZ Transport Agency.

We will increase our renewal of footpaths across the district – doing longer stretches and less patching. This work is co-funded by Waka Kotahi.



Photo caption





Photo caption

## Our assets

### Assets and their condition

<b>399 kilometres of sealed roads</b>	Sealed roads are in good condition with above average roughness performance. However, we are observing deterioration on key routes where there are significant traffic changes as a result of the expressway. Monitoring and modelling is in place to manage this risk.
<b>13 kilometres of unsealed roads</b>	The unsealed road network is graded quarterly and provides fit-for-purpose performance.
<b>486 kilometres of footpath/shared paths</b>	Footpath and shared path condition is improving through increased renewal activity. Trip hazards are resolved through routine maintenance to provide safe pedestrian access.
<b>6,571 drainage assets</b>	Drainage assets are routinely inspected and cleaned. Critical assets are identified and managed. Ongoing investment aims to improve the drainage system and replace assets at their end of life.
<b>5,091 streetlights</b>	Streetlights have been upgraded to LED lighting and now have a significantly lower failure rate.
<b>5,022 transport signs</b>	Signage across the network is in good condition, with poor signs replaced through routine maintenance.
<b>53 bridges</b>	Bridges are routinely inspected with the majority of our bridge stock in average to excellent condition. There are two major culverts programmed for replacement.
<b>16 traffic signals</b>	Traffic signals are in good condition on our high-demand intersections.





## Challenges and issues

### Climate change

Increased weather events, resulting in contaminants from run-off, impact on works and network condition.

### Population growth and changing demographics

Increased traffic volumes. Network reconfiguration to provide connections/alleviate congestion.

### SH1 revocation – planning

Need to plan alternative networks to incorporate town centres.

### Funding constraints (Council and Waka Kotahi NZ Transport Agency)

Potential failure through deferment of renewal programmes.

Our planned investment in access and transport activity includes substantial funding from Waka Kotahi NZ Transport Agency as we have been successful in securing in previous years. At the

time of finalising this plan, we were advised that some of this funding may not be provided but this would not be known until August 2021.

Waka Kotahi funding is based on a 3-year work programme and provided over that time. This allows for funding to be moved between years as long as the projected total over three years remains the same. This flexibility means Council can respond to any funding shortfall in year one of the long-term plan with no change to the current level of investment in that year. If a lower level of investment is approved by Waka Kotahi, then Council would need to consider the implications of this through the 2022/23 annual plan process as it relates to years two and three of the long-term plan.

We consider investment in our access and transport assets is critical and our assumption is that Waka Kotahi will secure additional funding within the next three years for councils to ensure the long-term sustainability of the country's transport infrastructure.

There will also be opportunities to secure increased funding from Waka Kotahi over the next three years, as we have been successful in obtaining in previous years. For example, the 2018 National Land Transport Programme (NLTP)-approved Council funding was

\$17.46 million but the final 3-year funding allocation was \$21.4 million after several requests for additional funding were approved during the 3-year period.

### Capacity

Limited capacity to handle increased maintenance and renewal.

## OUR RESPONSE

**Ensuring appropriate-sized culverts and water channels.**

**Targeting improvements to cater to growth areas.**

**Identifying and establishing link roads.**

**Informing our Waka Kotahi funding bids through well-founded asset management programmes.**

**Building relationships with suppliers and entering longer-term contracts allowing contractors time to plan.**

# Demand

## Drivers

- Population growth
- Government policy:
  - safety (*Road to Zero – New Zealand Road Safety Strategy*) and speed management
  - multi-modal transport networks
  - emphasis on walking, cycling and public transport
  - improving freight connections
  - climate change
- National Policy Statement on Urban Development
- Additional network from subdivisions and revocation of old SH1
- Intensification where rural network areas become more urban and urban areas become denser
- Local requirements – town centres
- Parking requirements and management.

## Impact

- Increased network usage affecting network condition and user experience
- Increased network usage leading to increased accidents
- Increased carbon emissions
- Contaminants from rain run-off entering waterways
- Environmental degradation impacting on flora and fauna
- Increased energy and user costs impacting on affordability
- Intensification – increased levels of expectation, requests, assets and costs
- Change of use – stresses on network due to construction of expressways, revocation and opening of new expressways (Mackays to Peka Peka (M2PP), Peka Peka to Ōtaki (PP2Ō), Transmission Gully and Ōtaki to north of Levin (Ō2NL))
- Change of use – opportunity to revitalise town centres and strengthen local network
- Change of use – increased multi-modal transport options.

## OUR RESPONSE

**Well-founded asset management programmes inform work.**

**Advocacy to extend public transport network regionally and north of Waikanae.**

**Undertaking monitoring and trend analysis.**

**Building capacity within Council.**



## Risks

What are the significant risks?	What action are we taking?
<b>Funding constraints:</b> impact on maintenance and renewal programmes (footpaths, drainage, pavements etc).	<ul style="list-style-type: none"> <li>- Prioritising work.</li> <li>- Lodging required budget with Waka Kotahi within deadlines.</li> </ul>
<b>Safety:</b> accidents and crashes causing fatality or injury.	<ul style="list-style-type: none"> <li>- Research and trend analysis of crash data.</li> <li>- Ensuring road safety audits are followed by actions.</li> </ul>
<b>Costs:</b> higher tendered rates and service delivery issues due to market/contractor resource constraints.	<ul style="list-style-type: none"> <li>- Lodging required budget with Waka Kotahi within deadlines.</li> <li>- When developing 10-year budgets, developing 3 and 6-year work programme/project lists and lodging with Waka Kotahi.</li> </ul>
<b>Vested asset quality:</b> low-quality assets that don't meet Council requirements being vested in Council from developers and contractors.	<ul style="list-style-type: none"> <li>- Early involvement and sign-off on detailed design drawings in resource consent process.</li> <li>- Quality testing requirements for consent holders. Corridor access request (CAR) warranty sign-off.</li> </ul>
<b>Climate:</b> more frequent weather events requiring increased climate-related repair work and preventative maintenance. Increased temperatures causing issues with chip-sealed surfaces.	<ul style="list-style-type: none"> <li>- Contingency funding in Council budget.</li> <li>- Business continuity planning.</li> <li>- Developing a list of vulnerable assets to plan inspections.</li> <li>- Maintenance contract inspection requirements.</li> </ul>
<b>Expenditure:</b> Waka Kotahi has identified that our expenditure is less than similar councils and that long-term impacts of this need to be managed in key areas.	<ul style="list-style-type: none"> <li>- Conducting regular audits and condition assessments.</li> </ul>

## Levels of service

- A physical network that provides reliable access to essential civic and economic centres, to social infrastructure and to the local environment.
- A physical network that is designed, managed and maintained to be safe for its users; and road users are educated on safe road use.
- Roads that are well designed and provide a safe and comfortable environment.
- The quality of roads, cycleways and footpaths allows for smooth and safe travel.
- Council responds promptly to queries, requests and complaints.
- Council invests where needed to maintain levels of service and/or provide improvements.





Photo caption

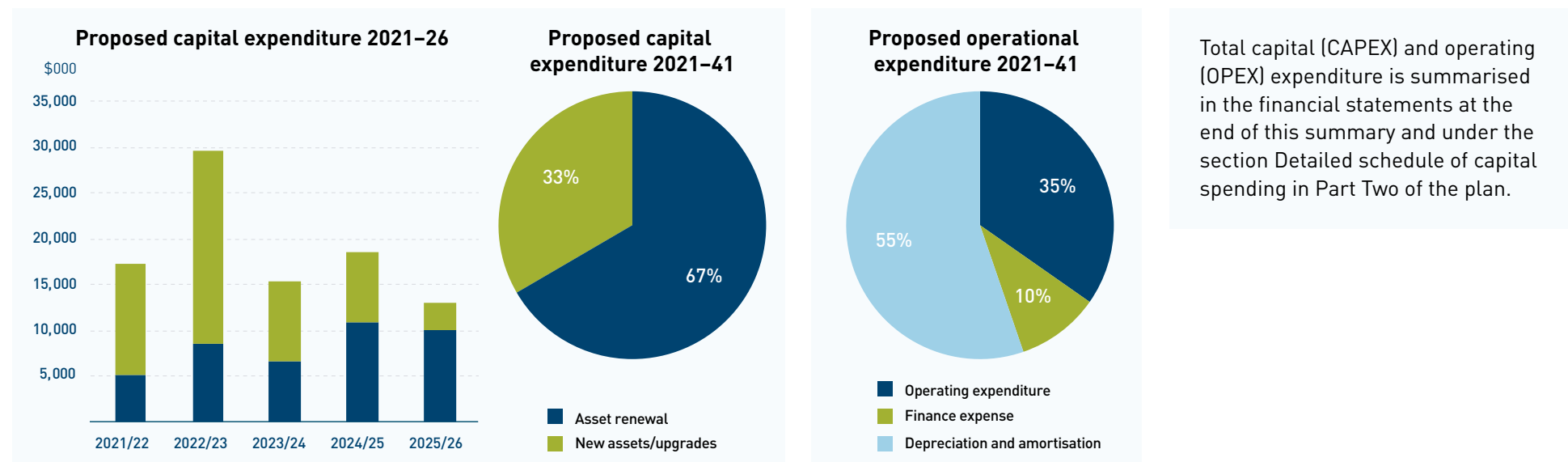




## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <p>Our transport network allows for the safe and efficient movement of people and goods</p>	Residents who agree the transport network allows easy movement around the district	80%
	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	5-year rolling average reduces each year
	Residents who are satisfied with street lighting	85%
 <p>Our transport network is affordable and reliable and users can easily get around the district by their preferred means</p>	Percentage of sealed local road network that is resurfaced	5%
	Residents who are satisfied with the conditions of roads	70%
	Roads that meet smooth roads standards	Overall smooth travel exposure is above 85%
	Residents who are satisfied with the condition of footpaths	65%
	Percentage of footpaths that fall within the service standard for the condition of footpaths as set out in the activity management plan	60%
	Average cost of local roading per kilometre is comparable with similar councils	Achieve
	Service requests relating to roads and footpaths responded to within 3–5 hours (urgent) or 15 days (non-urgent)	Roads 85% Footpaths 85%

## Costs and funding



### Proposed capital expenditure 2021–26

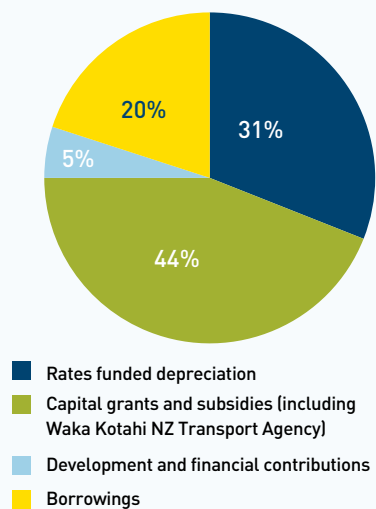
	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	5,113	8,499	6,548	10,898	9,994	41,052	272,179
New assets/upgrades	12,087	21,062	8,892	7,686	2,899	52,626	136,507
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>17,200</b>	<b>29,561</b>	<b>15,440</b>	<b>18,584</b>	<b>12,893</b>	<b>93,678</b>	<b>408,686</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	6,212	6,845	7,051	8,202	8,463	36,773
Finance expense	2,233	2,311	2,417	2,615	2,764	12,340
Depreciation and amortisation	7,965	7,584	8,675	9,996	11,217	45,437
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>16,410</b>	<b>16,740</b>	<b>18,143</b>	<b>20,813</b>	<b>22,444</b>	<b>94,550</b>

## How much we are spending on capital works

Source of capital expenditure funding for 2021–41



Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Access and transport	1%	30–40%	60–70%	Yes – funds development of town centres	Districtwide roading rate – funds access and transport



Photo caption

## How much our access and transport will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	5,862	6,212	6,845	7,051	8,202	8,463	8,661	8,925	9,213	9,493	9,786	10,779	11,111	11,459	11,816	12,185	12,563	12,954	13,354	13,774	14,181	207,027
Depreciation and amortisation	7,612	7,965	7,584	8,675	9,996	11,217	11,701	12,863	13,289	14,576	15,123	16,545	17,230	18,975	19,586	21,317	21,918	23,778	24,300	26,236	26,708	329,582
Finance expense	2,870	2,233	2,311	2,417	2,615	2,764	2,786	2,781	2,774	2,787	2,821	2,963	3,224	3,384	3,430	3,459	3,481	3,466	3,430	3,378	3,291	59,795
<b>Operating expenditure</b>	<b>16,344</b>	<b>16,410</b>	<b>16,740</b>	<b>18,143</b>	<b>20,813</b>	<b>22,444</b>	<b>23,148</b>	<b>24,569</b>	<b>25,276</b>	<b>26,856</b>	<b>27,730</b>	<b>30,287</b>	<b>31,565</b>	<b>33,818</b>	<b>34,832</b>	<b>36,961</b>	<b>37,962</b>	<b>40,198</b>	<b>41,084</b>	<b>43,388</b>	<b>44,180</b>	<b>596,404</b>
<b>Revenue</b>																						
Fees and charges	145	191	152	155	159	163	167	172	176	181	186	191	196	201	206	211	217	222	228	234	240	3,848
Grants and subsidies	5,859	9,134	16,152	7,841	9,854	8,978	9,481	10,089	10,181	10,283	11,223	13,545	13,937	14,340	14,755	15,183	15,622	16,075	16,540	17,019	17,512	257,744
Development and financial contributions revenue	482	442	510	686	822	944	967	992	1,019	1,047	1,074	1,102	1,131	1,160	1,190	1,221	1,253	1,285	1,319	1,353	1,388	20,905
Other operating revenue	249	35,658	15,285	29,842	311	319	327	336	345	354	363	373	382	392	402	413	424	435	446	458	469	87,334
<b>Operating revenue</b>	<b>6,735</b>	<b>45,425</b>	<b>32,099</b>	<b>38,524</b>	<b>11,146</b>	<b>10,404</b>	<b>10,942</b>	<b>11,589</b>	<b>11,721</b>	<b>11,865</b>	<b>12,846</b>	<b>15,211</b>	<b>15,646</b>	<b>16,093</b>	<b>16,553</b>	<b>17,028</b>	<b>17,516</b>	<b>18,017</b>	<b>18,533</b>	<b>19,064</b>	<b>19,609</b>	<b>369,831</b>
<b>NET OPERATING COSTS</b>	<b>9,609</b>	<b>(29,015)</b>	<b>(15,359)</b>	<b>(20,381)</b>	<b>9,667</b>	<b>12,040</b>	<b>12,206</b>	<b>12,980</b>	<b>13,555</b>	<b>14,991</b>	<b>14,884</b>	<b>15,076</b>	<b>15,919</b>	<b>17,725</b>	<b>18,279</b>	<b>19,933</b>	<b>20,446</b>	<b>22,181</b>	<b>22,551</b>	<b>24,324</b>	<b>24,571</b>	<b>226,573</b>
<b>Capital items</b>																						
Asset renewal	4,722	5,113	8,499	6,548	10,898	9,994	9,898	10,842	11,158	11,479	11,813	15,419	15,865	16,324	16,797	17,283	17,788	18,304	18,834	19,380	19,943	272,179
New assets/upgrades	5,987	12,087	21,062	8,892	7,686	2,899	3,189	3,276	2,981	3,799	5,004	11,221	11,279	6,482	4,534	4,790	4,809	4,927	6,723	5,248	5,619	136,507
<b>Total capital items</b>	<b>10,709</b>	<b>17,200</b>	<b>29,561</b>	<b>15,440</b>	<b>18,584</b>	<b>12,893</b>	<b>13,087</b>	<b>14,118</b>	<b>14,139</b>	<b>15,278</b>	<b>16,817</b>	<b>26,640</b>	<b>27,144</b>	<b>22,806</b>	<b>21,331</b>	<b>22,073</b>	<b>22,597</b>	<b>23,231</b>	<b>25,557</b>	<b>24,628</b>	<b>25,562</b>	<b>408,686</b>
<b>NET COST OF ACTIVITY</b>	<b>20,318</b>	<b>(11,815)</b>	<b>14,202</b>	<b>(4,941)</b>	<b>28,251</b>	<b>24,933</b>	<b>25,293</b>	<b>27,098</b>	<b>27,694</b>	<b>30,269</b>	<b>31,701</b>	<b>41,716</b>	<b>43,063</b>	<b>40,531</b>	<b>39,610</b>	<b>42,006</b>	<b>43,043</b>	<b>45,412</b>	<b>48,108</b>	<b>48,952</b>	<b>50,133</b>	<b>635,259</b>
<b>Reserves and special funds</b>																						
Rates	10,239	10,358	9,194	11,731	11,737	13,730	14,383	15,214	15,653	16,952	17,545	17,809	18,729	20,611	21,244	22,980	23,583	25,403	25,864	27,728	28,069	368,517
Borrowings	4,192	7,702	11,663	6,880	6,437	2,151	1,981	2,034	1,903	2,884	3,417	9,591	9,600	4,755	2,757	2,961	2,926	2,991	4,729	3,197	3,510	94,069
Depreciation reserve	4,721	5,112	8,499	6,547	10,899	9,996	9,896	10,842	11,157	11,480	11,813	15,418	15,865	16,325	16,799	17,286	17,787	18,303	18,834	19,380	19,942	272,180
Movement in other reserves	—	(35,370)	(14,989)	(29,538)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	(79,897)
Reserves and special funds	(482)	(442)	(510)	(686)	(822)	(944)	(967)	(992)	(1,019)	(1,047)	(1,074)	(1,102)	(1,131)	(1,160)	(1,190)	(1,221)	(1,253)	(1,285)	(1,319)	(1,353)	(1,388)	(20,905)
Unfunded depreciation	1,648	825	345	125	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	1,295
<b>TOTAL SOURCES OF FUNDS</b>	<b>20,318</b>	<b>(11,815)</b>	<b>14,202</b>	<b>(4,941)</b>	<b>28,251</b>	<b>24,933</b>	<b>25,293</b>	<b>27,098</b>	<b>27,694</b>	<b>30,269</b>	<b>31,701</b>	<b>41,716</b>	<b>43,063</b>	<b>40,531</b>	<b>39,610</b>	<b>42,006</b>	<b>43,043</b>	<b>45,412</b>	<b>48,108</b>	<b>48,952</b>	<b>50,133</b>	<b>635,259</b>





## How much we are spending on capital works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20	
Access and transport	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal																						
Carpark reseals	40	72	45	47	52	54	56	57	59	61	62	67	69	71	73	75	78	80	82	85	87	1,332
Major drainage control	107	110	114	73	81	83	86	88	91	93	96	119	122	126	129	133	137	141	145	149	154	2,270
SH1 revocation roading	—	—	203	219	564	581	598	615	633	651	670	758	780	803	826	850	875	900	926	953	981	13,386
Waka Kotahi bridge structures	—	105	128	154	169	174	179	184	190	195	201	207	213	219	225	232	239	246	253	260	268	4,041
Waka Kotahi cycleways, walkways and bridleways	—	255	263	271	346	356	366	377	388	399	411	465	478	492	506	521	536	552	568	584	601	8,735
Waka Kotahi drainage	572	744	831	965	1,733	1,899	2,074	2,134	2,196	2,259	2,325	3,771	3,881	3,993	4,109	4,228	4,351	4,477	4,607	4,740	4,878	60,195
Waka Kotahi environmental	24	25	27	29	32	33	34	35	36	37	38	43	44	45	47	48	49	51	52	54	55	814
Waka Kotahi footpath	1,002	1,388	1,426	1,467	1,622	1,669	1,718	1,768	1,819	1,872	1,926	2,081	2,141	2,203	2,267	2,333	2,401	2,470	2,542	2,616	2,692	40,421
Waka Kotahi major bridge repairs	627	52	2,879	147	2,145	871	316	738	759	781	804	1,724	1,774	1,825	1,878	1,932	1,988	2,046	2,105	2,166	2,229	29,159
Waka Kotahi minor safety improvements	227	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waka Kotahi pavement rehabilitation	102	227	296	425	696	716	737	1,004	1,033	1,063	1,094	1,238	1,274	1,311	1,349	1,388	1,429	1,470	1,513	1,557	1,602	21,422
Waka Kotahi sealed road resurfacing	1,396	1,550	1,635	1,794	2,096	2,273	2,411	2,481	2,553	2,627	2,703	3,338	3,435	3,534	3,637	3,742	3,851	3,962	4,077	4,196	4,317	60,212
Waka Kotahi street light asset renewal	246	220	278	298	634	536	552	568	585	601	619	637	655	674	694	714	735	756	778	801	824	12,159
Waka Kotahi studies	13	13	13	14	15	15	16	16	17	17	18	18	19	19	20	20	21	22	22	23	24	362
Waka Kotahi traffic modelling	55	41	42	44	48	50	51	53	54	56	57	59	61	63	64	66	68	70	72	74	76	1,169
Waka Kotahi traffic services	282	259	266	546	604	622	640	658	677	697	717	812	835	860	884	910	936	964	992	1,020	1,050	14,949
Waka Kotahi unsealed road metalling	29	52	53	55	61	62	64	66	68	70	72	82	84	86	89	91	94	97	100	102	105	1,553
Total asset renewal	4,722	5,113	8,499	6,548	10,898	9,994	9,898	10,842	11,158	11,479	11,813	15,419	15,865	16,324	16,797	17,283	17,788	18,304	18,834	19,380	19,943	272,179

Our forecast budget includes funding from Waka Kotahi NZ Transport Agency. There may be changes to the funding Council receives from Waka Kotahi that we will need to manage. See page 73.

## How much we are spending on capital works (continued)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20	
Access and transport	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New assets and upgrades																						
Civic to Coastlands	479	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Connection to railway Waikanae	10	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Cycleways, walkways and bridleways	143	83	21	22	23	23	24	25	25	26	27	28	28	29	30	31	32	33	34	35	36	615
Fraters Lane	280	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Major community connector	—	—	—	—	—	—	—	—	—	1,953	—	—	—	2,023	—	—	—	—	1,684	—	—	5,660
Major community connector studies	97	—	—	—	—	—	—	—	—	—	156	—	—	—	—	157	—	—	—	—	157	470
Matatua Road	9	49	58	26	43	80	22	22	25	29	18	21	65	100	48	17	58	40	8	72	137	938
New bench seating - districtwide	15	15	16	16	18	19	19	20	20	21	22	22	23	24	24	25	26	26	27	28	29	440
Road reconstruction	—	—	—	—	—	755	777	799	823	—	1,698	896	922	949	977	1,005	1,034	1,064	1,095	1,127	1,159	15,080
SH1 revocation	1,369	1,028	742	2,000	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	3,770
SH1 revocation PP20	—	—	—	—	1,693	581	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2,274
Street lighting upgrade	26	28	35	37	39	40	42	44	46	47	50	51	53	54	56	57	59	61	63	64	66	992
Town centre major connectors	85	2,334	1,815	2,904	3,482	—	—	—	—	—	—	7,084	6,977	—	—	—	—	—	—	—	—	24,596
Waka Kotahi cycleways, walkways and bridleways	—	220	232	246	258	265	280	288	304	313	331	340	350	360	371	381	392	404	416	428	440	6,619
Waka Kotahi East West connectors	1,625	6,715	15,975	2,194	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	24,884
Waka Kotahi footpaths	497	106	112	118	123	127	134	138	145	149	157	162	167	171	176	181	187	192	198	203	209	3,155
Waka Kotahi minor safety improvements	1,010	1,136	1,651	878	1,535	523	1,380	1,414	1,038	690	1,943	1,999	2,057	2,117	2,178	2,242	2,307	2,373	2,442	2,513	2,586	35,002
Waka Kotahi road improvements (retaining walls)	258	286	313	354	370	381	401	413	435	448	472	485	500	514	529	544	560	576	593	610	628	9,412
Waka Kotahi travel plan implementation	84	87	92	97	102	105	110	113	120	123	130	133	137	141	145	150	154	158	163	168	172	2,600
Total new assets and upgrades	5,987	12,087	21,062	8,892	7,686	2,899	3,189	3,276	2,981	3,799	5,004	11,221	11,279	6,482	4,534	4,790	4,809	4,927	6,723	5,248	5,619	136,507
TOTAL CAPITAL WORKS	10,709	17,200	29,561	15,440	18,584	12,893	13,087	14,118	14,139	15,278	16,817	26,640	27,144	22,806	21,331	22,073	22,597	23,231	25,557	24,628	25,562	408,686

# Whakahaere takutai – Coastal management



## Whakatauki

Nāwai taipū a Hinetūākirikiri  
e taea te whakanganene?

Who said the heaped-up sea  
defences of Hinetūākirikiri  
can be pierced?

This is said about a large number of people moving together for one objective. The gravel and stones of Hinetūākirikiri mark the boundaries of land and ocean. Even the breakers and tides surge of Hinemoana (Ocean Maiden) cannot move Hinetūākirikiri very far. The partly eaten-away areas of bays, gulfs and inlets represent Hinemoana's only victories.

Te Waka Māori o Niu Tirani 11 September 1872:110.  
Māori Dictionary ([maoridictionary.co.nz](http://maoridictionary.co.nz))

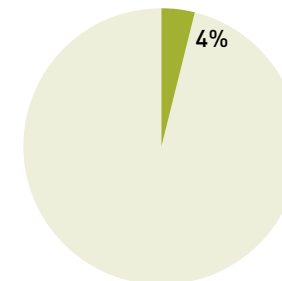
This section summarises Council's role in coastal management and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

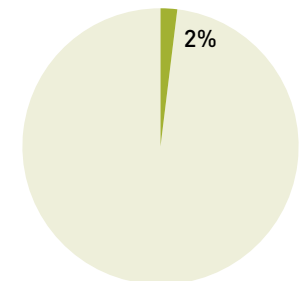
It shows how much we spend on coastal management and our key projects and initiatives for the first three years of this long-term plan.

The charts below show how much of the Council's total capital and operational budgets we spend on this activity.

**Proportion of total Council capital expenditure**



**Proportion of total Council operating expenditure**



# Our role in coastal management

## What we do

The primary purpose of our coastal management activity is to protect people and property from the ocean.

Council provides coastal assets to:

- Protect public infrastructure such as roads, wastewater assets, stormwater assets, walkways and beach accessways
- Provide hazard management.

Coastal assets include seawalls, rock revetments and coastal plantings. Council also undertakes dune replenishment and beach re-nourishment to manage the effects of coastal hazards on existing development and infrastructure, and provides guidance for private property owners building coastal defence structures.

## Why we do it

Kāpiti's coastline is core to our community's identity. Coastal management is critical to providing infrastructure services to the community.

While there is no direct statutory requirement for Council to be involved in the provision and management of coastal assets, Council has a legal obligation under the Health Act 1956 to improve, promote, and protect public health within the district. As climate change impacts on people and property through flooding and incursion, the provision of coastal assets to protect people from the ocean can be seen as protecting public health.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Effective planning and management of Kāpiti's coastline serves to protect, restore and enhance the natural environment.
- Our coastline is also a focus of recreational activities. It influences the community's sense of wellbeing and health, and is a source of food.

Social

Environmental

Cultural

Economic



## Our major projects and initiatives for 2021–24

We will do extensive work on coastal strengthening, and providing protection of Council assets such as underground pipes, with major projects on our seawalls:

- Rebuilding Paekākāriki seawall
- Replacing Whareamauku block wall, and
- Renewing Raumati seawall.

**Rebuilding Paekākāriki seawall was one of the key decisions from consultation with the community in the development of the long-term plan.**



Photo caption

## Our assets

### Assets and their condition

69 beach outlets	15 extremely poor condition, 54 moderate condition
5.9 kilometres of seawalls	
Paekākāriki seawall: 960m	140m poor condition; 480m moderate condition; 340m low risk
Raumati seawall 1: 987m	Poor condition with no rock protection
Raumati seawall 2: 1,602m	Moderate condition with rock protection at toe
Raumati seawall 3: 513m	493m in moderate condition with rock and timber, 20m in poor condition
Wharemauku blockwall: 170m	Good condition
Garden Road retaining wall: 265m	Poor condition
Rock revetments: 996m	Moderate condition

Photo caption

# Challenges and issues

## Climate change

Council declared a climate change emergency in 2019 as greater intensity and frequency of weather events are expected and our district has already started to experience these changes. Finding affordable solutions for this reality is a significant challenge.

## Affordability

Projects in 2016 and 2021 to assess the condition of coastal defence structures revealed that the majority of the hard defence structures built on public land is in poor condition and has limited life left. Replacing these assets to the required standards requires significant investment.

## Ownership

Ownership can be an issue. For example, there are coastal defence structures on the Old Coach route where any hard structure to be replaced or built by Council requires written consent from the property owners. However, ownership in this area is

unclear. As the original owner is typically deceased, proof of ownership remains unresolved. Therefore, replacing structures on the Old Coach route or building new structures has become a significant issue. Similarly, there are groups of coastal property owners challenging Council on creating erosion on private properties as a result of Council-constructed Marine Parade rock revetment. Resolving this requires significant investment.

## Emergency response

The ability to respond to large-scale storm events in a timely manner is crucial and requires significant resources to organise contractors and materials, and communicate with a range of parties from residents and beach users to Greater Wellington Regional Council.

## Seawalls

Seawalls protect significant wastewater assets, roading assets and walkways. Failure of seawalls will compromise these strategically important infrastructure assets.

## Community expectations

Property owners in coastal areas have increased expectations of Council's responsibility to provide adequate protection through improved coastal infrastructure.

## OUR RESPONSE

**Resolving the ownership issues associated with the Old Coach route.**

**Examining different options to address the risk of infrastructure asset failure due to coastal erosion.**

**Engaging with the community through our coastal adaptation project Takutai Kāpiti.**

# Demand

## Drivers

- Population growth
- Tourism
- Community expectations
- Storm surges and sea level rise
- Expansion to coastal assets to service currently unprotected areas.

## OUR RESPONSE

Capital works programme of five major projects focused on protection of adjacent infrastructure assets.

Periodic condition assessments.

Condition assessments after major events.

## Impact

There is an indirect link between population growth and the demand for coastal assets. Population growth leads to increased demand for residential development close to the coast, and the intensified use of existing facilities for recreation. The potential effects from this are:

- Increased community expectation for coastal protection (including around new developments)
- Increased use of boat ramp facilities and other coastal assets.

Photo caption




## Risks

What are the significant risks?	What action are we taking?
Public safety is compromised with increased storm events causing damage to assets and properties.	<ul style="list-style-type: none"> <li>- Early warning to public and residents.</li> <li>- Periodic asset monitoring and attending to repairs.</li> </ul>
If Old Coach route resolution is not possible there is a risk of deferring projects associated with the route.	<ul style="list-style-type: none"> <li>- Periodic monitoring of the assets and attending to repairs promptly.</li> </ul>
Seawall failures causing damage to Council infrastructure (wastewater assets, beach outlets, roading assets).	<ul style="list-style-type: none"> <li>- Alternatives for roading and wastewater assets (eg, re-location).</li> <li>- Periodic monitoring of the walls and attending to repairs promptly.</li> </ul>
Increased replacement costs if investments are deferred.	<ul style="list-style-type: none"> <li>- Prioritisation of capital works.</li> </ul>
Encroachments.	<ul style="list-style-type: none"> <li>- Public education and compliance.</li> <li>- Close monitoring of the boundaries.</li> </ul>
Organising materials and contractors in the event of an emergency.	<ul style="list-style-type: none"> <li>- Contractual arrangements/early warnings/standby arrangements.</li> <li>- Storage of materials in Council operations depots.</li> </ul>

## Levels of service

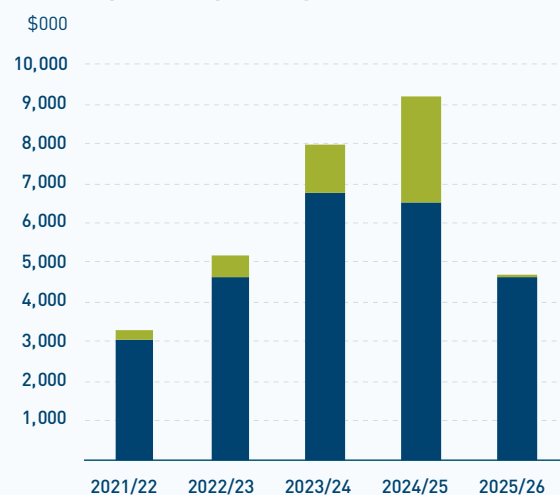
- Working within government frameworks, Council develops an evidence-based plan to address coastal hazards, including risks resulting from sea-level rise and climate change, alongside community and tangata whenua.
- Council responds to seawall or rock revetment issues promptly.

## How we measure our performance

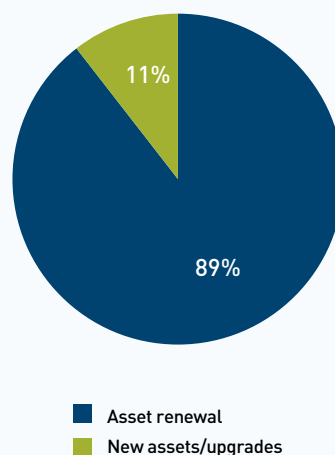
Contribution to community outcomes	Performance measure	Target
 We develop a response to impacts of climate change on our coast	Working with the community and tangata whenua, we will develop a response to the impacts of coastal erosion and inundation resulting from sea level rise and climate change on our coast	2021-22
	Final recommendations are developed to inform an implementation plan to address coastal hazards.	2022-23
We respond promptly to seawall or rock revetment failures and repair where applicable	Respond within 48 hours to urgent requests to repair seawalls or rock revetments	90%

## Costs and funding

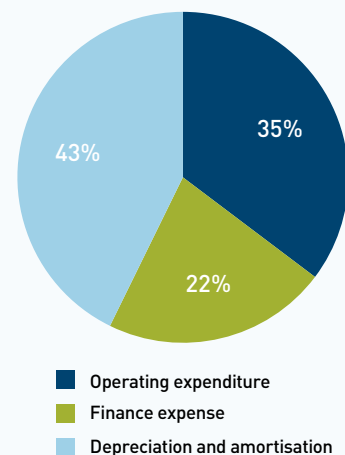
**Proposed capital expenditure 2021–26**



**Proposed capital expenditure 2021–41**



**Proposed operational expenditure 2021–41**



Total capital (CAPEX) and operating (OPEX) expenditure is summarised in the financial statements at the end of this summary and under the section Detailed schedule of capital spending in Part Two of the plan.

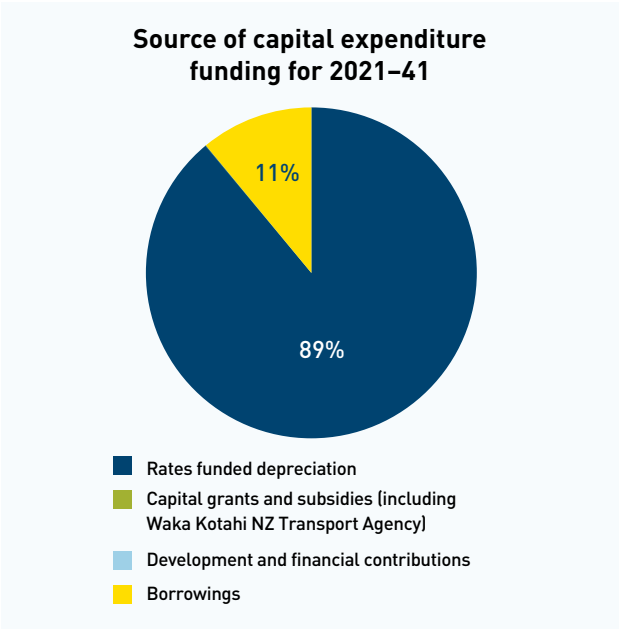
**Proposed capital expenditure 2021–26**

	21/22 \$'000	22/23 \$'000	23/24 \$'000	24/25 \$'000	25/26 \$'000	Total 5 years \$'000	Total 20 years \$'000
Asset renewal	3,042	4,645	6,774	6,499	4,639	25,599	48,182
New assets/upgrades	217	536	1,187	2,699	52	4,691	5,660
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>3,259</b>	<b>5,181</b>	<b>7,961</b>	<b>9,198</b>	<b>4,691</b>	<b>30,290</b>	<b>53,842</b>

**Proposed operational expenditure 2021–26**

	21/22 \$'000	22/23 \$'000	23/24 \$'000	24/25 \$'000	25/26 \$'000	TOTAL \$'000
Operating expenditure	1,526	1,270	1,493	1,049	1,090	6,428
Finance expense	251	342	490	712	879	2,674
Depreciation and amortisation	533	742	937	1,169	1,377	4,758
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>2,310</b>	<b>2,354</b>	<b>2,920</b>	<b>2,930</b>	<b>3,346</b>	<b>13,860</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Coastal management	—	—	100%	Yes	—

Photo caption



## How much our coastal management will cost us

Coastal management	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	1,401	1,526	1,270	1,493	1,049	1,090	1,094	1,129	1,151	1,189	1,228	1,273	1,314	1,360	1,407	1,457	1,506	1,557	1,610	1,667	1,720	27,090
Depreciation and amortisation	649	533	742	937	1,169	1,377	1,570	1,634	1,687	1,904	1,972	1,872	1,738	1,766	1,781	1,985	1,954	1,967	2,124	2,044	2,056	32,812
Finance expense	244	251	342	490	712	879	940	962	984	1,006	1,015	1,037	1,041	1,001	964	928	901	891	873	844	811	16,872
<b>Operating expenditure</b>	<b>2,294</b>	<b>2,310</b>	<b>2,354</b>	<b>2,920</b>	<b>2,930</b>	<b>3,346</b>	<b>3,604</b>	<b>3,725</b>	<b>3,822</b>	<b>4,099</b>	<b>4,215</b>	<b>4,182</b>	<b>4,093</b>	<b>4,127</b>	<b>4,152</b>	<b>4,370</b>	<b>4,361</b>	<b>4,415</b>	<b>4,607</b>	<b>4,555</b>	<b>4,587</b>	<b>76,774</b>
<b>Revenue</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Operating revenue</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>NET OPERATING COSTS</b>	<b>2,294</b>	<b>2,310</b>	<b>2,354</b>	<b>2,920</b>	<b>2,930</b>	<b>3,346</b>	<b>3,604</b>	<b>3,725</b>	<b>3,822</b>	<b>4,099</b>	<b>4,215</b>	<b>4,182</b>	<b>4,093</b>	<b>4,127</b>	<b>4,152</b>	<b>4,370</b>	<b>4,361</b>	<b>4,415</b>	<b>4,607</b>	<b>4,555</b>	<b>4,587</b>	<b>76,774</b>
<b>Capital items</b>																						
Asset renewal	356	3,042	4,645	6,774	6,499	4,639	2,364	2,208	2,463	2,493	1,925	3,288	435	220	691	477	1,493	1,591	1,144	896	895	48,182
New assets/upgrades	55	217	536	1,187	2,699	52	54	55	57	59	61	63	65	67	69	71	73	75	78	60	62	5,660
<b>Total capital items</b>	<b>411</b>	<b>3,259</b>	<b>5,181</b>	<b>7,961</b>	<b>9,198</b>	<b>4,691</b>	<b>2,418</b>	<b>2,263</b>	<b>2,520</b>	<b>2,552</b>	<b>1,986</b>	<b>3,351</b>	<b>500</b>	<b>287</b>	<b>760</b>	<b>548</b>	<b>1,566</b>	<b>1,666</b>	<b>1,222</b>	<b>956</b>	<b>957</b>	<b>53,842</b>
<b>NET COST OF ACTIVITY</b>	<b>2,705</b>	<b>5,569</b>	<b>7,535</b>	<b>10,881</b>	<b>12,128</b>	<b>8,037</b>	<b>6,022</b>	<b>5,988</b>	<b>6,342</b>	<b>6,651</b>	<b>6,201</b>	<b>7,533</b>	<b>4,593</b>	<b>4,414</b>	<b>4,912</b>	<b>4,918</b>	<b>5,927</b>	<b>6,081</b>	<b>5,829</b>	<b>5,511</b>	<b>5,544</b>	<b>130,616</b>
<b>Rates</b>	<b>2,193</b>	<b>2,234</b>	<b>2,308</b>	<b>2,900</b>	<b>2,930</b>	<b>3,346</b>	<b>3,605</b>	<b>3,725</b>	<b>3,823</b>	<b>4,100</b>	<b>4,215</b>	<b>4,182</b>	<b>4,093</b>	<b>4,127</b>	<b>4,152</b>	<b>4,370</b>	<b>4,361</b>	<b>4,415</b>	<b>4,607</b>	<b>4,555</b>	<b>4,587</b>	<b>76,635</b>
Borrowings	55	217	536	1,187	2,699	52	54	55	57	59	61	63	65	67	69	71	73	75	78	60	62	5,660
Depreciation reserve	356	3,043	4,646	6,774	6,499	4,639	2,363	2,208	2,462	2,492	1,925	3,288	435	220	691	477	1,493	1,591	1,144	896	895	48,181
Unfunded depreciation	101	75	45	20	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>TOTAL SOURCES OF FUNDS</b>	<b>2,705</b>	<b>5,569</b>	<b>7,535</b>	<b>10,881</b>	<b>12,128</b>	<b>8,037</b>	<b>6,022</b>	<b>5,988</b>	<b>6,342</b>	<b>6,651</b>	<b>6,201</b>	<b>7,533</b>	<b>4,593</b>	<b>4,414</b>	<b>4,912</b>	<b>4,918</b>	<b>5,927</b>	<b>6,081</b>	<b>5,829</b>	<b>5,511</b>	<b>5,544</b>	<b>130,616</b>

## How much we are spending on capital works

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Coastal management</b>																						
<b>Asset renewal</b>																						
Beach accessways	96	58	397	92	94	100	107	114	118	122	125	129	133	137	142	146	151	155	160	165	170	2,815
Coastal planting	32	37	38	39	40	42	43	44	46	47	49	50	52	53	55	57	58	60	62	64	66	1,002
Coastal protection Paekākāriki seawall	111	1,590	3,291	3,940	3,468	3,569	1,223	—	—	—	—	—	—	—	—	—	—	—	—	—	—	17,081
Coastal renewals	100	754	400	1,375	310	101	196	32	280	209	7	222	229	8	471	251	1,260	1,351	896	640	632	9,624
Coastal signage	17	15	16	16	17	17	18	18	19	20	20	21	21	22	23	23	24	25	26	27	27	415
Raumati South seawall	—	588	503	1,312	2,570	810	777	2,000	2,000	2,095	1,724	2,866	—	—	—	—	—	—	—	—	—	17,245
<b>Total asset renewal</b>	<b>356</b>	<b>3,042</b>	<b>4,645</b>	<b>6,774</b>	<b>6,499</b>	<b>4,639</b>	<b>2,364</b>	<b>2,208</b>	<b>2,463</b>	<b>2,493</b>	<b>1,925</b>	<b>3,288</b>	<b>435</b>	<b>220</b>	<b>691</b>	<b>477</b>	<b>1,493</b>	<b>1,591</b>	<b>1,144</b>	<b>896</b>	<b>895</b>	<b>48,182</b>
<b>New assets and upgrades</b>																						
Coastal restoration	55	58	371	61	63	52	54	55	57	59	61	63	65	67	69	71	73	75	78	60	62	1,574
Wharemauku block wall	—	159	165	1,126	2,636	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	4,086
<b>Total new assets and upgrades</b>	<b>55</b>	<b>217</b>	<b>536</b>	<b>1,187</b>	<b>2,699</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>57</b>	<b>59</b>	<b>61</b>	<b>63</b>	<b>65</b>	<b>67</b>	<b>69</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>78</b>	<b>60</b>	<b>62</b>	<b>5,660</b>
<b>TOTAL CAPITAL WORKS</b>	<b>411</b>	<b>3,259</b>	<b>5,181</b>	<b>7,961</b>	<b>9,198</b>	<b>4,691</b>	<b>2,418</b>	<b>2,263</b>	<b>2,520</b>	<b>2,552</b>	<b>1,986</b>	<b>3,351</b>	<b>500</b>	<b>287</b>	<b>760</b>	<b>548</b>	<b>1,566</b>	<b>1,666</b>	<b>1,222</b>	<b>956</b>	<b>957</b>	<b>53,842</b>

# Wai āwhā – Stormwater



## Whakataukī

Ka tere te Taitapu, ka tere te  
Whakarārā, ka tere ki Hokianga,  
ki te tai i tūria ki te marowhara,  
tāna ukuianga, ko Parawhenuamea.

When the tide advances at Taitapu,  
and flows over Whakarārā, and  
swirls in currents at Hokianga, the  
sea is whipped up high by the war  
belt, and Parawhenuamea, the  
great deluge, sweeps all away.

The name Parawhenuamea speaks of the devastation caused by great floods. She is noted as the personification of the waters of the world, and named by others as the wife of Kiwa, guardian of the great ocean of Kiwa (the Pacific Ocean). Taitapu and Whakarārā are rocks at Hokianga.

Murdoch Riley, Wise Words of the Maori  
Revealing History and Traditions: Language  
as Food, Viking Sevens NZ Ltd 2020,  
1110 p. 243.

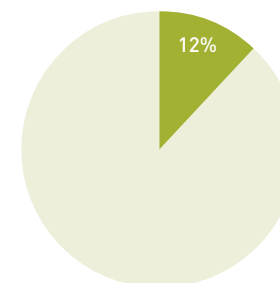
This section summarises Council's role in managing stormwater and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

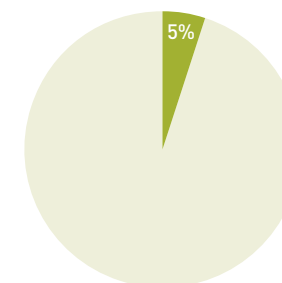
It shows how much we spend on stormwater and our key projects and initiatives for the first three years of this long-term plan.

The charts below show how much of the Council's total capital and operational budgets we spend on this activity.

Proportion of total Council capital expenditure



Proportion of total Council operating expenditure



# Our role in stormwater

## What we do

The stormwater activity is a core Council activity that contributes towards the provision of good-quality infrastructure, helps ensure public health and safeguards the environment.

We manage the district’s urban catchments with care, protecting the environment, ensuring water quality and reducing risks to people’s health and property from flooding. We provide a 24-hour response system.

The stormwater system comprises pipes, manholes, pump stations, open waterways, retention/treatment systems and other assets that represent significant Council investment over many years.

## Why we do it

Minimising flooding and protecting flood-prone properties is a significant challenge. The impact of climate change on ground water tables, through rising sea levels and increasing storm intensity, adds to the challenges.

Around 30% of Kāpiti properties are designated as being flood prone (for a 1-in-100-year flood), while around 50% of stormwater infrastructure is undercapacity for a 1-in-10-year event, representing a significant risk to the community and Council.

In addition to its legal obligations, Council also provides stormwater services to:

- protect people and property
- improve the environment.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Managing stormwater impacts is essential to the health and safety of our communities.
- Our stormwater work also helps minimise the impact on our district and its environment.



# Our major projects and initiatives for 2021–24

We will continue – and expand – our comprehensive improvement of our stormwater network – upgrading or renewing our assets to minimise street flooding and protect homes and businesses.

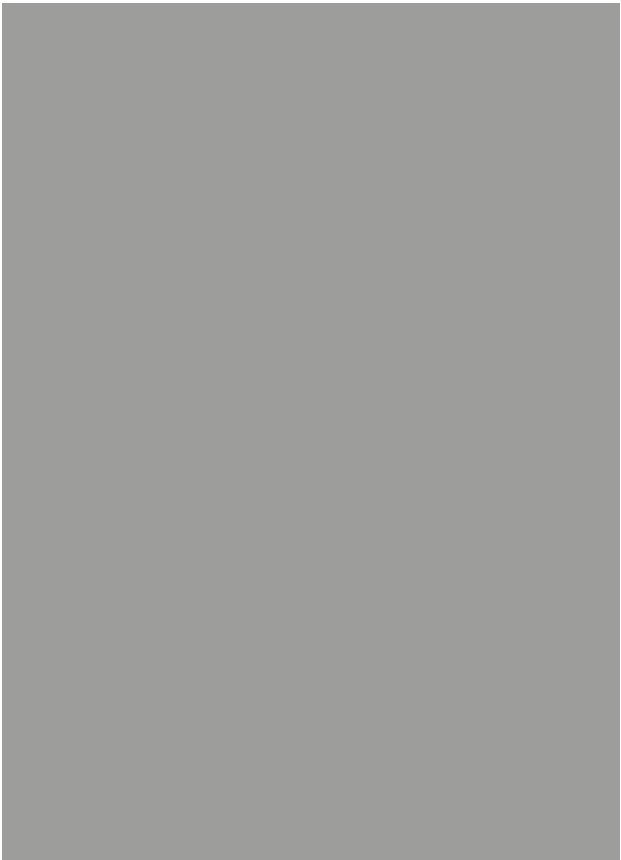


Photo caption







# Our assets

## Assets and their condition

216 kilometres of pipes	Good to moderate condition overall
18 pump stations	Nearly 50% of assets lack capacity for stormwater flows in a 1-in-10-year event
52.7 kilometres of open waterways	
10,383 nodes	
3,029 service lines	

Photo caption

# Challenges and issues

## Climate change

There is an increase in rainfall frequency, distribution, intensity and volume, coupled with rising sea levels.

## Regulatory requirements and compliance

*National Policy Statement for Freshwater Management 2020; Greater Wellington Regional Council Natural Resources Plan*

Council operates the stormwater system under discharge consents granted by Greater Wellington Regional Council. These consents apply to stormwater collection and discharge, and open drain/stream maintenance. They require significant sampling, monitoring, operation and maintenance methodologies and regular reporting.

## Private ownership – lack of maintenance

Nearly 30% of Kāpiti properties are designated as flood prone and we receive over 600 flooding complaints each year. We are exploring changes in stormwater planning, design, operation and maintenance, construction and financing.

## Increased community expectations

Property owners contributing to the stormwater rates have an increased expectation of Council's responsibility to provide adequate protection to properties through improved infrastructure. Developers also have a high expectation that Council will make available more buildable land by eliminating the flood hazards.

## Obligations to Mana Whenua

*Te Mana o te Wai and Whaitua processes*

The consultation requirements of these processes may increase the time to deliver projects.

## Ageing infrastructure

Nearly 50% of the stormwater infrastructure is undercapacity for a 1-in-10-year event. Upgrading infrastructure to the required standard requires significant investment.

## Government changes to three waters services

The Government is changing regulation and supply arrangements for what are known as the 'three waters services' – drinking water, wastewater and stormwater.

As we developed and finalised this long-term plan, Government was still working on the proposed new arrangements. For now, all councils are obliged to continue with business as usual – including planning and budgeting for these services. Therefore, in this long-term plan, we have budgeted to progress our significant programme of work across the three waters.

## OUR RESPONSE

**Moving from an approach of 'collect, convey, discharge' to a more integrated approach of 'slow it down, spread it out, and soak it in'.** This approach includes quantity and quality considerations, multiple-use facilities, riparian corridors, recreation, wetland preservation and groundwater recharge.

**Updating the current strategy put in place in 2012.**

**Introducing a stormwater by-law to engage private property owners in asset maintenance.**

**Increasing investment.**

**Introducing community education programmes.**

# Demand

## Drivers

- Growth – development type zoning/ rezoning
- Climate change
- Legislative changes
- Community expectations

## Impact

- Urbanisation, increasing population densities and commercial and industrial development lead to increased areas of solid surfaces such as concrete that water can't penetrate. This results in added demand for stormwater collection and pressure on the existing infrastructure.
- The main impacts of climate change include extremes in weather including droughts and increases in the frequency of storms, coupled with rising sea and river levels. The main negative effects are flooding of the reticulation system and possible damage to structures. It can also impact on the water table in terms of quantity and quality.

## OUR RESPONSE

**\$463 million capital works programme to be implemented over 37 years.**

**Spending approximately \$2 million each year on operational activities including drain cleaning, asset maintenance and water quality monitoring.**



## Risks

What are the significant risks?	What action are we taking?
Safety of public in flooding.	- Early warning systems; timely responses to requests for flood assistance and providing short- and long-term solutions where possible.
Environmental damage.	- Stormwater discharges follow guidance provided by the discharge consents/resource consents; public education; monitoring water quality.
Deferred capital works may increase flood risk (due to consenting difficulties or budget/resource constraints).	- Avoid deferring capital works where possible.
Failure of assets due to overloading or defects.	- Periodic condition assessments; focus on undercapacity assets and alleviate/minimise asset overloading; systematic asset renewal programme.
Development in flood plains.	- Review the current flood hazard modelling and advise developers as appropriate; address this in the stormwater strategy update.

## Levels of service

- We respond to faults within reasonable time frames.
- We are compliant with resource consents for discharge.
- We maintain, repair and renew major flood protection and control works.
- Customers are satisfied with the stormwater system.

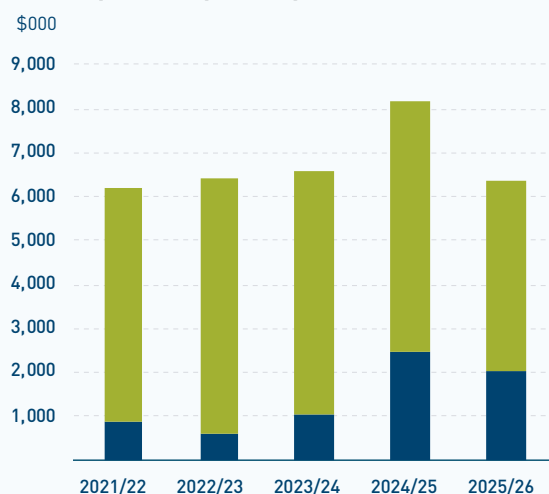
## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <p>We minimise risks to human life and health from flooding by responding efficiently and effectively to flooding issues and maintaining, repairing and renewing major flood protection and control works</p>	Median response times to attend a flooding event from notification to attendance on site	Urgent = less than or equal to 24 hours Non-urgent = less than or equal to 5 days
	Percentage of all buildings that have been inundated due to minor flooding that are visited within 4 weeks	90%
	Number of complaints received about the performance of the district's stormwater system	Less than 30 per 1,000 properties connected to the Council's stormwater system
	Major flood protection and control works are maintained, repaired and renewed to the key standards as defined in the Council's activity management plan	Achieve
	Number of buildings (habitable floors) reported to be flooded as a result of a less than 1-in-50-year rain event	Less than 3 per 1,000 properties connected to the Council's stormwater system
 <p>We comply with our resource consent conditions and our stormwater systems do not harm the downstream receiving environment</p>	Compliance with Council's resource consents for discharge from its stormwater system measured by the number of: <ul style="list-style-type: none"> <li>a) Abatement notices</li> <li>b) Infringement notices</li> <li>c) Enforcement notices</li> <li>d) Convictions</li> </ul> received by the Council in relation to those resource constraints.	No notices or convictions

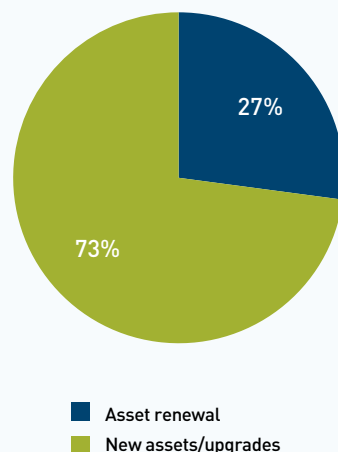


## Costs and funding

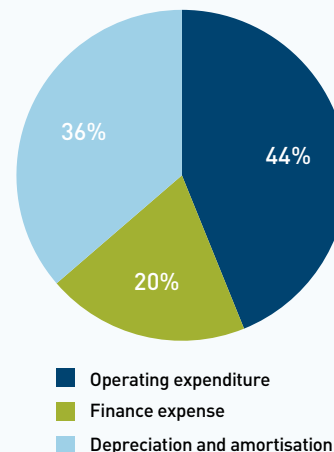
**Proposed capital expenditure 2021–26**



**Proposed capital expenditure 2021–41**



**Proposed operational expenditure 2021–41**



Total capital (CAPEX) and operating (OPEX) expenditure is summarised in the financial statements at the end of this summary and under the section Detailed schedule of capital spending in Part Two of the plan.

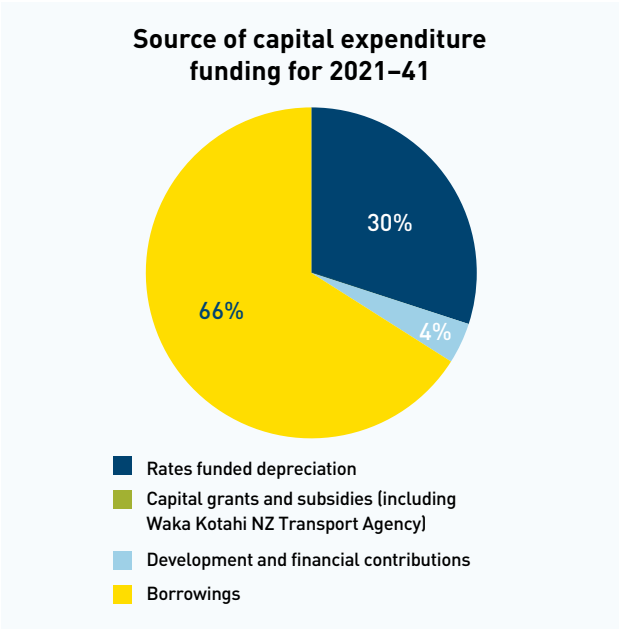
**Proposed capital expenditure 2021–26**

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	863	594	1,055	2,480	2,013	7,005	48,237
New assets/upgrades	5,359	5,847	5,553	5,683	4,336	26,778	129,704
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>6,222</b>	<b>6,441</b>	<b>6,608</b>	<b>8,163</b>	<b>6,349</b>	<b>33,783</b>	<b>177,941</b>

**Proposed operational expenditure 2021–26**

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	2,169	2,623	2,546	2,610	2,689	12,637
Finance expense	902	920	942	1,006	1,043	4,813
Depreciation and amortisation	1,223	1,388	1,541	1,618	1,697	7,467
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>4,294</b>	<b>4,931</b>	<b>5,029</b>	<b>5,234</b>	<b>5,429</b>	<b>24,917</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Stormwater	—	—	100%	Yes – 40%	Districtwide stormwater targeted rate 60%

Photo caption

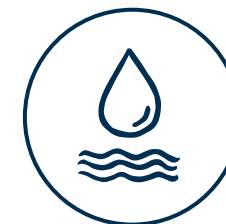
## How much our stormwater management will cost us

Stormwater management	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	1,955	2,169	2,623	2,546	2,610	2,689	2,847	2,937	2,954	3,051	3,146	3,247	3,349	3,456	3,566	3,680	3,797	3,917	4,041	4,170	4,300	65,095
Depreciation and amortisation	1,171	1,223	1,388	1,541	1,618	1,697	1,888	1,989	2,081	2,374	2,449	2,541	2,885	3,013	3,152	3,534	3,638	3,769	4,262	4,360	4,495	53,897
Finance expense	993	902	920	942	1,006	1,043	1,095	1,176	1,267	1,333	1,374	1,448	1,552	1,685	1,779	1,805	1,833	1,924	2,020	2,079	2,202	29,385
<b>Operating expenditure</b>	<b>4,119</b>	<b>4,294</b>	<b>4,931</b>	<b>5,029</b>	<b>5,234</b>	<b>5,429</b>	<b>5,830</b>	<b>6,102</b>	<b>6,302</b>	<b>6,758</b>	<b>6,969</b>	<b>7,236</b>	<b>7,786</b>	<b>8,154</b>	<b>8,497</b>	<b>9,019</b>	<b>9,268</b>	<b>9,610</b>	<b>10,323</b>	<b>10,609</b>	<b>10,997</b>	<b>148,377</b>
<b>Revenue</b>																						
Development and financial contributions revenue	152	150	173	233	279	320	328	337	346	355	365	374	384	394	404	414	425	436	448	459	471	7,095
<b>Operating revenue</b>	<b>152</b>	<b>150</b>	<b>173</b>	<b>233</b>	<b>279</b>	<b>320</b>	<b>328</b>	<b>337</b>	<b>346</b>	<b>355</b>	<b>365</b>	<b>374</b>	<b>384</b>	<b>394</b>	<b>404</b>	<b>414</b>	<b>425</b>	<b>436</b>	<b>448</b>	<b>459</b>	<b>471</b>	<b>7,095</b>
<b>NET OPERATING COSTS</b>	<b>3,967</b>	<b>4,144</b>	<b>4,758</b>	<b>4,796</b>	<b>4,955</b>	<b>5,109</b>	<b>5,502</b>	<b>5,765</b>	<b>5,956</b>	<b>6,403</b>	<b>6,604</b>	<b>6,862</b>	<b>7,402</b>	<b>7,760</b>	<b>8,093</b>	<b>8,605</b>	<b>8,843</b>	<b>9,174</b>	<b>9,875</b>	<b>10,150</b>	<b>10,526</b>	<b>141,282</b>
<b>Capital items</b>																						
Asset renewal	51	863	594	1,055	2,480	2,013	1,774	1,146	2,124	2,359	1,979	3,080	2,216	2,642	3,627	2,850	4,006	3,556	3,548	3,384	2,941	48,237
New assets/upgrades	4,029	5,359	5,847	5,553	5,683	4,336	6,520	6,151	6,700	4,909	6,669	5,208	8,910	7,715	5,641	5,437	6,641	8,152	6,077	6,513	11,683	129,704
<b>Total capital items</b>	<b>4,080</b>	<b>6,222</b>	<b>6,441</b>	<b>6,608</b>	<b>8,163</b>	<b>6,349</b>	<b>8,294</b>	<b>7,297</b>	<b>8,824</b>	<b>7,268</b>	<b>8,648</b>	<b>8,288</b>	<b>11,126</b>	<b>10,357</b>	<b>9,268</b>	<b>8,287</b>	<b>10,647</b>	<b>11,708</b>	<b>9,625</b>	<b>9,897</b>	<b>14,624</b>	<b>177,941</b>
<b>NET COST OF ACTIVITY</b>	<b>8,047</b>	<b>10,366</b>	<b>11,199</b>	<b>11,404</b>	<b>13,118</b>	<b>11,458</b>	<b>13,796</b>	<b>13,062</b>	<b>14,780</b>	<b>13,671</b>	<b>15,252</b>	<b>15,150</b>	<b>18,528</b>	<b>18,117</b>	<b>17,361</b>	<b>16,892</b>	<b>19,490</b>	<b>20,882</b>	<b>19,500</b>	<b>20,047</b>	<b>25,150</b>	<b>319,223</b>
Rates	4,119	4,168	4,841	4,999	5,235	5,429	5,831	6,103	6,303	6,759	6,970	7,234	7,786	8,156	8,499	9,019	9,268	9,607	10,324	10,608	10,995	148,134
Borrowings	4,029	5,359	5,847	5,554	5,683	4,336	6,520	6,151	6,700	4,908	6,669	5,209	8,910	7,713	5,640	5,437	6,641	8,153	6,076	6,514	11,684	129,704
Depreciation reserve	51	864	594	1,054	2,479	2,013	1,773	1,145	2,123	2,359	1,978	3,081	2,216	2,642	3,626	2,850	4,006	3,558	3,548	3,384	2,942	48,235
Reserves and special funds	(152)	(150)	(173)	(233)	(279)	(320)	(328)	(337)	(346)	(355)	(365)	(374)	(384)	(394)	(404)	(414)	(425)	(436)	(448)	(459)	(471)	(7,095)
Unfunded depreciation	—	125	90	30	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	245
<b>TOTAL SOURCES OF FUNDS</b>	<b>8,047</b>	<b>10,366</b>	<b>11,199</b>	<b>11,404</b>	<b>13,118</b>	<b>11,458</b>	<b>13,796</b>	<b>13,062</b>	<b>14,780</b>	<b>13,671</b>	<b>15,252</b>	<b>15,150</b>	<b>18,528</b>	<b>18,117</b>	<b>17,361</b>	<b>16,892</b>	<b>19,490</b>	<b>20,882</b>	<b>19,500</b>	<b>20,047</b>	<b>25,150</b>	<b>319,223</b>

## How much we are spending on capital works

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20
	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Stormwater management</b>																						
<b>Asset renewal</b>																						
Minor projects	51	82	174	224	—	357	306	740	431	674	450	788	296	571	864	891	334	976	887	915	1,056	11,016
Major projects	—	781	420	831	2,480	1,656	1,468	406	1,693	1,685	1,529	2,292	1,920	2,071	2,763	1,959	3,672	2,580	2,661	2,469	1,885	37,221
<b>Total asset renewal</b>	<b>51</b>	<b>863</b>	<b>594</b>	<b>1,055</b>	<b>2,480</b>	<b>2,013</b>	<b>1,774</b>	<b>1,146</b>	<b>2,124</b>	<b>2,359</b>	<b>1,979</b>	<b>3,080</b>	<b>2,216</b>	<b>2,642</b>	<b>3,627</b>	<b>2,850</b>	<b>4,006</b>	<b>3,556</b>	<b>3,548</b>	<b>3,384</b>	<b>2,941</b>	<b>48,237</b>
<b>New assets and upgrades</b>																						
Minor projects	—	340	192	271	123	35	1,211	2,093	332	521	293	572	148	1,006	158	567	100	1,453	1,609	362	2,563	13,949
Major projects	4,029	5,019	5,655	5,282	5,560	4,301	5,309	4,058	6,368	4,388	6,376	4,636	8,762	6,709	5,483	4,870	6,541	6,699	4,468	6,151	9,120	115,755
<b>Total new assets and upgrades</b>	<b>4,029</b>	<b>5,359</b>	<b>5,847</b>	<b>5,553</b>	<b>5,683</b>	<b>4,336</b>	<b>6,520</b>	<b>6,151</b>	<b>6,700</b>	<b>4,909</b>	<b>6,669</b>	<b>5,208</b>	<b>8,910</b>	<b>7,715</b>	<b>5,641</b>	<b>5,437</b>	<b>6,641</b>	<b>8,152</b>	<b>6,077</b>	<b>6,513</b>	<b>11,683</b>	<b>129,704</b>
<b>TOTAL CAPITAL WORKS</b>	<b>4,080</b>	<b>6,222</b>	<b>6,441</b>	<b>6,608</b>	<b>8,163</b>	<b>6,349</b>	<b>8,294</b>	<b>7,297</b>	<b>8,824</b>	<b>7,268</b>	<b>8,648</b>	<b>8,288</b>	<b>11,126</b>	<b>10,357</b>	<b>9,268</b>	<b>8,287</b>	<b>10,647</b>	<b>11,708</b>	<b>9,625</b>	<b>9,897</b>	<b>14,624</b>	<b>177,941</b>

# Wai – Water



## Whakataukī

Te wai mata a Hinetūākirikiri.

The pure fresh water of  
Hinetūākirikiri.

The expression is applied to fresh water that has run through the sand and gravel, personified by Hinetūākirikiri, and thus is filtered clear.

Murdoch Riley, Wise Words of the Māori Revealing History and Traditions: Language as Food, Viking Sevensseas NZ Ltd 2020, 2308 p.498.

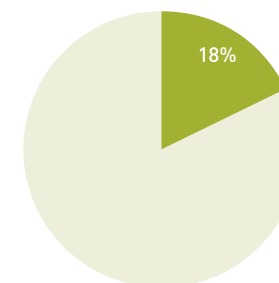
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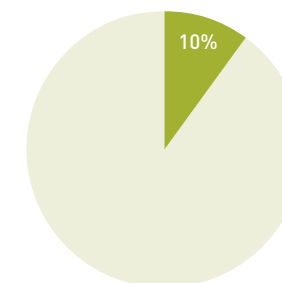
It shows how much we spend on water management and our key projects and initiatives for the first three years of this long-term plan.

The charts below show how much of the Council's total capital and operational budgets we spend on this activity.

Proportion of total Council capital expenditure



Proportion of total Council operating expenditure





# Our role in water management

## What we do

Water supply is a core Council service. We provide high-quality drinking water across the district and ensure there is enough water to fight fires when needed, protecting the health and wellbeing of our communities. We also enable commercial and industrial enterprise.

To deliver these services we own and operate water reservoirs, water treatment plants, pump stations and underground pipe networks. We look after the management of water flow and make sure that it runs at an appropriate pressure out of taps. To encourage water conservation, we run awareness programmes and use demand management techniques (metering).

## Why we do it

Having a reliable and safe supply of water is essential to our community's health and wellbeing. It supports our households and businesses to thrive, helps preserve our natural environment and protects our people and properties.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Managing the supply and quality of drinking water is essential to the health, safety, resilience and vibrancy of our communities.
- We manage demand to mitigate climate change effects on water supply and encourage water conservation.



# Our major projects and initiatives for 2021–24

We will do substantial work on drinking water safety and resilience.

We will upgrade and renew water treatment infrastructure at Waikanae, Ōtaki and Hautere. For the Waikanae water treatment plant we will continue our upgrade – stages 2 and 3.

We will improve Ōtaki water supply storage.



Photo caption

# Our assets

## Assets and their condition

2 water intake structures

15 ground water bores

5 water treatment plants

17 kilometres of bulk water supply mains

12 service reservoir sites

9 pump stations

451 kilometres of piped network

103 kilometres of water service lines

2,500 hydrants/valves/fittings

23,410 water meters and boxes

Condition varies between sites and asset class from poor (water supply bores in Ōtaki and Hautere/Te Horo and network in Paekākāriki) to average (reservoirs in Ōtaki, Hautere/Te Horo and Paekākāriki) and good to very good (reservoir in Waikanae and water treatment plant in Waikanae and Paekākāriki).

Council bases its approach to asset renewals on being able to prioritise assets based on criticality and need. Council carries out an ongoing programme of asset condition assessments as follows:

### Lifeline assets

- Water sources and treatment plant – general inspection every three years. Full condition and risk assessment every nine years
- Reservoirs – general condition assessment every six years. Full condition and risk assessment every 25 years
- Bulk mains – network model updates every three years. Network development plans every 12 years (due 2027).

### Key assets

- Pumping stations – condition assessment every six years
- Trunk mains – criticality based inspection and test plan
- Network management meters – condition and performance assessment every nine years.

### Non-critical assets

- Distribution mains – criticality-based inspection and test plan, and deterioration modelling; network development planning 6–12 yearly depending on supply scheme growth
- Lateral service pipes – criticality-based inspection and test plan and lateral failure analysis
- Consumer water meters – quarterly checks.

# Challenges and issues

## Climate change

Climate change will have an effect on our water supply assets. During drought, Council may need to use bore water services. Climate change may result in an increase of algae blooms in surface water sources. In intense rainfall events, high turbidity reduces efficiency and output of treatment plants.

## Growth – capacity

Industrial use can have a greater demand for water than residential, but this is unpredictable. It is difficult to forecast the increase in demand industrial areas will create as it will depend on the requirements of individual businesses. The Council is not aware of any new industrial or commercial large users of water.

## Government changes to three waters services

The Government is changing regulation and supply arrangements for what are known as the 'three waters services' – drinking water, wastewater and stormwater.

As we developed and finalised this long-term plan, Government was still working on the proposed new arrangements. For now, all councils are obliged to continue with business as usual – including planning and budgeting for these services. Therefore, in this long-term plan, we have budgeted to progress our significant programme of work across the three waters.

## Regulatory changes

Regulatory changes could result in future changes to resource consent requirements or treatment and supply processes, requiring a sharp step change in the maturity of asset and drinking water safety management practices.

## Seismic hazards

Network failure as a result of a major seismic event.

## Funding

Uncertainty as a result of three waters reform and establishment of water services regulator Taumata Arowai.

## OUR RESPONSE

Using river recharging and bore water to supplement water supplies.

Monitoring water demand; plus active leak detection/condition assessment; modelling demand; district planning.

Undertaking criticality analysis; we have developed a continuity plan with remediation planning.

# Demand

## Drivers

- Growth – population and new industrial or commercial water users
- Legislation
- Climate change – increased droughts and intense rainfall events.

## Impact

- Increased demand and consumption straining networked reticulation system
- Increasing requirements around protecting and minimising impacts on the natural environment, and regulatory change for drinking water suppliers
- Water supply interruptions.

## OUR RESPONSE

Modelling.

Maintaining consents.

Participating in three waters reform process.

Criticality analysis and remediation planning.

Photo caption



# Risks

What are the significant risks?	What action are we taking?
Contamination of the local supply at the local reservoir or network level.	- Ongoing inspections and monitoring programmes.
Additional demand from new developments will not be met.	- Additional storage; demand management (water metering); education.
Reservoirs may fail in earthquakes meaning the population will be without treated water.	- Seismic strengthening; approach to resilience improvement. - Education to improve personal resilience. - Long-term asset upgrades.
Increased leakage or service failures.	- A proactive leak detection and repair programme is in place and is well established. - Analysis of the pipe condition and failures has targeted ageing renewals.





## Levels of service

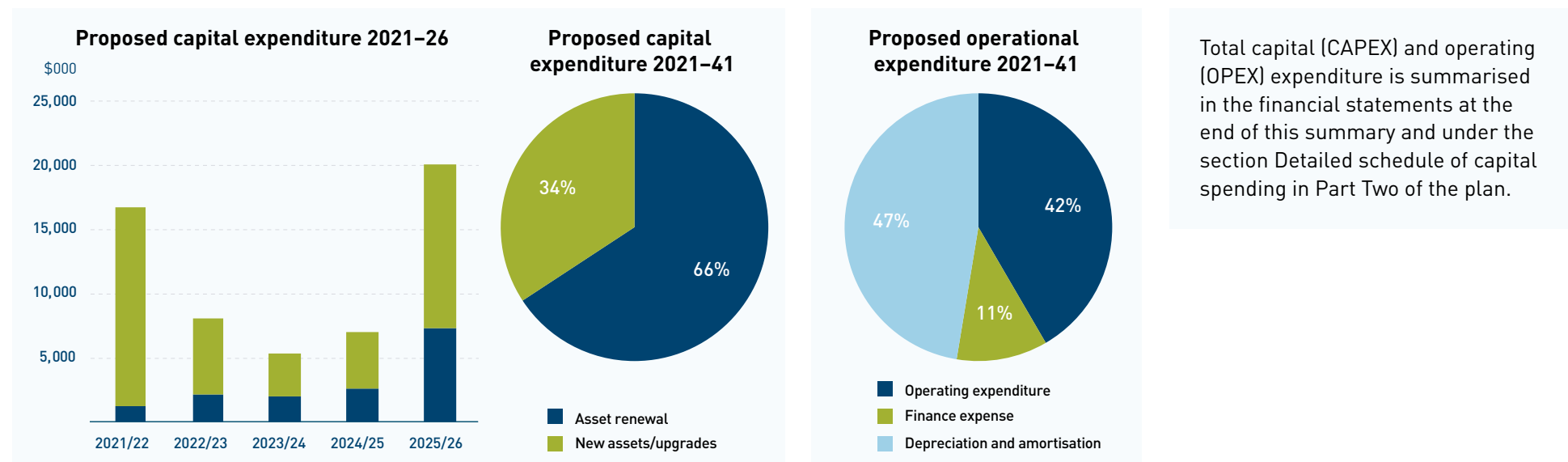
- Drinking water is safe.
- Water demand is managed and sustainable.
- We respond to faults within reasonable timeframes.
- Customers are satisfied with the networked reticulation system.

Photo caption

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <b>We provide a continuous drinking water supply that meets drinking water standards</b>	Median response times to a fault or unplanned interruption to our water network measured by attendance time (from the time Council receives notification to the time that staff are on site)	Urgent = 1 hour or less Non-urgent = 3 days or less
	Median response times to a fault or unplanned interruption to our water network measured by resolution time (from the time Council receives notification to the time that staff confirm resolution)	Urgent = 5 hours or less Non-urgent = 4 days or less
	Compliance of the district's drinking water supply with: a) Part 4 of the drinking water standards (bacteria compliance criteria) b) Part 5 of the drinking water standards (protozoal compliance criteria)	a) Achieve 100% b) Achieve 100%
	Residents who are satisfied with the quality of Council's water supply (taste, odour, clarity)	80%
	Total number of complaints per 1,000 connections received by Council about the networked reticulation system, in regard to any of the following: a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply f) Council's response to any of these issues	At or below 6.2 complaints per 1,000 connections
 <b>We encourage the sustainable use of drinking water and aim to reduce water loss from our water network</b>	Peak water consumption in litres per person per day	At or below 490 litres per person per day
	Average water consumption in litres per person per day	At or below 325 litres per person per day
	Percentage of real water loss from the Council's networked reticulation system calculated per the Water Loss Guidelines using Water NZ's BenchlossNZ software	At or below 23.6%

## Costs and funding



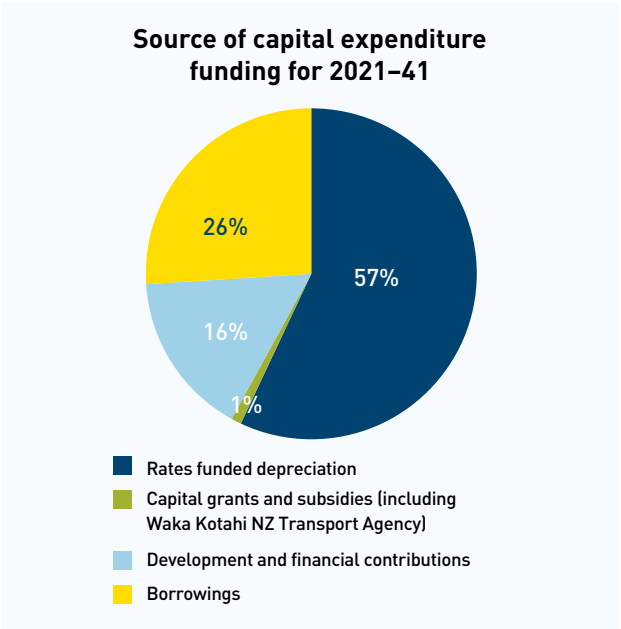
### Proposed capital expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	1,154	2,043	1,922	2,564	7,341	15,024	171,804
New assets/upgrades	15,553	6,028	3,338	4,494	12,783	42,196	89,439
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>16,707</b>	<b>8,071</b>	<b>5,260</b>	<b>7,058</b>	<b>20,124</b>	<b>57,220</b>	<b>261,243</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	4,671	5,153	5,197	5,489	5,604	26,114
Finance expense	1,003	1,099	1,056	1,051	1,258	5,467
Depreciation and amortisation	3,571	4,346	4,880	5,019	5,138	22,954
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>9,245</b>	<b>10,598</b>	<b>11,133</b>	<b>11,559</b>	<b>12,000</b>	<b>54,535</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Water	<1%	—	100%	—	Districtwide water supply volumetric rate – 45% Districtwide water supply fixed rate – 55%

Photo caption



## How much our water management will cost us

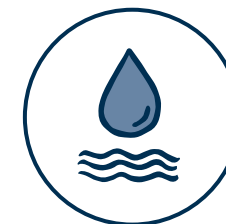
	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	4,227	4,671	5,153	5,197	5,489	5,604	5,561	5,797	5,898	6,025	6,408	6,496	6,677	7,101	6,974	7,217	7,947	7,847	8,058	8,096	8,413	130,629
Depreciation and amortisation	3,224	3,571	4,346	4,880	5,019	5,138	5,817	6,044	6,049	6,830	6,976	7,093	8,137	8,312	8,434	9,400	9,575	9,551	10,655	10,926	11,048	147,801
Finance expense	1,030	1,003	1,099	1,056	1,051	1,258	1,523	1,511	1,501	1,519	1,478	1,626	1,709	1,632	1,847	2,028	2,050	2,379	2,637	2,555	2,782	34,244
<b>Operating expenditure</b>	<b>8,481</b>	<b>9,245</b>	<b>10,598</b>	<b>11,133</b>	<b>11,559</b>	<b>12,000</b>	<b>12,901</b>	<b>13,352</b>	<b>13,448</b>	<b>14,374</b>	<b>14,862</b>	<b>15,215</b>	<b>16,523</b>	<b>17,045</b>	<b>17,255</b>	<b>18,645</b>	<b>19,572</b>	<b>19,777</b>	<b>21,350</b>	<b>21,577</b>	<b>22,243</b>	<b>312,674</b>
<b>Revenue</b>																						
Fees and charges	41	42	44	45	46	47	48	50	51	52	54	55	56	58	59	61	62	64	66	68	69	1,097
Grants and subsidies	—	3,212	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	3,212
Development and financial contributions revenue	492	902	1,041	1,401	1,678	1,927	1,975	2,026	2,081	2,137	2,193	2,250	2,308	2,368	2,430	2,493	2,558	2,624	2,692	2,762	2,834	42,680
<b>Operating revenue</b>	<b>533</b>	<b>4,156</b>	<b>1,085</b>	<b>1,446</b>	<b>1,724</b>	<b>1,974</b>	<b>2,023</b>	<b>2,076</b>	<b>2,132</b>	<b>2,189</b>	<b>2,247</b>	<b>2,305</b>	<b>2,364</b>	<b>2,426</b>	<b>2,489</b>	<b>2,554</b>	<b>2,620</b>	<b>2,688</b>	<b>2,758</b>	<b>2,830</b>	<b>2,903</b>	<b>46,989</b>
<b>NET OPERATING COSTS</b>	<b>7,948</b>	<b>5,089</b>	<b>9,513</b>	<b>9,687</b>	<b>9,835</b>	<b>10,026</b>	<b>10,878</b>	<b>11,276</b>	<b>11,316</b>	<b>12,185</b>	<b>12,615</b>	<b>12,910</b>	<b>14,159</b>	<b>14,619</b>	<b>14,766</b>	<b>16,091</b>	<b>16,952</b>	<b>17,089</b>	<b>18,592</b>	<b>18,747</b>	<b>19,340</b>	<b>265,685</b>
<b>Capital items</b>																						
Asset renewal	472	1,154	2,043	1,922	2,564	7,341	1,969	1,416	7,502	1,964	2,420	14,446	4,563	5,475	25,473	3,365	11,598	28,146	12,716	5,396	30,331	171,804
New assets/upgrades	6,539	15,553	6,028	3,338	4,494	12,783	10,020	795	4,835	2,906	6,774	3,600	1,330	2,970	559	3,811	4,817	—	—	1,006	3,820	89,439
<b>Total capital items</b>	<b>7,011</b>	<b>16,707</b>	<b>8,071</b>	<b>5,260</b>	<b>7,058</b>	<b>20,124</b>	<b>11,989</b>	<b>2,211</b>	<b>12,337</b>	<b>4,870</b>	<b>9,194</b>	<b>18,046</b>	<b>5,893</b>	<b>8,445</b>	<b>26,032</b>	<b>7,176</b>	<b>16,415</b>	<b>28,146</b>	<b>12,716</b>	<b>6,402</b>	<b>34,151</b>	<b>261,243</b>
<b>NET COST OF ACTIVITY</b>	<b>14,959</b>	<b>21,796</b>	<b>17,584</b>	<b>14,947</b>	<b>16,893</b>	<b>30,150</b>	<b>22,867</b>	<b>13,487</b>	<b>23,653</b>	<b>17,055</b>	<b>21,809</b>	<b>30,956</b>	<b>20,052</b>	<b>23,064</b>	<b>40,798</b>	<b>23,267</b>	<b>33,367</b>	<b>45,235</b>	<b>31,308</b>	<b>25,149</b>	<b>53,491</b>	<b>526,928</b>
<b>Rates</b>	<b>8,363</b>	<b>8,803</b>	<b>10,270</b>	<b>10,998</b>	<b>11,514</b>	<b>11,953</b>	<b>12,851</b>	<b>13,302</b>	<b>13,396</b>	<b>14,322</b>	<b>14,807</b>	<b>15,163</b>	<b>16,468</b>	<b>16,986</b>	<b>17,197</b>	<b>18,583</b>	<b>19,509</b>	<b>19,711</b>	<b>21,286</b>	<b>21,508</b>	<b>22,175</b>	<b>310,802</b>
Borrowings	6,539	12,341	6,027	3,338	4,495	12,783	10,020	795	4,835	2,906	6,773	3,599	1,330	2,970	559	3,811	4,817	—	—	1,006	3,820	86,225
Depreciation reserve	472	1,154	2,043	1,922	2,562	7,341	1,971	1,416	7,503	1,964	2,422	14,444	4,562	5,476	25,472	3,366	11,599	28,148	12,714	5,397	30,330	171,806
Reserves and special funds	(492)	(902)	(1,041)	(1,401)	(1,678)	(1,927)	(1,975)	(2,026)	(2,081)	(2,137)	(2,193)	(2,250)	(2,308)	(2,368)	(2,430)	(2,493)	(2,558)	(2,624)	(2,692)	(2,762)	(2,834)	(42,680)
Unfunded depreciation	77	400	285	90	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	775
<b>TOTAL SOURCES OF FUNDS</b>	<b>14,959</b>	<b>21,796</b>	<b>17,584</b>	<b>14,947</b>	<b>16,893</b>	<b>30,150</b>	<b>22,867</b>	<b>13,487</b>	<b>23,653</b>	<b>17,055</b>	<b>21,809</b>	<b>30,956</b>	<b>20,052</b>	<b>23,064</b>	<b>40,798</b>	<b>23,267</b>	<b>33,367</b>	<b>45,235</b>	<b>31,308</b>	<b>25,149</b>	<b>53,491</b>	<b>526,928</b>

## How much we are spending on capital works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20	
Water management	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal																						
Hautere consent	—	—	—	—	—	—	—	—	—	—	112	—	—	—	—	—	—	—	—	—	152	264
Hautere water treatment plant	5	—	—	11	12	12	12	13	65	14	14	15	144	148	153	157	162	167	115	118	122	1,454
Laboratory equipment	4	57	59	60	62	64	65	68	70	72	74	77	79	81	84	87	89	92	95	98	101	1,534
Network meter	—	—	—	121	—	—	—	—	—	—	—	—	—	—	—	—	—	—	191	—	152	464
Network planned	50	174	1,262	370	480	3,456	1,015	524	3,788	1,119	1,390	10,031	2,955	3,305	23,854	649	10,000	26,142	7,701	3,970	28,649	130,834
Network unplanned	215	318	329	338	1,480	2,456	367	379	391	404	417	430	443	457	471	486	501	516	532	549	566	11,830
Ōtaki water treatment plant	11	—	—	11	12	12	12	13	13	14	14	15	365	148	153	157	162	167	115	118	122	1,623
Paekākāriki consent	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	89	—	—	89
Paekākāriki water treatment plant	5	53	165	563	116	—	12	13	13	14	14	15	144	148	153	157	162	167	115	118	122	2,264
Reservoir renewals	—	385	55	158	58	59	110	88	65	67	69	100	177	822	396	1,392	167	667	3,367	91	94	8,387
Waikanae consent	—	—	—	17	17	18	18	126	65	—	—	—	—	164	—	—	—	—	—	—	—	425
Waikanae water treatment plant	54	58	60	56	58	59	61	63	65	67	69	72	74	76	79	81	83	86	89	91	94	1,441
Water meters	22	42	44	101	104	48	171	50	2,885	54	160	3,601	30	30	31	32	33	34	124	128	38	7,740
Water pump stations	43	—	—	45	92	1,082	49	—	—	54	—	—	59	—	—	65	134	—	71	—	—	1,651
Water reactive scada	63	67	69	71	73	75	77	79	82	85	87	90	93	96	99	102	105	108	112	115	119	1,804
Total asset renewal	472	1,154	2,043	1,922	2,564	7,341	1,969	1,416	7,502	1,964	2,420	14,446	4,563	5,475	25,473	3,365	11,598	28,146	12,716	5,396	30,331	171,804
New assets and upgrades																						
Hautere water treatment plant	1,291	1,590	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	1,590
Network Ōtaki	—	742	250	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	992
Network upgrades	—	331	896	2,275	1,822	5,769	139	—	4,835	1,533	3,681	2,866	591	381	314	1,538	4,817	—	—	1,006	660	33,454
Networks Paraparaumu	—	—	—	—	—	714	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	714
Networks Waikanae	—	—	—	—	694	—	3,033	795	—	—	—	—	—	—	—	—	—	—	—	—	—	4,522
Ōtaki water treatment plant	3,591	541	4,554	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	5,095
Reservoir Ōtaki	—	—	55	79	432	2,351	—	—	—	—	—	—	—	—	245	2,273	—	—	—	—	—	5,435
Reservoir upgrades	—	106	219	225	173	856	6,114	—	—	—	—	—	—	—	—	—	—	—	—	—	—	7,693
Waikanae river recharge bore consent	—	—	—	—	—	—	—	—	—	—	—	—	739	2,589	—	—	—	—	—	—	1,886	5,214
Waikanae treatment plant	1,657	12,243	54	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	12,297
Waikanae water treatment plant	—	—	—	759	1,373	3,093	734	—	—	1,373	3,093	734	—	—	—	—	—	—	—	—	1,274	12,433
Total new assets and upgrades	6,539	15,553	6,028	3,338	4,494	12,783	10,020	795	4,835	2,906	6,774	3,600	1,330	2,970	559	3,811	4,817	—	—	1,006	3,820	89,439
TOTAL CAPITAL WORKS	7,011	16,707	8,071	5,260	7,058	20,124	11,989	2,211	12,337	4,870	9,194	18,046	5,893	8,445	26,032	7,176	16,415	28,146	12,716	6,402	34,151	261,243



# Wai para – Wastewater



## Whakataukī

He pōporo tū ki te hamuti.

The poroporo tree growing  
in the dunghill.

This refers to something desirable arising from refuse. The fruit of the poroporo tree is poisonous until fully ripe, when it can be made into a sweet aromatic dessert. It would be planted around the cesspool once it was full.

Hirini Moko Mean & Neil Grove, Ngā Pēpeha: a ngā Tīpuna, Victoria University Press 2001. 644 p. 110.

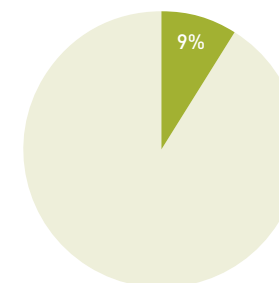
This section summarises Council's role in wastewater management and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

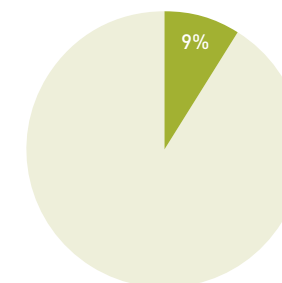
It shows how much we spend on managing wastewater and our key projects and initiatives for the first three years of this long-term plan.

The charts below show how much of the Council's total capital and operational budgets we spend on this activity.

Proportion of total Council capital expenditure



Proportion of total Council operating expenditure



# Our role in wastewater management

## What we do

The Council is responsible for managing wastewater (sewerage) services to the community. This includes the provision and management of wastewater collection, conveyance, treatment, discharge of treated wastewater, as well as biosolids management.

Wastewater is collected and treated through an underground pipe network, pump stations, and two treatment plants (Paraparaumu and Ōtaki). When wastewater reaches the treatment plant it is treated until it is at an acceptable standard to be released into the environment.

The Council treats 12.2 million litres of wastewater per day.

## Why we do it

Wastewater management is a critical community service. Council has a legal responsibility for providing this service and for providing it to minimum standards.

We manage wastewater to protect public health and ensure receiving natural environments are enhanced where possible, and not damaged by effluent discharge, through minimising discharged contaminants to safe levels.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- The removal and treatment of wastewater is essential to the health and safety of our communities.
- It also contributes to environmental wellbeing. We manage our wastewater work with great care because it directly impacts on water supply and aquifers.





# Our major projects and initiatives for 2021–24

We will work on upgrades and renewals of our wastewater networks - four main upgrades and two new rising mains, and our pumping stations - with seven upgrades.

We will make a range of improvements to our treatment plants at Paraparaumu and Ōtaki.



Photo caption

## Our assets

### Assets and their condition

15,000 service connections

The majority of the network is between 20 and 35 years old, and a number of operating consents are entering the renewal phase.

5,400 access chambers

310 kilometres of piped network

The biggest asset group is the network (pipes, manholes, valves and service laterals), which is just under halfway through its expected life, and therefore renewals are expected to be relatively minor for the next 10 years.

155 pump stations

A significant number of pump stations are approaching the end of their useful life so we are increasing what we spend on renewals.

920 valves, manholes, fittings

4 storage tanks/ponds

2 wastewater treatment plants

2 treated wastewater effluent  
discharge points

Photo caption

# Climate change and population growth

## Climate change and population growth

The age and condition of the wastewater system, along with population growth and land development (particularly around Ōtaki), increased weather events, rising water tables, sea level rise and increased environmental standards will necessitate increased activity and technical resources.

## Regulatory changes – uncertainty

Establishment of the water services regulator Taumata Arowai and the review of the Resource Management Act (RMA) will impact our stormwater activity potentially in relation to resource constraints, funding and increased environmental standards.

## Government changes to three waters services

The Government is changing regulation and supply arrangements for what are known as the ‘three waters services’ – drinking water, wastewater and stormwater.

As we developed and finalised this long-term plan, Government was still working on the proposed new arrangements. For now, all councils are obliged to continue with business as usual – including planning and budgeting for these services. Therefore, in this long-term plan, we have budgeted to progress our significant programme of work across the three waters.

Photo caption

## OUR RESPONSE

Increasing renewals budget in some critical areas (pump stations).

Investing additional upgrade funding in Waikanae and Ōtaki (capacity).

Photo caption

# Demand

## Drivers

- Residential growth
- Industrial/commercial development
- Transient population (commuter/tourism)
- Trade waste
- Climate – stormwater entry into the wastewater network.

## Impact

- Residential growth is the main driver for future water consumption and wastewater production.
- The growth in commercial development (primarily in the main urban centres of Waikanae, Ōtaki and – to a lesser extent – Paraparaumu) is expected to occur in tandem with residential growth and result in additional demands on the wastewater infrastructure, which is designed for domestic waste.
- Trade waste discharges (unless controlled) can put greater pressure on the wastewater network and may cause serious problems to the network, treatment plants, pumping stations and the people working in them.
- Influx of tourists and second-home owners creates increased demand on wastewater infrastructure over the summer period. This adds extra burden to the available wastewater storage and also increases the peak demand dramatically in coastal areas putting further pressure on areas that are currently developing.

- Increased weather events (rising water tables, sea level rise and increased environmental standards) result in increased inflow/infiltration and overflow necessitating increased activity and technical resources.

## OUR RESPONSE

**Treatment plant upgrades to handle increased loads.**

**Modelling and condition assessments.**

**Increased storage.**

**Network capacity upgrade.**



## Risks

What are the significant risks?	What action are we taking?
Wastewater overflows breach regulations.	<ul style="list-style-type: none"><li>- Wastewater network improvement plan.</li><li>- Asset renewal programmes.</li></ul>
Re-consenting of Paraparaumu wastewater treatment plant is challenged.	<ul style="list-style-type: none"><li>- Assessed the risks and proposing application process that meets the requirements.</li></ul>
Process failure causing non-compliance – equipment failure or a high-load event could compromise the performance and compliance of the plant.	<ul style="list-style-type: none"><li>- Investigating causes of high-load events.</li><li>- By-law review.</li></ul>
Inflow limits exceeded causing non-compliance – deferral of works means capacity can't be fully utilised.	<ul style="list-style-type: none"><li>- Ensuring the network can continue to be used during high-flow events to buffer the flows to the treatment plant.</li></ul>

## Levels of service

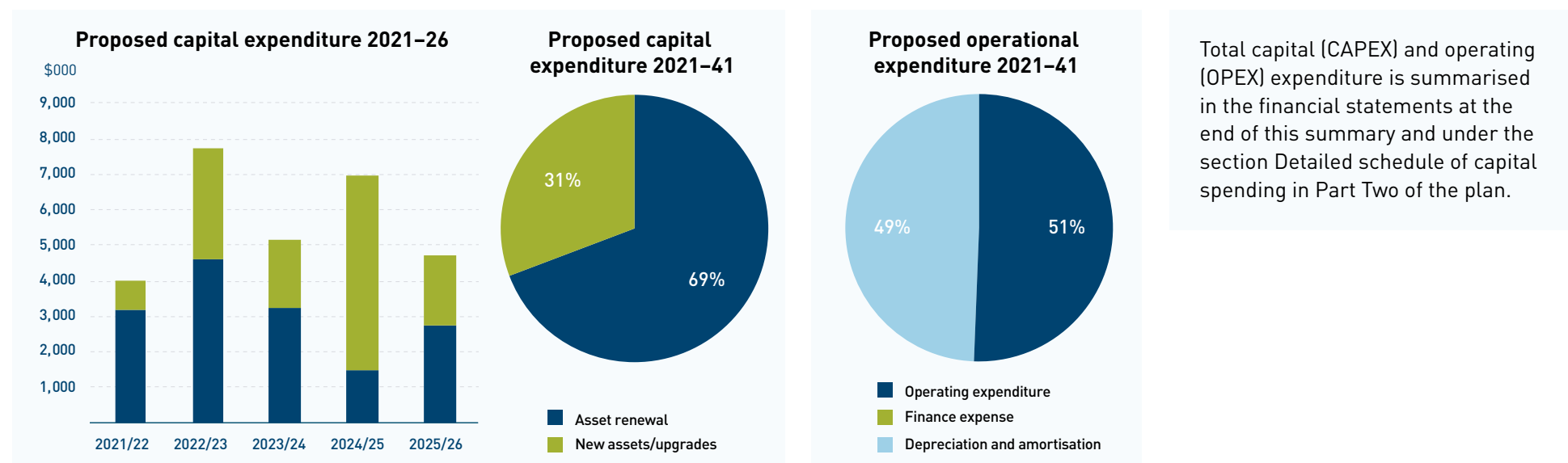
- Council is compliant with resource consents for discharge.
- Council responds to faults within reasonable timeframes.
- Decreased service disruptions.
- Customers are satisfied with the wastewater system.

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <p>Our wastewater system management practices ensure that we respond efficiently and effectively to wastewater system blockages, faults and overflow issues</p>	Median response times to sewage overflows resulting from a blockage or other fault measured by attendance time (from the time Council receives notification to the time that staff are on site)	1 hour or less
	Median response times to sewage overflows resulting from a blockage or other fault measured by resolution time (from the time that Council receives notification to the time that staff confirm resolution)	5 hours or less
	Number of complaints received by Council about any of the following: <ul style="list-style-type: none"> <li>a) sewage colour</li> <li>b) sewerage system faults</li> <li>c) sewerage blockages</li> <li>d) Council's response to issues with the sewerage system expressed per 1,000 connections</li> </ul>	Less than 7.2 complaints per 1,000 connections to Council's sewerage system
 <p>We comply with our resource consent conditions and our natural environments are not damaged by effluent discharge and are enhanced where possible</p>	Number of dry weather sewage overflows expressed per 1,000 connections	At or below 2 per 1,000 connections to Council's sewerage system
	Compliance with Council's resource consents for discharge from its sewerage system measured by the number of: <ul style="list-style-type: none"> <li>a) Abatement notices</li> <li>b) Infringement notices</li> <li>c) Enforcement notices</li> <li>d) Convictions</li> </ul> received by the Council in relation to those resource constraints	No notices or convictions



## Costs and funding



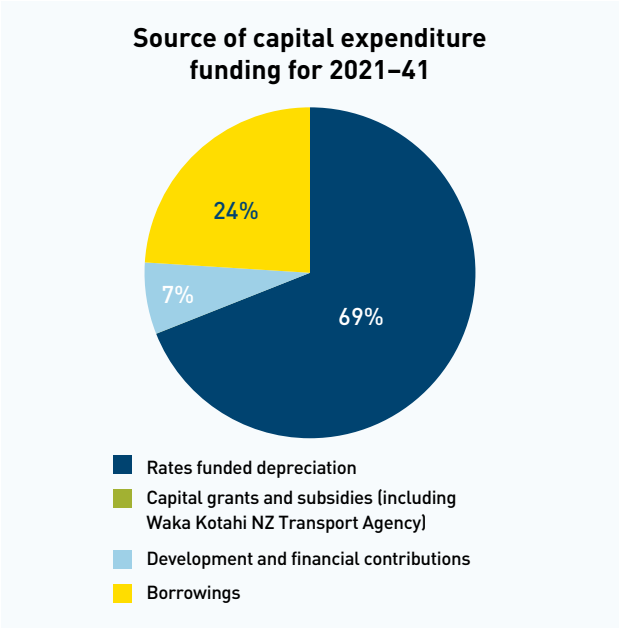
### Proposed capital expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	3,180	4,587	3,221	1,482	2,759	15,229	86,676
New assets/upgrades	799	3,134	1,929	5,470	1,941	13,273	38,513
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>3,979</b>	<b>7,721</b>	<b>5,150</b>	<b>6,952</b>	<b>4,700</b>	<b>28,502</b>	<b>125,189</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	5,105	5,516	5,758	5,689	6,000	28,068
Finance expense	-6	19	38	32	8	91
Depreciation and amortisation	4,078	4,544	5,010	5,132	5,333	24,097
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>9,177</b>	<b>10,079</b>	<b>10,806</b>	<b>10,853</b>	<b>11,341</b>	<b>52,256</b>

# How we fund the activity



Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Wastewater	—	—	100%	—	Districtwide wastewater disposal rate

Photo caption

## How much our wastewater management will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Expenditure																						
Other operating expense	4,412	5,105	5,516	5,758	5,689	6,000	6,217	6,424	6,512	6,810	6,914	7,244	7,526	7,592	7,836	8,167	8,268	8,584	8,885	9,153	9,256	143,456
Depreciation and amortisation	3,846	4,078	4,544	5,010	5,132	5,333	5,873	5,980	6,041	6,669	6,765	6,896	7,664	7,778	7,895	8,770	8,859	7,527	7,999	8,264	8,460	135,537
Finance expense	130	(6)	19	38	32	8	(58)	(162)	(284)	(399)	(529)	(649)	(761)	(881)	(994)	(1,062)	(1,131)	(1,182)	(1,169)	(1,167)	(1,155)	(11,492)
Operating expenditure	8,388	9,177	10,079	10,806	10,853	11,341	12,032	12,242	12,269	13,080	13,150	13,491	14,429	14,489	14,737	15,875	15,996	14,929	15,715	16,250	16,561	267,501
Revenue																						
Development and financial contributions revenue	101	176	203	273	327	375	385	395	405	416	427	438	449	461	473	485	498	511	524	538	552	8,311
Operating revenue	101	176	203	273	327	375	385	395	405	416	427	438	449	461	473	485	498	511	524	538	552	8,311
NET OPERATING COSTS	8,287	9,001	9,876	10,533	10,526	10,966	11,647	11,847	11,864	12,664	12,723	13,053	13,980	14,028	14,264	15,390	15,498	14,418	15,191	15,712	16,009	259,190
Capital items																						
Asset renewal	1,666	3,180	4,587	3,221	1,482	2,759	3,263	1,259	2,260	3,340	3,032	3,375	3,461	3,581	4,120	7,440	5,004	7,203	8,440	6,859	8,810	86,676
New assets/upgrades	3,047	799	3,134	1,929	5,470	1,941	1,726	1,579	1,636	699	580	1,576	1,625	1,676	1,727	1,780	1,836	1,893	1,966	2,171	2,770	38,513
Total capital items	4,713	3,979	7,721	5,150	6,952	4,700	4,989	2,838	3,896	4,039	3,612	4,951	5,086	5,257	5,847	9,220	6,840	9,096	10,406	9,030	11,580	125,189
NET COST OF ACTIVITY	13,000	12,980	17,597	15,683	17,478	15,666	16,636	14,685	15,760	16,703	16,335	18,004	19,066	19,285	20,111	24,610	22,338	23,514	25,597	24,742	27,589	384,379
Rates	7,986	8,728	9,796	10,715	10,852	11,342	12,032	12,243	12,270	13,079	13,150	13,492	14,428	14,490	14,736	15,875	15,996	14,929	15,713	16,251	16,562	266,679
Borrowings	3,047	797	3,134	1,930	5,472	1,941	1,726	1,579	1,636	700	580	1,576	1,625	1,675	1,727	1,781	1,836	1,893	1,966	2,170	2,769	38,513
Depreciation reserve	1,666	3,181	4,585	3,221	1,481	2,758	3,263	1,258	2,259	3,340	3,032	3,374	3,462	3,581	4,121	7,439	5,004	7,203	8,442	6,859	8,810	86,673
Reserves and special funds	(101)	(176)	(203)	(273)	(327)	(375)	(385)	(395)	(405)	(416)	(427)	(438)	(449)	(461)	(473)	(485)	(498)	(511)	(524)	(538)	(552)	(8,311)
Unfunded depreciation	402	450	285	90	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	825
TOTAL SOURCES OF FUNDS	13,000	12,980	17,597	15,683	17,478	15,666	16,636	14,685	15,760	16,703	16,335	18,004	19,066	19,285	20,111	24,610	22,338	23,514	25,597	24,742	27,589	384,379

## How much we are spending on capital works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20	
Wastewater management	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal																						
Operational tools	6	6	7	7	7	7	7	8	8	8	8	9	9	9	9	10	10	10	11	11	11	172
Ōtaki wastewater treatment plant (WWTP)	32	803	1,109	429	363	408	347	43	46	262	1,665	82	56	59	63	98	971	346	2,138	81	86	9,455
Ōtaki WWTP consent	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	113	33	—	—	—	—	146
Paraparaumu WWTP	290	1,671	2,119	606	361	560	368	388	410	433	456	481	507	534	977	4,051	725	1,415	693	994	2,761	20,510
Paraparaumu WWTP consent	952	224	239	250	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	713
Paraparaumu WWTP dissolved air flotation	—	53	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	53
Reticulation planned	108	53	329	1,126	347	357	1,223	379	391	1,348	417	1,863	1,920	1,980	2,041	2,105	2,170	4,302	4,435	4,573	4,715	36,074
Reticulation unplanned	88	93	97	99	102	105	108	111	115	119	122	126	130	134	138	143	147	152	156	161	166	2,524
Wastewater pump station planned	50	129	533	546	140	1,155	1,039	153	1,107	981	169	613	632	652	672	693	714	737	759	783	807	13,014
Wastewater pump station unplanned	140	148	154	158	162	167	171	177	183	189	195	201	207	213	220	227	234	241	248	256	264	4,015
Total asset renewal	1,666	3,180	4,587	3,221	1,482	2,759	3,263	1,259	2,260	3,340	3,032	3,375	3,461	3,581	4,120	7,440	5,004	7,203	8,440	6,859	8,810	86,676

## How much we are spending on capital works (continued)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20	
Wastewater management	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New assets and upgrades																						
Arthur Street storage	—	—	—	—	—	224	1,345	—	—	—	—	—	—	—	—	—	—	—	—	—	—	1,569
Coleman wastewater pump station	—	—	—	93	541	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	634
Hinemoa wastewater pump station	—	—	—	55	319	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	374
Matene Street wastewater pump station	—	—	—	—	—	—	—	85	495	—	—	—	—	—	—	—	—	—	—	—	—	580
Network upgrades	146	—	—	—	69	404	225	1,316	—	—	—	860	886	914	942	971	1,001	1,033	1,065	1,098	1,132	11,916
New rising main Ōtaki	—	—	138	801	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	939
Ōtaki gravity main	—	—	—	—	129	755	—	178	1,038	—	—	—	—	—	—	—	—	—	—	—	—	2,100
Ōtaki wastewater treatment plant (WWTP)	—	36	270	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	306
Otaki WWTP electrical upgrade	—	69	—	101	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	170
Paraparaumu aeration system	32	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	55	415	470
Paraparaumu bioreactor reconfiguration	—	—	—	81	610	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	691
Paraparaumu network gravity main	—	—	—	69	403	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	472
Paraparaumu poly makeup system	—	85	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	38	123
Paraparaumu RAS pump station 1 upgrade	—	—	—	34	254	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	288
Paraparaumu secondary hydraulic upgrade	—	—	—	108	814	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	922
Paraparaumu wastewater treatment plant (WWTP)	151	39	327	—	—	27	156	—	—	—	—	—	—	—	—	—	—	—	—	26	242	817
Paraparaumu WWTP inlet works	1,797	331	1,000	—	1,225	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2,556
Paraparaumu WWTP UV Upgrade	—	—	—	81	610	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	691
Paraparaumu WWTP recycle pump upgrade	—	—	—	47	356	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	403
Rahui Road storage	—	—	—	—	91	531	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	622
Riverbank Road storage	—	—	—	—	—	—	—	103	601	—	—	—	—	—	—	—	—	—	—	—	—	704
Te Whena wastewater pump station	—	—	—	—	—	—	—	—	98	580	—	—	—	—	—	—	—	—	—	—	—	678
Waikanae duplicate rising main	921	—	—	450	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	450
Waikanae pond pump station	—	—	—	9	49	—	—	—	—	—	—	—	—	—	—	—	—	14	77	—	—	149
Waikanae rising main	—	239	1,399	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	1,638
Wastewater pump station	—	—	—	—	—	—	—	—	—	—	—	716	739	762	785	809	835	860	887	915	943	8,251
Total new assets and upgrades	3,047	799	3,134	1,929	5,470	1,941	1,726	1,579	1,636	699	580	1,576	1,625	1,676	1,727	1,780	1,836	1,893	1,966	2,171	2,770	38,513
TOTAL CAPITAL WORKS	4,713	3,979	7,721	5,150	6,952	4,700	4,989	2,838	3,896	4,039	3,612	4,951	5,086	5,257	5,847	9,220	6,840	9,096	10,406	9,030	11,580	125,189





# Toitūtanga me te manawaroatanga

## – Sustainability and resilience



### Whakatauki

He mahi katoa ēnei i raro i  
te kaupapa o te kaupapa o te  
Para Kore, kia toitū te noho a  
te tangata ki te ao tūroa.

These are all activities done  
under the cause of zero waste,  
so that human existence can  
be sustainable.

This saying refers to the work to be  
done to restore the environment and  
create an unblemished, sustainable,  
resilient world.

He Kupenga Hao i te Reo. 2009:318. Te Reo Putaiao. Te  
Whanga-nui-a-Tara: Te Tāhuhu o Te Mātauranga.

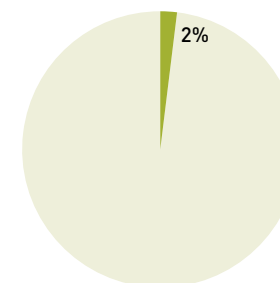
This section summarises Council's role in  
sustainability and resilience and the core  
services we deliver to our community.

It highlights the challenges and risks we need to  
manage and our approach to dealing with those.  
It explains how we measure our performance and  
contribute to our community outcomes and wellbeing.

It shows how much we spend on sustainability  
and resilience and our key projects and initiatives  
for the first three years of this long-term plan.

The chart below shows how much of the Council's  
total operational budget we spend on this activity.  
There is no capital spending in this activity.

Proportion of total Council  
operating expenditure



# Our role in sustainability and resilience

## What we do

Our sustainability and resilience work was strengthened by Council’s climate change emergency declaration and decision to aim for carbon neutrality by 2025. Our activities promote sustainability and resilience, particularly in the face of climate change.

We do this by ensuring accessible, effective and efficient waste management options; driving waste minimisation initiatives in Council and the community; and providing landfill management that meets legal requirements and best practice guidelines. We also deliver carbon and energy management and a strategic programme to embed climate change across Council’s activities.

Council works with the Wellington Region Emergency Management Office (WREMO), provides a local Emergency Operations Centre (EOC) and delivers emergency management planning.

## Why we do it

The primary aims of Council’s sustainability and resilience activity are to:

- support the incorporation of climate change mitigation and adaptation into the design and implementation of all Council programmes
- investigate and support projects that directly reduce Council’s greenhouse gas emissions
- deliver Council’s waste management and minimisation activity, including an important community education and support component
- provide waste management services and activities to comply with the Waste Management Act 2008.

We also provide civil defence and emergency management facilities and services to meet Council’s obligations under the Civil Defence Emergency Management Act 2002, and to promote and support community resilience.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY’S WELLBEING

- We work to preserve our natural environment through effective waste management and adopting mitigation strategies that address the impacts and causes of climate change.
- We help assure our community’s health, safety and resilience by supporting waste minimisation and by embedding climate change adaptation and mitigation strategies into Council policies and programmes.



# Our major projects and initiatives for 2021–24

We will progress development of our Climate Emergency Action Framework and action plans for climate change mitigation and adaptation.

As part of our drive to support Kāpiti becoming a low-carbon economy, we will improve and extend our ‘resource recovery’ to support households and businesses in limiting the waste that goes to landfill. This includes increased community education and support.

We will implement our emissions reduction programme within Council as we work towards our goal of being carbon neutral by 2025. We will provide education and support to our community to help lower district-wide emissions and reduce our overall carbon footprint.



Photo caption

## Our assets

### Assets and their condition

Otaihanga Resource Recovery Facility: main building, offices/amenities, recycling shop, payment kiosk	Overall in good condition
Otaihanga Landfill: 24 hectares' land, hazardous waste shed	Final cap construction will be complete in Long-term Plan 2021–41 planning period
Ōtaki Resource Recovery Centre: waste disposal building, weighbridge, staff amenities kiosk, hazardous waste shed, recycling drop-off station	Overall in reasonable to good condition
Waikanae Greenwaste and Recycling Centre: entrance kiosk, garage	Reasonable to poor condition

Photo caption

# Challenges and issues

## Affordability

Affordability is a significant concern in managing all the services that need to be delivered because Council depends heavily on rates income and Kāpiti has a large portion of residents on fixed incomes. The increasing cost of landfills due to the levy payable on every tonne, as well as Emissions Trading Scheme charges on landfill emissions, will increase demand for reuse, recovery and recycling options.

## Managing growth and population change

Data indicates that increase (or decrease) in waste to landfill is not only driven by population growth, but affected by household composition, ageing population, behaviour change (waste minimisation), economic growth (such as major roading or housing projects) or downturn.

## Climate change

Lack of understanding and engagement of the community with regard to how a changing environment impacts on Council's ability to manage the effects of climate change.

## OUR RESPONSE

Providing advice and support across Council to incorporate climate change mitigation, adaptation and risk management into the design and implementation of activities and projects. This will enable planning for resilience and have a positive effect on reducing Council's, and the district's, greenhouse gas emissions.

Development of improved resource recovery options for construction and demolition waste in the next three years and a focus on supporting home composting to reduce food waste to landfill – to meet the target to reduce overall waste to landfill by 30% by 2026.

Increasing waste minimisation education to the community.

Increasing and improving climate change education and enabling and supporting change.

Photo caption

# Demand

## Drivers

- Economic growth/downturn, cost of landfills
- Development and population growth
- Climate change – the need to reduce emissions and adapt to a changing environment
- Legislative reform – Emissions Trading Scheme and waste levy changes, National Policy Statement on Urban Development; three waters reform; Resource Management Act (RMA); Zero Carbon Act; and climate emergency declaration
- Resilience – emergency preparedness

## Impact

- Economic growth or downturn tends to result in changes to volume and nature of waste, which impacts on the need for and cost of waste disposal and recovery services.
- Development can lead to increased risk in relation to the increasing impacts of natural hazards such as flooding.
- Climate change will disrupt communities in a number of ways – increasing frequency and intensity of natural hazard events making some areas increasingly unsuitable for habitation; growing numbers of plants from outside the district, plant pathogens and pest insects are spreading and threatening endemic vegetation.
- Various Government legislative changes and pronouncements will have an impact on Council's services and its role as a regulator and land use planner.
- The district lies in a seismically active area with a long coastline flanked by mountains. As such there is a high risk of a significant natural hazard event causing severe damage and putting lives at risk.

## OUR RESPONSE

Development of alternatives to landfills – projects focused on resource recovery and home composting.

Plan for increased use of disposal and collection services.

Land development must be carefully managed to minimise environmental harm and to ensure that housing is not intensified in areas at risk of natural hazard events – this is done through embedding climate change considerations in all planning activities including the district plan.

Proposed RMA changes will require further consideration of climate change in resource consent approvals – enabling Council to consider the wider impacts and outcomes development has on the district and the community.

Providing civil defence and emergency management facilities and services through our Emergency Operations Centre and public education.



## Risks

### What are the significant risks?

Council does not meet reporting obligations under the Climate Change Response (Zero Carbon) Amendment Act 2019.

Environmental harm – non-compliance with resource consent conditions (discharge, odour and dust conditions).

Waste facilities closed due to natural hazard event or other causes.

Community or other interest groups file legal action against Council in response to proposed adaptation or mitigation actions.

Key stakeholders feel that engagement and communication in the development of a climate change strategy or implementation of the activity is insufficient.

### What action are we taking?

- Quarterly and annual reporting and additional reporting to Ministry for the Environment when required.

- Landfill cap construction; wetland improvements; monitoring programmes; leachate project (year 5); ongoing landfill maintenance; lease conditions/responsibilities; consent renewal process (2028).

- Earthquake assessments; manage fire risks and lease agreements; develop business continuity plans for facilities.



- Use science-based approach for embedding climate change into strategies, activity plans, district development and community engagement. Community-led adaptation process is underway – Takutai Kapiti.

- Development of the climate emergency action framework.

## Levels of service

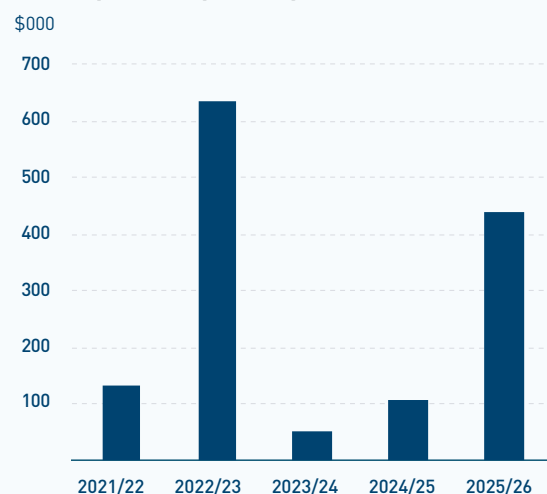
- Kerbside collections services are available in urban areas.
- We reduce the impact of illegally dumped waste.
- Waste minimisation education is delivered in the community.
- Households are prepared for emergencies.
- Council emissions are reduced.

## How we measure our performance

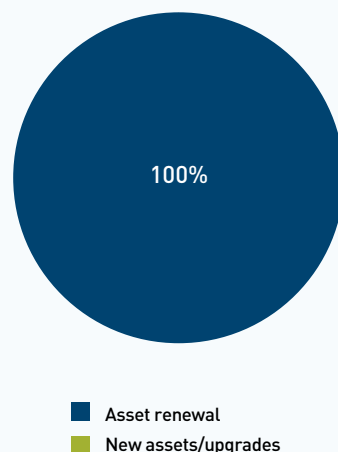
Contribution to community outcomes	Performance measure	Target
	Kerbside collection services are available in urban areas	Residents who are satisfied with the standard of kerbside collections
	We reduce the impact of illegally dumped waste	Illegally dumped waste is removed within 2 working days
	Households are prepared for emergencies	Households that have an emergency plan and kit sufficient for 7 days following an emergency event
	Waste minimisation education is delivered in the community	Council delivers a waste minimisation education programme in schools
	We will reduce carbon emissions from our vehicle fleet.	The number of Council's total fleet that are low-emission vehicles (ie, EVs, plug-in hybrids or conventional hybrids). 2021/22: 7 vehicles 2022/23: 10 vehicles 2023/24: 12 vehicles

## Costs and funding

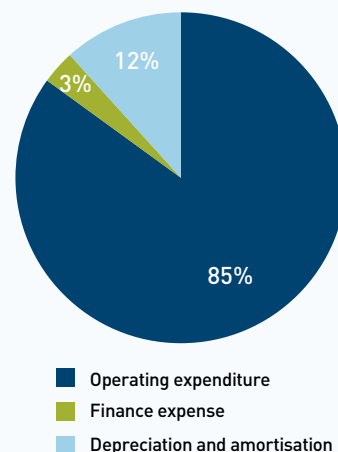
**Proposed capital expenditure 2021–26**



**Proposed capital expenditure 2021–41**



**Proposed operational expenditure 2021–41**



Total capital (CAPEX) and operating (OPEX) expenditure is summarised in the financial statements at the end of this summary and under the section Detailed schedule of capital spending in Part Two of the plan.

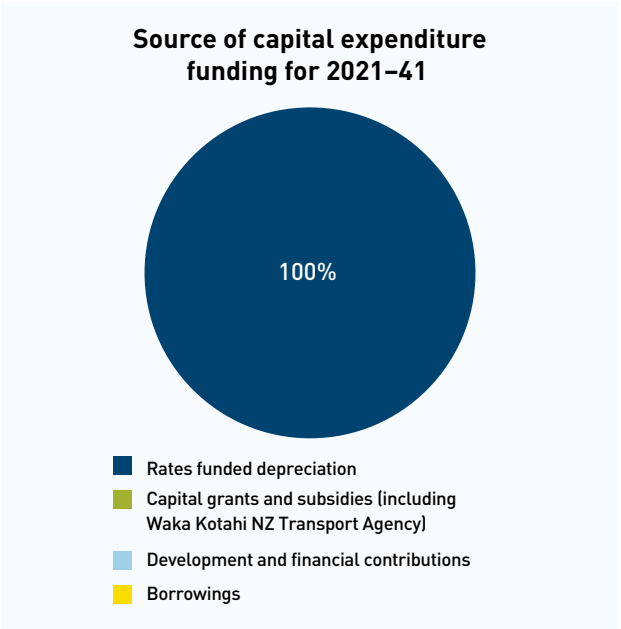
**Proposed capital expenditure 2021–26**

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	132	637	49	106	439	1,363	3,285
New assets/upgrades	—	—	—	—	—	—	—
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>132</b>	<b>636</b>	<b>50</b>	<b>106</b>	<b>439</b>	<b>1,363</b>	<b>3,285</b>

**Proposed operational expenditure 2021–26**

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	1,637	1,964	1,929	1,951	2,007	9,488
Finance expense	88	88	89	101	117	484
Depreciation and amortisation	149	164	194	202	238	946
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>1,874</b>	<b>2,216</b>	<b>2,212</b>	<b>2,254</b>	<b>2,362</b>	<b>10,918</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Solid waste	45–55%	—	45–55%	Yes	—
Environmental sustainability	—	—	100%	Yes	—
Emergency management	0–5%	—	95–100%	Yes	—

Photo caption

## How much our sustainability and resilience will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	1,808	1,637	1,964	1,929	1,951	2,007	1,964	2,021	2,051	2,113	2,176	2,230	2,296	2,366	2,438	2,512	2,588	2,666	2,746	2,831	2,913	45,399
Depreciation and amortisation	139	149	164	194	202	238	254	264	270	294	305	307	327	359	394	412	411	405	428	459	435	6,271
Finance expense	139	88	88	89	101	117	120	115	110	105	99	93	91	94	90	81	71	61	57	52	41	1,763
<b>Operating expenditure</b>	<b>2,086</b>	<b>1,874</b>	<b>2,216</b>	<b>2,212</b>	<b>2,254</b>	<b>2,362</b>	<b>2,338</b>	<b>2,400</b>	<b>2,431</b>	<b>2,512</b>	<b>2,580</b>	<b>2,630</b>	<b>2,714</b>	<b>2,819</b>	<b>2,922</b>	<b>3,005</b>	<b>3,070</b>	<b>3,132</b>	<b>3,231</b>	<b>3,342</b>	<b>3,389</b>	<b>53,433</b>
<b>Revenue</b>																						
Fees and charges	587	611	621	631	634	650	666	683	702	721	740	759	779	799	820	841	863	886	909	933	957	15,205
<b>Operating revenue</b>	<b>587</b>	<b>611</b>	<b>621</b>	<b>631</b>	<b>634</b>	<b>650</b>	<b>666</b>	<b>683</b>	<b>702</b>	<b>721</b>	<b>740</b>	<b>759</b>	<b>779</b>	<b>799</b>	<b>820</b>	<b>841</b>	<b>863</b>	<b>886</b>	<b>909</b>	<b>933</b>	<b>957</b>	<b>15,205</b>
<b>NET OPERATING COSTS</b>	<b>1,499</b>	<b>1,263</b>	<b>1,595</b>	<b>1,581</b>	<b>1,620</b>	<b>1,712</b>	<b>1,672</b>	<b>1,717</b>	<b>1,729</b>	<b>1,791</b>	<b>1,840</b>	<b>1,871</b>	<b>1,935</b>	<b>2,020</b>	<b>2,102</b>	<b>2,164</b>	<b>2,207</b>	<b>2,246</b>	<b>2,322</b>	<b>2,409</b>	<b>2,432</b>	<b>38,228</b>
<b>Capital items</b>																						
Asset renewal	228	132	636	50	106	439	100	82	75	114	56	48	342	392	35	68	45	45	438	41	41	3,285
<b>Total capital items</b>	<b>228</b>	<b>132</b>	<b>636</b>	<b>50</b>	<b>106</b>	<b>439</b>	<b>100</b>	<b>82</b>	<b>75</b>	<b>114</b>	<b>56</b>	<b>48</b>	<b>342</b>	<b>392</b>	<b>35</b>	<b>68</b>	<b>45</b>	<b>45</b>	<b>438</b>	<b>41</b>	<b>41</b>	<b>3,285</b>
<b>NET COST OF ACTIVITY</b>	<b>1,727</b>	<b>1,395</b>	<b>2,231</b>	<b>1,631</b>	<b>1,726</b>	<b>2,151</b>	<b>1,772</b>	<b>1,799</b>	<b>1,804</b>	<b>1,905</b>	<b>1,896</b>	<b>1,919</b>	<b>2,277</b>	<b>2,412</b>	<b>2,137</b>	<b>2,232</b>	<b>2,252</b>	<b>2,291</b>	<b>2,760</b>	<b>2,450</b>	<b>2,473</b>	<b>41,513</b>
<b>Rates</b>	<b>1,497</b>	<b>1,258</b>	<b>1,587</b>	<b>1,575</b>	<b>1,612</b>	<b>1,703</b>	<b>1,660</b>	<b>1,706</b>	<b>1,716</b>	<b>1,775</b>	<b>1,822</b>	<b>1,851</b>	<b>1,913</b>	<b>1,997</b>	<b>2,076</b>	<b>2,136</b>	<b>2,176</b>	<b>2,212</b>	<b>2,287</b>	<b>2,371</b>	<b>2,389</b>	<b>37,822</b>
Depreciation reserve	229	132	637	49	106	439	102	81	75	114	56	48	342	391	35	68	45	46	437	40	42	3,285
Movement in other reserves	1	5	7	7	8	9	10	12	13	16	18	20	22	24	26	28	31	33	36	39	42	406
<b>TOTAL SOURCES OF FUNDS</b>	<b>1,727</b>	<b>1,395</b>	<b>2,231</b>	<b>1,631</b>	<b>1,726</b>	<b>2,151</b>	<b>1,772</b>	<b>1,799</b>	<b>1,804</b>	<b>1,905</b>	<b>1,896</b>	<b>1,919</b>	<b>2,277</b>	<b>2,412</b>	<b>2,137</b>	<b>2,232</b>	<b>2,252</b>	<b>2,291</b>	<b>2,760</b>	<b>2,450</b>	<b>2,473</b>	<b>41,513</b>

## How much we are spending on capital works

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20	
Sustainability and resilience	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal																						
Civil defence and welfare centres	6	7	7	7	7	7	7	8	8	8	8	8	8	9	9	9	9	9	10	10	10	165
Civil defence communications and EOC equipment	6	7	7	7	7	7	7	8	8	8	8	8	8	9	9	9	9	9	10	10	10	165
Landfill closure	189	16	59	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	75
Leachate	—	—	—	—	31	405	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	436
Otaihanga resource recovery facility	4	24	15	23	23	7	7	24	52	51	8	9	318	366	9	10	10	10	408	11	11	1,396
Ōtaki resource recovery centre	23	21	15	13	38	13	79	42	7	47	32	23	8	8	8	40	17	17	10	10	10	458
Resource recovery Otaihanga	—	57	533	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	590
Total asset renewal	228	132	636	50	106	439	100	82	75	114	56	48	342	392	35	68	45	45	438	41	41	3,285
New assets and upgrades	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total new assets and upgrades	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
TOTAL CAPITAL WORKS	228	132	636	50	106	439	100	82	75	114	56	48	342	392	35	68	45	45	438	41	41	3,285







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# Community services

Parks and open space – Ngā papa rehia me nga papa tākaro	139
Recreation and leisure – Ruhanui	153
Community facilities – Whare tapere hapori	167

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# Community services

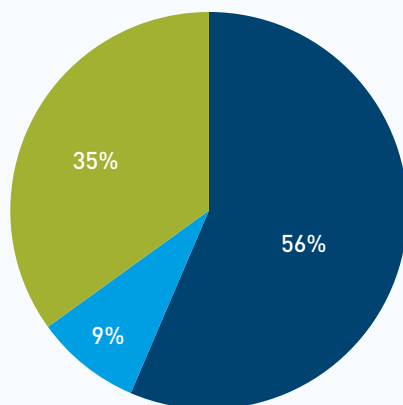


In this section, you'll find:

- Parks and open space ..... page XX
- Recreation and leisure ..... page XX
- Community facilities..... page XX

The charts show how our spending for Community services is spread across these activities.

**Community services cluster  
capital expenditure (%) 2021–41**



■ Parks and open space

■ Recreation and leisure

■ Community facilities

**Community services cluster  
operational expenditure (%) 2021–41**

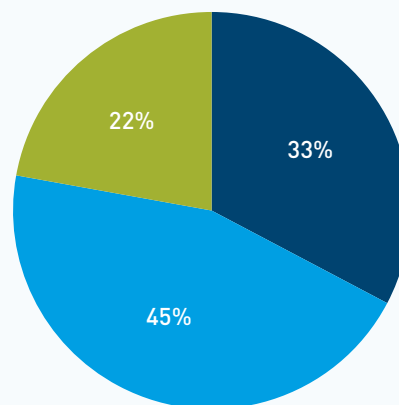


Photo caption

# Ngā papa rehia me nga papa tākaro

## – Parks and open space



### Whakatauki

Te tira a Tāne I te Mawakeroa.

The travellers of Tane of the southeast sea-breeze.

This is a poetic term applied to trees. Tāne obtained many varieties of trees from Rehua, one of the heavenly gods, and brought them back to the earth to be planted.

Reference: [page 392].  
White 1887:I.130. Ngā Pepeha a Ngā Tīpuna,  
Victoria University Press, 2001:2448 p.392.

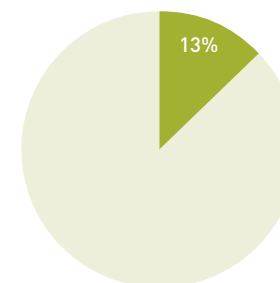
This section summarises Council's role in parks and open space and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

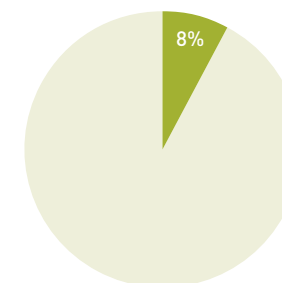
It shows how much we spend on parks and open space and our key projects and initiatives for the first three years of this long-term plan.

The charts below show how much of the Council's total capital and operational budgets we spend on this activity.

Proportion of total Council capital expenditure



Proportion of total Council operating expenditure



# Our role in parks and open space

## What we do

Council manages a range of parks, reserves and open spaces on behalf of the community.

Our parks and open spaces include:

- Urban open spaces and amenity reserves
- Formal parks and gardens
- Sports grounds
- Playgrounds
- Built assets such as bridges, pavilions, outdoor lighting and furniture
- Recreational trails
- Trees and amenity plantings
- River and beach esplanade reserves
- Monitored ecological sites
- Restoration planting sites
- Spaces for disaster recovery and management of stormwater overflow
- Cemeteries
- Most parks are protected through the Reserves Act 1977.

## Why we do it

Council's activities in this area aim to assist in the development of healthy, active, functioning communities and environment, attracting regular users and a broad range of visitors to vibrant outdoor landscapes.

Council is required by law, and the expectations of our community, to manage the use, development and protection of land and natural resources in a way that protects environmental standards and benefits the community. Council provides parks and open spaces to deliver a range of benefits to the community including:

- Visual relief from the built environment through beautification and amenity enhancement.
- Contributing to the community's health and physical wellbeing, by offering opportunities for physical exercise and recreation.
- Improved social cohesion and community life by providing access to facilities and linkages between and through communities.
- Contributing to Kāpiti's desirability as a place to live, work and visit.
- Protecting and restoring the natural environment and biodiversity.
- Children's play.
- Conservation of cultural heritage.
- Providing cemeteries to bury friends and family members within the district.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Parks and open spaces contribute to physical and mental wellbeing by offering space for exercise and recreation, and open green areas.

They also contribute to safety as areas for management of stormwater overflow and as gathering places in the event of natural disasters.

Social

Environmental

Cultural

Economic



## Our major projects and initiatives for 2021–24

We will continue development of parks across the district

- Maclean Park in Paraparaumu – upgrade of the toilet and shower facilities; improvement of the skatepark and provision for upgrades of play spaces including an older persons area
- Otaraia Park – work on the next stages of our development plan
- Waikanae Park – begin redevelopment of the park as a destination attraction

As part of our response to climate change, we will add more shading, water fountains, and planting to our parks.

- We will improve accessibility within our parks for everyone.



Photo caption



# Our assets

## Assets and their condition

591 hectares of land

216 distinct reserves

80 kilometres of cycle, walk and  
bridleway trails

49 playgrounds

13 sports grounds

4 cemeteries

1,754 individual built assets  
(including pavilions, toilets,  
bridges, retaining walls, furniture,  
lighting, fences, shading)

### Playgrounds

A large number of playgrounds were installed 15 to 20 years ago, and now require renewal.

### Buildings

We manage six large buildings: two at Otaraua Park are not suitable for future development, have become derelict over time and are scheduled for demolition.

### Changing room facilities

Changing rooms are owned and maintained by Council. The majority of sports clubs own their clubrooms – located on top of the council owned changing rooms.

### Bridges and retaining walls

Bridges are in good to excellent condition (95%); retaining walls were mostly erected in 2016 and have a 50-year life. All are visually sound, and are monitored by geotechnical and civil engineers biannually.

Photo caption

# Challenges and issues

## Community expectations/affordability of Council services

Levels of service need to be reviewed as costs and area of reserves increase. Balance needs to be made between quality of service provision, affordability and what users are willing to pay. Compromise between expenditure that benefits an individual or small group compared to the wider community continually needs to be made so that we provide the greatest benefits to the community with the funding we have. Expenditure that benefits the widest audience will generally be prioritised.

## State Highway 1 revocation

Opportunities will arise in relation to landscaping, biodiversity improvement and acquisition of new reserve land. Ongoing Council amenity maintenance costs of the roading corridor will increase.

## Growth management

As new subdivisions occur, the provision of parks and open spaces needs to increase at a corresponding rate. With increasing age demographics, it is likely we will also experience increased mortality, requiring a greater investment (relative to other councils) in cemetery infrastructure.

## Climate change/environmental impacts

The increasing effects of climate change on Kāpiti's coastline and green spaces have major implications for activities and assets. Projected climate change effects will mean an increase in some services and activities – biodiversity support, dune management and provision of secondary flow paths for flood waters.

## Changing patterns of use

There is a move away from organised sport-based activity to play and recreation which needs to be considered in our planning and management of facilities.

## OUR RESPONSE

- Exploring opportunities to have multi-use facilities
- establishing a hierarchy of reserves and associated service levels
- identifying funding options
- planning for future acquisition of land
- conducting risk analysis on assets and preparing for climate change
- focusing on assets and more on an activation role.

# Demand

## Drivers

- Growth and intensification
- Community expectations
- Maintaining levels of service
- Regional planning
- Climate change.

## Impact

- Implications for strategic land acquisitions for the purposes of creating reserves, and for flood detention and flow path areas. May be a shift from new reserves provision (the 'greenfield' model) to increasing capacity of urban reserves to cater for growing populations.
- Increased demand for accessible facilities including: wider, sealed trails; toilets; and play equipment.

- Alternative or reduced levels of service might be considered necessary in the future to stay within provided budgets and users may be required to pay a higher percentage of the cost of providing facilities they use.
- Council will continue to work with parent organisations and industry bodies when organising facilities in order to gain a wider perspective of the needs of the different codes.
- Increased frequency and severity of storms and droughts will have a major effect on open spaces, particularly vegetation, coastal areas, flooding, and erosion alongside waterways. As the severity of inland flooding increases, it may result in more frequent calls on the secondary water flow function of parks. Impacts on biodiversity may mean that more effort will be needed in weed and pest animal control. Rising groundwater may render some areas of parks unsuitable for their current use or damage existing infrastructure.

## OUR RESPONSE

Open Space Strategy.

Hierarchy of reserves and associated service levels.

Development contributions policy.

Collaboration and partnership with iwi, national, regional, and community organisations.

Participation in reviewing and planning region-wide facilities and services.

Contributing to Council climate emergency framework.

# Risks

What are the significant risks?	What action are we taking?
Failure of critical assets (bridges, retaining walls, buildings).	- Renewals and maintenance.
Cost increases to maintain current levels of service.	- Alternative or reduced levels of service might be considered necessary in the future to stay within budgets and users may be required to pay a higher percentage of the cost of providing facilities they use.
Future land acquisition costs.	- Each new acquisition is evaluated in relation to the acquisition criteria in the Open Space Strategy. Council will only accept land for reserves (in lieu of a monetary contribution) if there is a clear need for open space of a particular type within a given development area.
Climate change.	- Adaptation planning (including asset relocation) for coastal inundation, groundwater rise and increased rainfall.
COVID-19 and other emergency preparedness.	- Kāpiti Recovery Plan.

## Levels of service

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- Residents in urban areas live reasonably close to a recreation facility (including other publicly owned space) and a range of active recreation facilities is available throughout the district.
- Cemeteries are well maintained and accessible to most family members; records are available online.
- We measure burial capacity across the district and anticipate future needs.
- Cycleway, walkway and bridleway networks are available throughout our district, and the accessibility, quality and range increase over time.
- Beach accessways are maintained, and are in a usable condition.



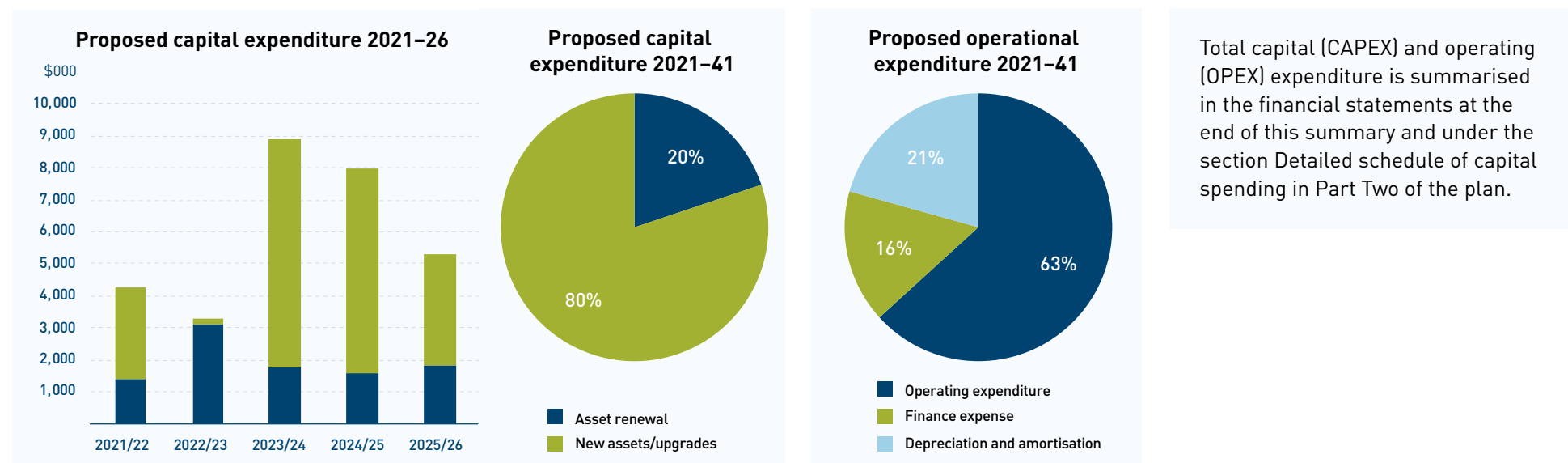
Photo caption



## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <p>Our residents in urban areas live reasonably close to a recreation facility, and a range of active recreation facilities are available throughout the district</p>	Residential dwellings in urban areas are within 400 metres of a publicly-owned space	85%
	Sports grounds are open when scheduled	85%
	Residents who are satisfied with the:	
	- current availability of facilities	85%
	- quality of Council parks and open spaces	85%
	- quality of recreation and sporting facilities	85%
	- quality of playgrounds	85%
	Users who are satisfied with Council cycleways, walkways and bridleways	85%
	Residents who are satisfied with access points to beaches	85%
We provide well-maintained cemeteries and aim to ensure that most family members can access the interment site, and records are available online	Residents who are satisfied with the appearance of, and accessibility to, cemeteries	85%
We measure burial capacity and anticipate future needs	At least a 10-year burial capacity is maintained across the district	Achieve
 <p>Cycleway, walkway and bridleway networks, including low carbon alternatives, are available throughout our district, and the quality and range increase over time</p>	Users who are satisfied with Council cycleways, walkways and bridleways	85%
	Our beach access ways are maintained, and are in a usable condition	85%

## Costs and funding



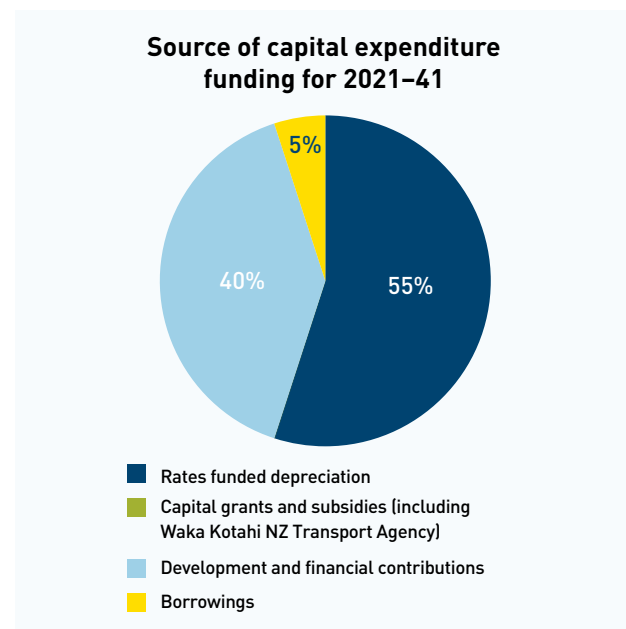
### Proposed capital expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	1,372	3,116	1,761	1,571	1,850	9,670	35,942
New assets/upgrades	2,875	193	7,111	6,416	3,472	20,067	145,077
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>4,247</b>	<b>3,309</b>	<b>8,872</b>	<b>7,987</b>	<b>5,322</b>	<b>29,738</b>	<b>181,019</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	5,760	6,126	6,220	6,415	6,679	31,200
Finance expense	231	305	435	652	811	2,434
Depreciation and amortisation	1,760	2,013	2,219	2,293	2,396	10,681
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>7,751</b>	<b>8,444</b>	<b>8,874</b>	<b>9,360</b>	<b>9,886</b>	<b>44,315</b>

## How we fund the activity



## Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Parks and reserves (including sportsfields)	0–5%	—	95–100%	—	Community facilities rate
Cemeteries	60–70%	—	30–40%	Yes	—

Photo caption

## How much our parks and open space will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	5,596	5,760	6,126	6,220	6,415	6,679	6,885	7,168	7,303	7,495	7,738	8,007	8,232	8,488	8,773	9,012	9,305	9,620	9,833	9,968	10,265	159,292
Depreciation and amortisation	1,872	1,760	2,013	2,219	2,293	2,396	2,499	2,456	2,410	2,533	2,363	2,478	2,597	2,676	2,735	2,873	2,876	2,933	3,255	3,288	3,409	52,062
Finance expense	440	231	305	435	652	811	973	1,113	1,301	1,525	1,719	1,891	2,141	2,334	2,382	3,011	3,641	3,721	3,910	4,152	4,256	40,504
<b>Operating expenditure</b>	<b>7,908</b>	<b>7,751</b>	<b>8,444</b>	<b>8,874</b>	<b>9,360</b>	<b>9,886</b>	<b>10,357</b>	<b>10,737</b>	<b>11,014</b>	<b>11,553</b>	<b>11,820</b>	<b>12,376</b>	<b>12,970</b>	<b>13,498</b>	<b>13,890</b>	<b>14,896</b>	<b>15,822</b>	<b>16,274</b>	<b>16,998</b>	<b>17,408</b>	<b>17,930</b>	<b>251,858</b>
<b>Revenue</b>																						
Fees and charges	470	497	513	529	545	562	580	598	618	638	658	680	702	725	748	773	798	825	852	880	910	13,631
Development and financial contributions revenue	790	1,533	1,768	2,379	2,851	3,273	3,354	3,442	3,535	3,630	3,724	3,821	3,920	4,022	4,127	4,234	4,344	4,457	4,573	4,692	4,814	72,493
<b>Operating revenue</b>	<b>1,260</b>	<b>2,030</b>	<b>2,281</b>	<b>2,908</b>	<b>3,396</b>	<b>3,835</b>	<b>3,934</b>	<b>4,040</b>	<b>4,153</b>	<b>4,268</b>	<b>4,382</b>	<b>4,501</b>	<b>4,622</b>	<b>4,747</b>	<b>4,875</b>	<b>5,007</b>	<b>5,142</b>	<b>5,282</b>	<b>5,425</b>	<b>5,572</b>	<b>5,724</b>	<b>86,124</b>
<b>NET OPERATING COSTS</b>	<b>6,648</b>	<b>5,721</b>	<b>6,163</b>	<b>5,966</b>	<b>5,964</b>	<b>6,051</b>	<b>6,423</b>	<b>6,697</b>	<b>6,861</b>	<b>7,285</b>	<b>7,438</b>	<b>7,875</b>	<b>8,348</b>	<b>8,751</b>	<b>9,015</b>	<b>9,889</b>	<b>10,680</b>	<b>10,992</b>	<b>11,573</b>	<b>11,836</b>	<b>12,206</b>	<b>165,734</b>
<b>Capital items</b>																						
Asset renewal	1,161	1,372	3,116	1,761	1,571	1,850	1,213	1,081	1,233	1,244	1,610	1,670	4,893	1,365	1,766	1,580	1,787	1,758	1,380	2,501	1,191	35,942
New assets/upgrades	1,158	2,875	193	7,111	6,416	3,472	7,251	2,801	10,314	5,088	7,787	4,293	11,230	936	4,598	40,280	4,748	2,919	12,839	6,098	3,828	145,077
<b>Total capital items</b>	<b>2,319</b>	<b>4,247</b>	<b>3,309</b>	<b>8,872</b>	<b>7,987</b>	<b>5,322</b>	<b>8,464</b>	<b>3,882</b>	<b>11,547</b>	<b>6,332</b>	<b>9,397</b>	<b>5,963</b>	<b>16,123</b>	<b>2,301</b>	<b>6,364</b>	<b>41,860</b>	<b>6,535</b>	<b>4,677</b>	<b>14,219</b>	<b>8,599</b>	<b>5,019</b>	<b>181,019</b>
<b>NET COST OF ACTIVITY</b>	<b>8,967</b>	<b>9,968</b>	<b>9,472</b>	<b>14,838</b>	<b>13,951</b>	<b>11,373</b>	<b>14,887</b>	<b>10,579</b>	<b>18,408</b>	<b>13,617</b>	<b>16,835</b>	<b>13,838</b>	<b>24,471</b>	<b>11,052</b>	<b>15,379</b>	<b>51,749</b>	<b>17,215</b>	<b>15,669</b>	<b>25,792</b>	<b>20,435</b>	<b>17,225</b>	<b>346,753</b>
Rates	6,960	7,078	7,826	8,310	8,814	9,327	9,778	10,139	10,398	10,915	11,161	11,697	12,269	12,774	13,142	14,122	15,024	15,450	16,145	16,530	17,020	237,919
Borrowings	1,156	2,617	193	7,110	6,266	2,900	7,250	2,802	10,067	5,088	7,787	4,294	10,865	936	4,599	40,281	4,748	2,919	12,839	6,097	3,829	143,487
Depreciation reserve	1,140	1,373	3,116	1,762	1,571	1,848	1,213	1,080	1,175	1,185	1,611	1,640	4,893	1,335	1,765	1,580	1,787	1,683	1,381	2,500	1,190	35,688
Reserves and special funds	(771)	(1,275)	(1,768)	(2,379)	(2,700)	(2,702)	(3,354)	(3,442)	(3,232)	(3,571)	(3,724)	(3,793)	(3,556)	(3,993)	(4,127)	(4,234)	(4,344)	(4,383)	(4,573)	(4,692)	(4,814)	(70,656)
Unfunded depreciation	482	175	105	35	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	315
<b>TOTAL SOURCES OF FUNDS</b>	<b>8,967</b>	<b>9,968</b>	<b>9,472</b>	<b>14,838</b>	<b>13,951</b>	<b>11,373</b>	<b>14,887</b>	<b>10,579</b>	<b>18,408</b>	<b>13,617</b>	<b>16,835</b>	<b>13,838</b>	<b>24,471</b>	<b>11,052</b>	<b>15,379</b>	<b>51,749</b>	<b>17,215</b>	<b>15,669</b>	<b>25,792</b>	<b>20,435</b>	<b>17,225</b>	<b>346,753</b>

## How much we are spending on capital works

Parks and open space	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Asset renewal</b>																						
Arapawa cemetery reserve	—	—	—	—	—	—	—	—	—	—	—	56	—	—	—	—	—	—	—	—	—	56
Bridges within parks	54	26	26	86	28	59	29	30	31	31	32	33	143	35	35	66	37	38	39	40	41	885
Campbell Park Reserve	178	—	—	—	—	33	151	—	—	—	—	114	—	—	276	—	—	—	—	—	—	574
Cemetery road sealing	—	—	—	—	—	—	—	—	—	—	33	—	—	—	—	—	—	25	—	—	—	58
Districtwide beams and seating	57	58	60	61	63	65	90	95	101	107	113	120	127	130	133	136	176	143	146	150	153	2,227
Districtwide carpark sealing	54	56	57	59	61	62	63	76	66	107	109	112	115	117	77	78	80	82	84	86	88	1,635
Districtwide court renewals	86	63	115	101	56	198	58	60	101	292	272	194	383	188	117	73	123	122	78	97	82	2,773
Districtwide park furniture	—	5	—	24	14	—	15	37	37	29	117	152	197	146	8	8	8	8	—	—	—	805
Districtwide parks	—	15	32	71	44	17	18	66	18	19	19	20	20	21	21	22	22	23	23	24	25	540
Districtwide parks fencing contribution	26	27	28	28	29	30	30	31	32	33	34	34	35	36	37	38	39	40	41	42	43	687
Districtwide signage	—	—	25	—	14	—	—	—	42	43	44	45	46	—	—	—	16	16	17	17	17	342
Eatwell Reserve	—	—	—	—	—	—	—	—	17	—	—	—	—	—	—	—	—	—	—	—	—	17
External building painting	—	—	—	8	—	—	—	17	33	38	—	—	27	—	—	29	—	—	31	—	—	183
Haruatai Park	20	15	—	—	—	—	—	—	57	59	—	29	—	—	—	—	—	—	—	—	—	160
Irrigation/drainage	54	207	152	12	60	12	63	13	66	14	70	14	73	15	77	16	80	16	84	17	88	1,149
Maclean Park renewals	—	—	1,378	—	—	—	—	—	—	—	—	—	2,922	—	—	—	—	—	—	—	—	4,300
Marine Gardens	81	—	309	446	—	—	—	—	39	134	63	114	—	—	—	—	67	—	—	862	—	2,034
Matthews Park renewals	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	12	—	—	—	—	12
Mazengarb Reserve	10	—	—	—	—	—	70	—	—	4	—	—	—	—	—	—	115	—	—	259	—	448
Otaihanga Domain	—	—	—	—	—	185	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	185
Ōtaki beach facilities	—	—	—	—	—	—	—	—	—	—	—	—	—	30	—	—	—	—	—	—	—	30
Ōtaki cemetery	—	—	—	—	—	—	292	—	—	—	—	—	—	—	—	—	—	—	—	—	—	292
Ōtaki Domain grandstand	—	—	—	—	—	109	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	109
Ōtaki playground equipment	—	—	86	117	36	—	76	—	133	272	390	86	—	419	429	—	—	—	168	—	—	2,212
Ōtaki Street skatepark	2	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	74	—	—	—	74
Otarua Park districtwide	—	11	318	—	—	—	—	—	—	—	104	—	—	—	—	—	—	—	—	—	—	433

## How much we are spending on capital works (continued)

Parks and open space	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Paekākāriki tennis club	6	6	6	6	6	7	7	7	7	7	8	8	8	8	8	8	9	9	9	9	10	153
Paraparaumu/Raumati playgrounds	238	346	219	587	481	123	151	362	371	—	139	428	292	150	—	314	386	329	606	690	—	5,974
Paraparaumu Domain	80	—	—	—	—	—	—	13	—	—	—	—	—	—	—	—	—	—	—	—	—	13
Parks hard assets	9	32	33	40	47	49	50	51	55	33	63	33	67	48	191	196	201	207	41	43	44	1,524
Te Atiawa Park renewals	—	—	—	—	612	28	—	—	—	—	—	—	—	22	311	—	—	132	—	—	—	1,105
Toilets/changing facilities	—	125	—	—	20	25	35	29	27	—	—	29	—	—	31	—	63	33	—	—	35	452
Waikanae Park renewals	43	—	—	—	—	725	—	—	—	—	—	49	73	—	—	—	64	—	—	—	—	911
Waikanae playground equip	163	380	263	70	—	123	15	194	—	—	—	—	365	—	—	596	289	461	—	103	565	3,424
Waimanu lagoons	—	—	—	33	—	—	—	—	—	22	—	—	—	—	15	—	—	—	—	62	—	132
Weka Park	—	—	9	12	—	—	—	—	—	—	—	—	—	—	—	—	—	—	13	—	—	34
<b>Total asset renewal</b>	<b>1,161</b>	<b>1,372</b>	<b>3,116</b>	<b>1,761</b>	<b>1,571</b>	<b>1,850</b>	<b>1,213</b>	<b>1,081</b>	<b>1,233</b>	<b>1,244</b>	<b>1,610</b>	<b>1,670</b>	<b>4,893</b>	<b>1,365</b>	<b>1,766</b>	<b>1,580</b>	<b>1,787</b>	<b>1,758</b>	<b>1,380</b>	<b>2,501</b>	<b>1,191</b>	<b>35,942</b>
<b>New assets and upgrades</b>																						
Artificial sports surfaces	—	—	—	—	—	—	—	—	—	68	1,323	—	—	—	—	—	—	—	—	—	—	1,391
Awa Tapu cemetery	—	—	—	—	—	92	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	92
Cemeteries trees and planting	9	9	9	9	53	10	14	15	15	16	17	18	19	20	20	21	21	22	22	23	23	376
Districtwide land development	—	93	96	446	812	525	1,203	491	1,142	517	942	608	1,827	333	653	30,575	610	137	2,418	655	671	44,754
Districtwide land purchase	—	—	—	2,607	1,838	1,737	5,605	1,795	8,394	4,024	5,031	3,170	8,522	—	3,404	9,151	3,570	—	9,826	3,833	2,453	74,960
Districtwide trees and planting	38	45	40	42	42	44	51	52	54	55	56	58	59	60	62	63	65	66	68	70	71	1,123
Jim Cooke Park	—	—	—	—	—	—	—	—	5	—	—	—	—	—	—	—	—	—	—	—	—	5
Kenakena Park	—	—	—	—	—	57	—	—	—	—	—	—	—	—	—	—	—	—	—	—	81	138
Maclean Park upgrades	—	619	—	—	357	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	976
Marine Gardens Raumati pool building	—	—	—	—	20	31	—	—	60	—	—	—	—	—	—	—	—	1,956	—	—	—	2,067
Mazengarb Reserve artificial turf replacement	350	350	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	948	—	1,298
Ōtaki beach development	—	—	—	—	56	570	—	—	246	—	—	—	—	—	—	—	—	—	—	—	—	872
Ōtaki Main Street – Memorial Park	—	—	—	—	—	—	—	—	—	—	—	—	365	—	—	—	—	—	—	—	—	365
Otaraua Park (stage 2)	701	1,454	—	352	2,255	369	378	387	398	408	418	428	438	448	459	470	482	493	505	517	529	11,188

## How much we are spending on capital works (continued)

Parks and open space	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Paraparaumu and Raumati – development	—	—	—	—	95	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	95
Paraparaumu and Raumati – SH1 escarpment	—	258	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	258
Paraparaumu Domain	—	—	—	—	104	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	104
Pharazyn Reserve development	30	30	31	31	17	37	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	146
Tasman lakes	30	17	17	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	34
Te Atiawa Park upgrades	—	—	—	—	56	—	—	—	—	—	—	—	—	—	—	—	—	81	—	52	—	189
Tilley Road Reserve	—	—	—	—	9	—	—	—	—	—	—	11	—	—	—	—	—	—	—	—	—	20
Waikanae cemetery land purchase	—	—	—	3,180	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	3,180
Waikanae North Reserve	—	—	—	—	—	—	—	61	—	—	—	—	—	75	—	—	—	—	—	—	—	136
Waikanae Park destination development	—	—	—	444	578	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	1,022
Waikanae Park upgrades	—	—	—	—	108	—	—	—	—	—	—	—	—	—	—	—	—	164	—	—	—	272
Wesley Knight Park	—	—	—	—	16	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	16
<b>Total new assets and upgrades</b>	<b>1,158</b>	<b>2,875</b>	<b>193</b>	<b>7,111</b>	<b>6,416</b>	<b>3,472</b>	<b>7,251</b>	<b>2,801</b>	<b>10,314</b>	<b>5,088</b>	<b>7,787</b>	<b>4,293</b>	<b>11,230</b>	<b>936</b>	<b>4,598</b>	<b>40,280</b>	<b>4,748</b>	<b>2,919</b>	<b>12,839</b>	<b>6,098</b>	<b>3,828</b>	<b>145,077</b>
<b>TOTAL CAPITAL WORKS</b>	<b>2,319</b>	<b>4,247</b>	<b>3,309</b>	<b>8,872</b>	<b>7,987</b>	<b>5,322</b>	<b>8,464</b>	<b>3,882</b>	<b>11,547</b>	<b>6,332</b>	<b>9,397</b>	<b>5,963</b>	<b>16,123</b>	<b>2,301</b>	<b>6,364</b>	<b>41,860</b>	<b>6,535</b>	<b>4,677</b>	<b>14,219</b>	<b>8,599</b>	<b>5,019</b>	<b>181,019</b>





# Ruhanui – Recreation and leisure



## Whakatauki

Ka rere a Whānui ka tīmata te hauhake I ngā kai; te potonga o ngā kai ka mahia ngā mahi a Ruhanui, koia ēnei.

When the star Whānui (Vega) rose, the harvesting of the food began; and when that was done the activities of Ruhanui were carried out.

Ruhanui (known particularly from Ngāti Porou) symbolises the leisure and recreational activities the people enjoyed once the harvest was complete.

Te Waka Maori o Niu Tirani 11 September 1872:110. Māori Dictionary [maoridictionary.co.nz]  
Te Waka Maori o Niu Tirani 11 September 1872:110.

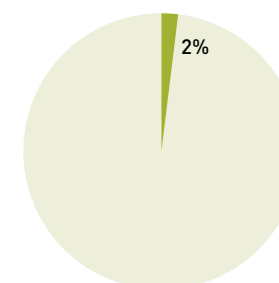
This section summarises Council's role in recreation and leisure and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

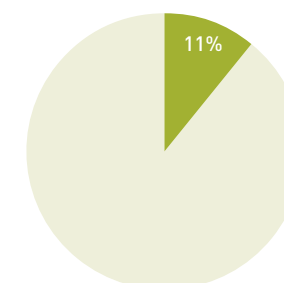
It shows how much we spend on recreation and leisure and our key projects and initiatives for the first three years of this long-term plan.

The charts below show how much of the Council's total capital and operational budgets we spend on this activity.

Proportion of total Council capital expenditure



Proportion of total Council operating expenditure



# Our role in recreation and leisure

## What we do

Council supports recreation and leisure through swimming pools, libraries and our arts, culture and heritage facilities.

**Aquatics:** affordable and safe aquatic facilities, services and programmes available through the Coastlands Aquatic Centre, Ōtaki Pool, and Waikanae Pool (summer).

**Libraries:** a districtwide library service with libraries in Ōtaki, Waikanae, Paraparaumu and Paekākāriki; digital/online services; and events, programmes and training sessions.

**Arts, museums, culture and heritage:** funding for annual Kāpiti Arts Trail; funding (direct and contestable) and support for building arts capacity and capability; grant funding for local museums; and maintenance of heritage sites.

## Why we do it

Recreation and leisure facilities and services are key blocks supporting community connectedness and identity.

**Aquatics:** pools provide healthy, safe, enjoyable recreational facilities for all ages, contributing to community health and wellbeing.

**Libraries:** libraries play an important role in encouraging lifelong learning and facilitating connection and inclusion. They also act as community hubs and service centres.

**Arts, museums, culture and heritage:** arts, museums and heritage facilitate social connection and inclusion, giving people a means of expression, a sense of community, and a sense of belonging and identity.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Recreation and leisure facilities and services support strong, connected and resilient communities by promoting healthy lifestyles and stimulating creativity and lifelong learning.
- Our work in libraries, events, the arts, museums and heritage provides people a means of expression, a welcoming community, and a sense of identity and belonging.



## Our major projects and initiatives for 2021–24

We will move on to stage 2 of our improvements at Ōtaki Pool including upgrading the changing rooms, increasing heat efficiency and reducing the facility's carbon footprint.

- With community input, we will develop a new multi-use space for the Waikanae library and community service centre.
- Across our libraries, we will increase our digital services and resources and support.

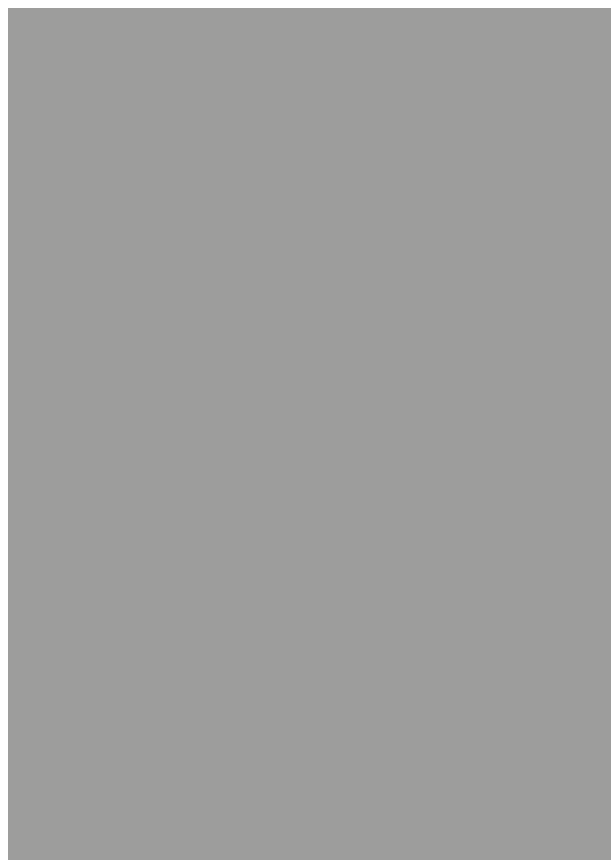


Photo caption



# Our assets

## Assets and their condition

**Aquatics:** Coastlands Aquatic Centre; Ōtaki Pool; Waikanae Pool

**Libraries:** Paekākāriki; Paraparaumu; Waikanae; Ōtaki

### Book collections

### Aquatics

Pools are generally in good condition. Waikanae closes over winter and is in fair condition. The long-term plan includes planned stage 2 renewals of Ōtaki Pool.

### Libraries

Waikanae Library has closed and relocated to smaller premises pending replacement.

### Library collection

Good to very good (regularly replaced).

Photo caption

# Challenges

## Changing demographics and population growth

Increased population, changing demographics, and intra-district disparities impacting on needs, expectations, levels of service and equity.

## COVID-19 – potential re-emergence

Closures, reduced services or additional costs associated in maintaining a safe environment; economic impact affecting employment and disposable income; impact on mental wellbeing of those who rely on community facilities and services for social connectedness.

## Costs and funding

Limited options to fund increased costs of maintaining levels of service and meeting expectations.

## Aquatics

### Climate change – high energy and water consumption

Investment in energy-efficient plant and building envelope.

### Cost increases – ‘living wage’

Increase in the ‘living wage’ will have significant impact on operational expenditure.

## Libraries

### Digitalisation and technology

Growing use of digital technology impacts those with limited access to digital resources, lacking connectivity or with limited computer literacy ('digital divide').

### Waikanae Library and service centre

Loss of community connectedness in Waikanae (particularly amongst children and seniors).

### Income

Level of revenue from traditional sources like DVD hire, photocopying and printing continues to fall.

## Arts, museums, culture and heritage

### Community perception – balancing community expectations

Public art may not be seen as an essential role of Council or as a valid use of ratepayer funding.

## OUR RESPONSE

### Aquatics

- Ōtaki Pool – concept plans and high-level quantity surveying for stage 2 upgrade.
- Operational budgets increased to reflect personnel cost increases.

### Libraries

- Funding for increased digital services and resources.
- External funding received to explore impacts of digital exclusion and prepare framework for libraries to support a more inclusive community.
- Funding for a replacement library and community service centre in Waikanae.

### Arts, museums, culture and heritage

- Focus on maintaining the profile and validity of public art in the district.

We are taking a bi-cultural approach reflecting our partnership with Mana Whenua.

# Demand

## Drivers

- Population growth and demographics
- Climate change – climate emergency declaration
- COVID-19 response

### Aquatics

- Increasing operating costs – minimum wage; energy costs
- Levels of service and maintenance – balance

### Libraries

- Community hubs
- Digital inclusion/digital literacy
- Lifelong learning

### Arts, museums, culture and heritage

- Mahara Gallery – securing the Field collection
- Events
- Mana Whenua – Council partnership

## Impact

- Adjusting activities to address changing needs and expectations.
- Reduction in carbon emissions to achieve carbon neutrality across Council.
- Facility closures or reduced levels of service impacting on commerce, community connectedness and community wellbeing.

### Aquatics

- Increase in minimum wage adding significant cost, impacting on levels of service, funding and affordability.

### Libraries

- Waikanae Library reinstatement.
- Increased digital resources and capacity building.
- Programmes to facilitate community's digital capability.

### Arts, museums, culture and heritage

- Mahara Gallery redevelopment and expansion.
- Funding and support for cultural events and facilities.
- Increased representation of Mana Whenua and use of Te Reo Māori.

## OUR RESPONSE

### Aquatics

- Coastlands Aquatic Centre – continue planning upgrade to meet future demand.

### Libraries

- Waikanae Library and community service centre rebuild, and increase in digital resources and services.
- External funding received to evaluate library service provision to Māori and prepare framework for libraries to support a more inclusive community.

### Arts, museums, culture and heritage

- Redevelopment of Mahara Gallery to commence in 2021/22.



# Risks

## What are the significant risks?

### Aquatics

Retention and recruitment of staff.

Environmental impact – carbon emissions; water usage; contamination.

Service disruption – closure; revenues; reputation.

Lack of funding – reduced services; deferred work; health and safety; revenues; reputation.

Emergency events – safety; closure; revenues; reputation.

### Libraries

Community expectations – Waikanae Library and community service centre.

Building issues at Ōtaki Library and service centre.

Implications of digital exclusion/lack of digital literacy.

Declining income from traditional revenue streams.

### Arts, museums, culture and heritage

Negative response to Council activity due to perception of community benefit from public art.

## What action are we taking?

- Succession planning, staff development planning, apprenticeships and qualifications.
- Ōtaki Pool stage 2: Change heating source from gas to heat pump or biomass boiler to reduce emissions by a further 70% to 80%.
- Assessment practices to inform asset management plan and long-term plan.
- Escalate concerns and consequences for any underinvestment to senior leadership and above.
- Emergency operating procedures outlined in each facilities Operations manual; programmed trial evacuations; regular staff training.

- Redevelopment of Waikanae Library and community service centre.
- Upgrading Ōtaki Library and service centre.
- Growing digital services.
- Delivering targeted programmes.
- Diversification and expansion of services.

- Heritage services and resources reflect the spectrum of the district's heritage and cultures.
- Contestable arts funding is provided in an equitable way to the arts community.
- Public art reflects the breadth of artistic style and community taste.
- Strategic and community partnerships are utilised to strengthen library and arts experiences.

## Levels of service

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### Aquatics

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- Swimming pools are satisfying the needs of the community.
- Council's SwimSchool is meeting the needs of the community.

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### Libraries


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- Libraries are well used.
- Users are satisfied with the library services.
- Collections are refreshed in accordance with New Zealand public library standards.

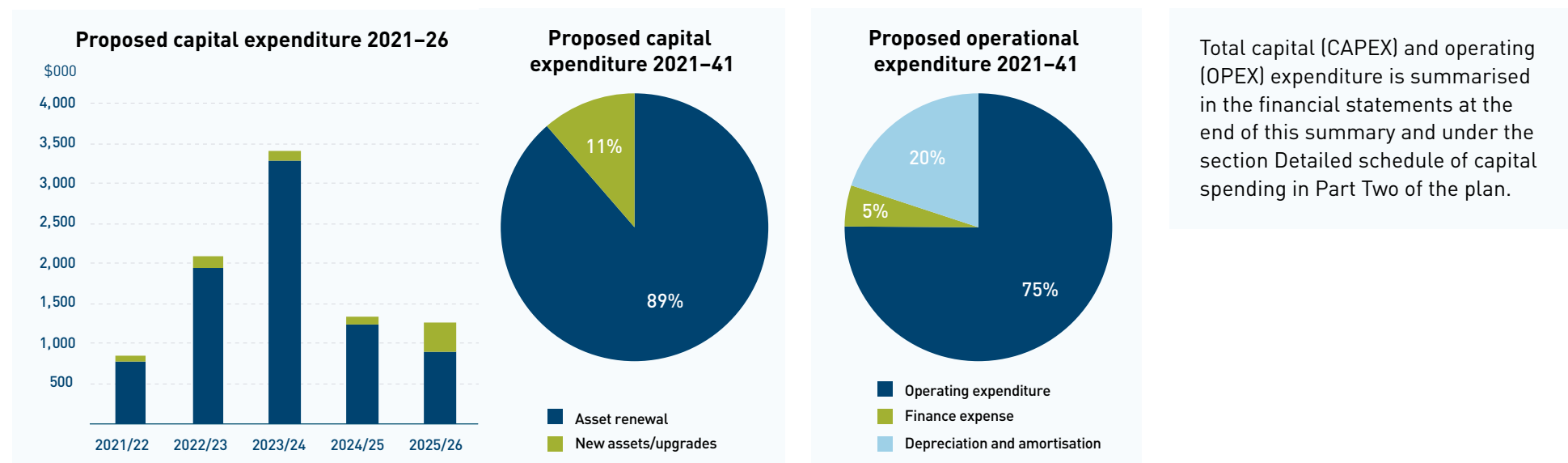


Photo caption

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <p>We provide clean and safe aquatic facilities that are well used by residents and visitors and are satisfying the needs of the community</p>	Users who are satisfied with the pools' services and facilities	85%
	Visits to swimming pools in the district	≥ 290,000 each year
	Learn-to-swim registrations	≥ 3,200 each year
	We provide the community with a range of library services, materials and spaces to meet their needs and preferences	
	Users who are satisfied with the library services	85%
	Visits to libraries	≥ 300,000 each year
	Collections are refreshed in accordance with the New Zealand public library standards	350 new items (including renewals) per 1,000 population
	Items borrowed and renewed (including physical, digital, SMART libraries)	520,000 each year

## Costs and funding



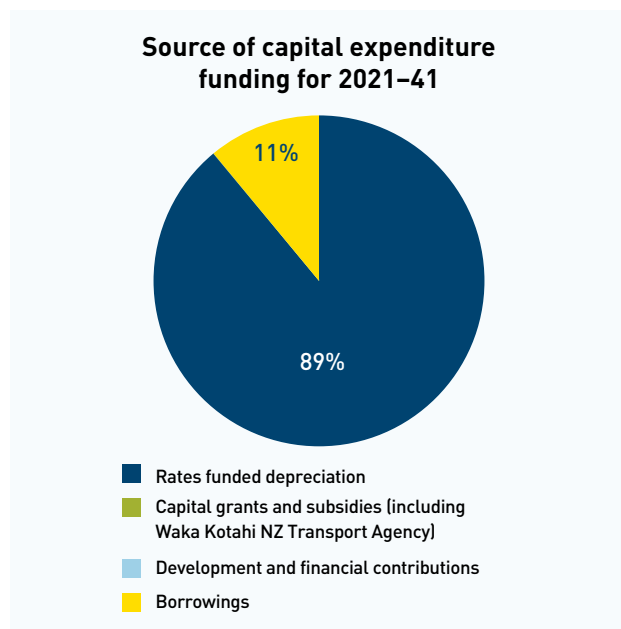
### Proposed capital expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	766	1,957	3,296	1,246	909	8,174	24,462
New assets/upgrades	90	144	118	87	350	789	3,136
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>856</b>	<b>2,101</b>	<b>3,414</b>	<b>1,333</b>	<b>1,259</b>	<b>8,963</b>	<b>27,598</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	9,678	9,860	10,521	10,618	11,078	51,755
Finance expense	550	598	765	933	997	3,843
Depreciation and amortisation	1,631	1,841	2,210	2,496	2,601	10,779
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>11,859</b>	<b>12,299</b>	<b>13,496</b>	<b>14,047</b>	<b>14,676</b>	<b>66,377</b>

## How we fund the activity



## Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Libraries, arts and museums	0–5%	0–5%	95–100%	Yes – funds arts and museums	Community facilities rate – funds district libraries
Swimming pools	25–30%	—	70–75%	—	Community facilities rate

Photo caption

## How much our recreation and leisure will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	8,811	9,678	9,860	10,521	10,618	11,078	11,360	11,668	11,891	12,297	12,673	13,068	13,368	13,772	14,154	14,615	15,071	15,585	15,975	16,502	16,956	260,710
Depreciation and amortisation	1,501	1,631	1,841	2,210	2,496	2,601	2,934	3,087	3,145	3,295	3,396	3,442	3,701	3,717	3,880	4,423	4,477	4,489	4,802	4,805	4,841	69,213
Finance expense	985	550	598	765	933	997	1,064	1,080	1,039	1,006	978	920	852	826	942	1,010	933	845	746	639	546	17,269
<b>Operating expenditure</b>	<b>11,297</b>	<b>11,859</b>	<b>12,299</b>	<b>13,496</b>	<b>14,047</b>	<b>14,676</b>	<b>15,358</b>	<b>15,835</b>	<b>16,075</b>	<b>16,598</b>	<b>17,047</b>	<b>17,430</b>	<b>17,921</b>	<b>18,315</b>	<b>18,976</b>	<b>20,048</b>	<b>20,481</b>	<b>20,919</b>	<b>21,523</b>	<b>21,946</b>	<b>22,343</b>	<b>347,192</b>
<b>Revenue</b>																						
Fees and charges	1,861	1,757	1,856	1,903	1,950	1,999	2,049	2,103	2,200	2,260	2,318	2,379	2,441	2,504	2,569	2,636	2,705	2,775	2,848	2,953	3,041	47,246
Grants and subsidies	72	274	50	52	53	54	56	57	52	54	55	57	58	60	61	63	64	66	68	70	71	1,395
Other operating revenue	10	21	21	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	42
<b>Operating revenue</b>	<b>1,943</b>	<b>2,052</b>	<b>1,927</b>	<b>1,955</b>	<b>2,003</b>	<b>2,053</b>	<b>2,105</b>	<b>2,160</b>	<b>2,252</b>	<b>2,314</b>	<b>2,373</b>	<b>2,436</b>	<b>2,499</b>	<b>2,564</b>	<b>2,630</b>	<b>2,699</b>	<b>2,769</b>	<b>2,841</b>	<b>2,916</b>	<b>3,023</b>	<b>3,112</b>	<b>48,683</b>
<b>NET OPERATING COSTS</b>	<b>9,354</b>	<b>9,807</b>	<b>10,372</b>	<b>11,541</b>	<b>12,044</b>	<b>12,623</b>	<b>13,253</b>	<b>13,675</b>	<b>13,823</b>	<b>14,284</b>	<b>14,674</b>	<b>14,994</b>	<b>15,422</b>	<b>15,751</b>	<b>16,346</b>	<b>17,349</b>	<b>17,712</b>	<b>18,078</b>	<b>18,607</b>	<b>18,923</b>	<b>19,231</b>	<b>298,509</b>
<b>Capital items</b>																						
Asset renewal	824	766	1,957	3,296	1,246	909	921	765	882	897	1,099	1,175	1,025	903	1,199	1,567	1,200	1,184	1,075	993	1,403	24,462
New assets/upgrades	94	90	144	118	87	350	67	88	69	143	227	115	106	121	108	322	309	128	86	126	332	3,136
<b>Total capital items</b>	<b>918</b>	<b>856</b>	<b>2,101</b>	<b>3,414</b>	<b>1,333</b>	<b>1,259</b>	<b>988</b>	<b>853</b>	<b>951</b>	<b>1,040</b>	<b>1,326</b>	<b>1,290</b>	<b>1,131</b>	<b>1,024</b>	<b>1,307</b>	<b>1,889</b>	<b>1,509</b>	<b>1,312</b>	<b>1,161</b>	<b>1,119</b>	<b>1,735</b>	<b>27,598</b>
<b>NET COST OF ACTIVITY</b>	<b>10,272</b>	<b>10,663</b>	<b>12,473</b>	<b>14,955</b>	<b>13,377</b>	<b>13,882</b>	<b>14,241</b>	<b>14,528</b>	<b>14,774</b>	<b>15,324</b>	<b>16,000</b>	<b>16,284</b>	<b>16,553</b>	<b>16,775</b>	<b>17,653</b>	<b>19,238</b>	<b>19,221</b>	<b>19,390</b>	<b>19,768</b>	<b>20,042</b>	<b>20,966</b>	<b>326,107</b>
Rates	9,352	9,658	10,252	11,495	12,044	12,624	13,252	13,674	13,824	14,283	14,674	14,995	15,423	15,752	16,346	17,349	17,712	18,079	18,606	18,923	19,231	298,196
Borrowings	95	89	145	118	87	349	68	89	68	143	227	115	106	121	108	322	309	127	87	126	332	3,136
Depreciation reserve	825	766	1,956	3,297	1,246	909	921	765	882	898	1,099	1,174	1,024	902	1,199	1,567	1,200	1,184	1,075	993	1,403	24,460
Unfunded depreciation	—	150	120	45	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	315
<b>TOTAL SOURCES OF FUNDS</b>	<b>10,272</b>	<b>10,663</b>	<b>12,473</b>	<b>14,955</b>	<b>13,377</b>	<b>13,882</b>	<b>14,241</b>	<b>14,528</b>	<b>14,774</b>	<b>15,324</b>	<b>16,000</b>	<b>16,284</b>	<b>16,553</b>	<b>16,775</b>	<b>17,653</b>	<b>19,238</b>	<b>19,221</b>	<b>19,390</b>	<b>19,768</b>	<b>20,042</b>	<b>20,966</b>	<b>326,107</b>

## How much we are spending on capital works

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Asset renewal</b>																						
Arts events materials	15	21	11	5	6	6	6	6	6	6	6	7	7	7	7	7	7	8	8	8	8	153
Coastlands Aquatic Centre building renewals	105	35	105	13	486	113	14	58	84	150	160	45	135	138	17	634	148	18	76	110	195	2,734
Coastlands Aquatic Centre furniture and fittings	6	19	7	19	11	7	16	12	8	8	25	13	25	13	9	25	15	10	22	15	11	290
Coastlands Aquatic Centre plant renewals	32	61	67	70	82	80	55	90	54	101	87	31	80	60	61	94	109	107	73	120	72	1,554
Coastlands Aquatic Centre pool equipment	5	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Furniture and fittings	28	93	64	54	33	34	35	36	34	35	35	36	37	38	39	40	41	42	43	44	45	858
Library technology project	14	26	16	16	22	17	23	18	18	19	19	20	20	21	21	22	22	23	23	24	24	414
Materials additions	419	356	366	375	384	393	403	413	470	482	493	505	517	530	542	555	569	582	596	611	625	9,767
Ōtaki building renewals/roof	13	12	149	7	99	6	165	24	13	10	15	186	61	9	126	7	210	30	16	13	19	1,177
Ōtaki changing room	—	—	—	2,694	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2,694
Ōtaki filtration renewal	—	31	714	—	22	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	767
Ōtaki pool equipment	23	5	—	5	—	6	—	62	6	—	—	10	3	7	—	7	—	79	8	—	—	198
Ōtaki pool plant replacement	74	20	12	21	16	38	8	11	11	14	64	25	15	26	21	48	10	14	14	18	81	487
Ōtaki pool tanks replacement	—	—	126	—	—	—	139	—	—	—	154	—	—	—	169	—	—	—	186	—	—	774
Waikanae building renewals	39	18	140	3	70	49	52	3	3	52	18	23	34	35	4	92	63	19	4	4	67	753
Waikanae plant renewals	29	11	4	9	8	28	5	10	5	20	15	16	54	12	10	36	6	13	6	26	19	313
Waikanae pool equipment	22	58	29	5	7	—	—	22	—	—	8	75	37	7	9	—	—	28	—	—	11	296
Waikanae pool tanks	—	—	147	—	—	132	—	—	170	—	—	183	—	—	164	—	—	211	—	—	226	1,233
<b>Total asset renewal</b>	<b>824</b>	<b>766</b>	<b>1,957</b>	<b>3,296</b>	<b>1,246</b>	<b>909</b>	<b>921</b>	<b>765</b>	<b>882</b>	<b>897</b>	<b>1,099</b>	<b>1,175</b>	<b>1,025</b>	<b>903</b>	<b>1,199</b>	<b>1,567</b>	<b>1,200</b>	<b>1,184</b>	<b>1,075</b>	<b>993</b>	<b>1,403</b>	<b>24,462</b>



## How much we are spending on capital works (continued)

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>New assets and upgrades</b>																						
Coastlands Aquatic Centre hydroslide	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	226	—	—	—	—	226
Coastlands Aquatic Centre pool equipment	7	38	58	32	9	25	9	11	10	65	10	13	27	35	40	43	12	33	12	15	13	510
Coastlands Aquatic Centre poolside lighting	—	—	—	—	—	74	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	74
Coastlands Aquatic Centre stage 2	—	—	—	—	—	34	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	34
New building projects	—	—	—	—	—	—	—	—	—	—	—	—	14	—	—	—	—	—	—	—	—	14
Ōtaki recreation equipment	7	—	7	24	—	8	—	8	—	9	—	29	—	10	—	10	—	11	—	35	—	151
Public art acquisitions districtwide	73	52	79	54	56	86	58	60	59	60	62	63	65	66	68	69	71	73	74	76	78	1,329
Radio frequency identification (RFID)	—	—	—	—	22	114	—	—	—	—	155	—	—	—	—	189	—	—	—	—	229	709
Waikanae recreation equipment	7	—	—	8	—	9	—	9	—	9	—	10	—	10	—	11	—	11	—	—	12	89
<b>Total new assets and upgrades</b>	<b>94</b>	<b>90</b>	<b>144</b>	<b>118</b>	<b>87</b>	<b>350</b>	<b>67</b>	<b>88</b>	<b>69</b>	<b>143</b>	<b>227</b>	<b>115</b>	<b>106</b>	<b>121</b>	<b>108</b>	<b>322</b>	<b>309</b>	<b>128</b>	<b>86</b>	<b>126</b>	<b>332</b>	<b>3,136</b>
<b>TOTAL CAPITAL WORKS</b>	<b>918</b>	<b>856</b>	<b>2,101</b>	<b>3,414</b>	<b>1,333</b>	<b>1,259</b>	<b>988</b>	<b>853</b>	<b>951</b>	<b>1,040</b>	<b>1,326</b>	<b>1,290</b>	<b>1,131</b>	<b>1,024</b>	<b>1,307</b>	<b>1,889</b>	<b>1,509</b>	<b>1,312</b>	<b>1,161</b>	<b>1,119</b>	<b>1,735</b>	<b>27,598</b>

# Whare tapere haporī – Community facilities



## Whakataukī

Kia mā te marae, hurihia te pōhatu; whai iho mā te ahi kā ki te marae e whakaatu.

Let the marae be clean; turn the stone over, then let the burning fire reveal it.

A clean marae with no fire burning is worthless while one supported by people and their cooking fires is of high value. This proverb goes to the heart of providing good facilities for a community to flourish.

Williams 1908:14. Ngā Pepeha a Ngā Tīpuna, Victoria University Press, 2001:1307, p214.

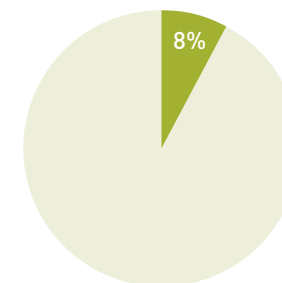
This section summarises Council's role in community facilities and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

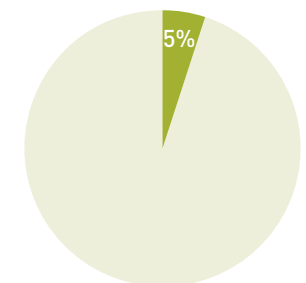
It shows how much we spend on community facilities and our key projects and initiatives for the first three years of this long-term plan.

The charts below show how much of the Council's total capital and operational budgets we spend on this activity.

Proportion of total Council capital expenditure



Proportion of total Council operating expenditure



# Our role in community facilities

## What we do

Council operates, maintains and renews our community properties and facilities including: civic buildings; community halls and centres; housing for older persons; libraries, galleries and museums; the service depot and operational facilities; public toilets; and commercial properties.

The Council supports community facilities by providing facilities, leasing Council land or buildings to community groups, and allocating grants. Some community facilities such as indoor sports courts are owned or operated by a third party, though have an ongoing funding relationship with the Council and provide public access.

## Why we do it

It is important to provide a range of community facilities that meet community needs now and into the future, and which facilitate community wellbeing.

Our goal in managing building assets is to provide access to facilities and services that satisfy community needs and expectations, by meeting defined levels of service in the most cost-effective manner.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Halls, libraries, museums and galleries provide safe hubs and venues where individuals and groups can connect and find companionship and emotional support. Older persons' housing serves to protect the vulnerable.
- Our community facilities are also core to preserving, presenting and celebrating culture and heritage, and establishing community identity.



## Our major projects and initiatives for 2021–24

- We will undertake major community facilities work with Waikanae Library and community service centre and a replacement for Te Newhanga Kāpiti Community Centre.
- In Ōtaki, we will be looking at reshaping our community facilities, focusing initially on the library and memorial hall. This plan includes specific funding toward a youth space in Ōtaki.
- We will continue upgrading our older persons' housing units.



Photo caption



# Our assets

## Assets and their condition

11 community halls/facilities

2 municipal/operational buildings

2 commercial properties

5 cultural and heritage buildings

2 depots

8 housing properties

118 pensioner flats

4 library buildings

35 public toilets

The majority of the community facilities portfolio consists of aged buildings built between the 1950s and 1970s. As a result, they have been built to the standards and needs of the time. Some of our buildings with cultural significance are also not up to earthquake strength and will require significant investment to bring up to code. Specifically, Waikanae Library and Te Newhanga Kāpiti Community Centre have been closed due to mould and safety concerns.

Competing demands across Council, and resource limitations over many years, has led to a backlog of deferred maintenance and renewals. Similarly, changes in legal requirements, building code and the Residential Tenancy Act has also required Council to undertake certain works.

Photo caption

# Challenges and issues

## Demographics

The largest population increase is forecast to be in the 75 to 79 age group. This will place increasing demand on the Council's older persons' housing stock and, potentially, availability of and accessibility to facilities, including toilets.

## COVID-19

COVID-19 required agility. There was a resulting drop in income following closure of community halls during lockdowns, as well as in some operational expenditure due to cancellation of cleaning programmes. Conversely, there was an increase in operational costs to cover extra cleaning and hand sanitiser supplies while re-opening the facilities. There was also an increase in vandalism.

## Environment

Low energy efficiency of, and hazardous materials present in, older building stock impacts on operating costs (such as Healthy Homes Standards in relation to older persons' housing) and waste management (landfill).

## Seismic hazards

Raised safety requirements from increased minimum earthquake resistance standards under the New Building Standard (NBS) has resulted in significant costs to Council to strengthen cultural and heritage buildings.

## Funding

Deferred renewals has resulted in increased maintenance as many components have been held beyond the end of their useful life.

## Our response

Planning a review of Council's approach to older persons' housing in terms of our role in addressing growing needs and how Council can be a part of the solution. A regional housing conversation is underway.

Preparing and reviewing business continuity plans for community halls and housing in the event of another community outbreak of COVID-19.

Including, in all our planning around renewals, consideration of energy efficiency and environmental impact, such as replacement of fluorescents with LED lighting.

Focusing on earthquake strengthening, which has been scheduled in the long-term plan for all earthquake-prone buildings and spread over several years.

Evidence-based renewals have been planned in the long-term plan. As we continue our implementation of the asset management improvement programme, we will see continued data confidence advancing our knowledge and planning capability.

# Demand

## Drivers

- Demographics and expectations
- Maintenance and renewals
- Health and safety
- Regulatory/statutory compliance.

## Impact

- Increasing demand on Council's older persons', emergency and social housing stock. Availability and accessibility to facilities, including toilets.
- Facilities are maintained and renewed in a sustainable and environmentally responsible manner.
- Replacement of assets that are no longer fit for purpose, represent a health or safety risk or don't meet the needs of the community.
- Compliance with statutory requirements, including Residential Tenancies (Healthy Home Standards) Regulations 2019.

## OUR RESPONSE

Regional housing conversation is looking at ways Council can support the growing need for housing and older persons' housing in the district which will help direct Council's response.

Focus on use of components, which are environmentally responsible, and disposing of waste in an environmentally friendly way using recycling options where possible.

Replacement of assets is considered using a risk-based approach, giving importance to critical assets and health and safety concerns.

Planning around the impact of changes in legislation continues as required. Healthy Homes Standards is currently top of mind, with other changes in legislation anticipated, such as new fire regulations.



# Risks

What are the significant risks?	What action are we taking?
Climate change	<ul style="list-style-type: none"> <li>- Gaining a better understanding of the impacts of climate change at a portfolio level.</li> <li>- Developing a strategy to address five key areas: waste reduction; energy saving; water conservation; social impact; procurement/supply chain.</li> </ul>
COVID-19: pandemic preparedness	<ul style="list-style-type: none"> <li>- Business continuity plan to be implemented for any major interruption to business operations and service delivery.</li> <li>- A rapid building assessment (RBA) process to quickly assess community facilities to ensure the right resources are directed to the right places.</li> </ul>
Seismic strength: Earthquake Prone Building Amendment Act 2016	<ul style="list-style-type: none"> <li>- Kāpiti is a tectonically active area with five known faults across the district. An assessment of buildings for earthquake proneness has been completed. Affected buildings will have a detailed assessment of requirements and costs to bring the buildings up to minimum standards as resolved by Council.</li> </ul>
Regulatory/statutory changes: Healthy Homes Standards Regulations 2019 (older persons' housing)	<ul style="list-style-type: none"> <li>- The health and safety of staff, contractors and members of the public is monitored operationally on a routine basis and managed through the community facilities risk register.</li> <li>- Capital works have their own specific health, safety and risk plans.</li> </ul>
Asbestos: Asbestos Regulations 2016	<ul style="list-style-type: none"> <li>- Process has been developed to identify and test for asbestos. Asbestos register maintained. Asbestos management plan in place.</li> <li>- Friable (easily crumbled) material removed rapidly. Active management processes and procedures for non-friable material not removed.</li> </ul>
Sick building syndrome (legionella bacteria, toxic mould, dampness, leaking building, excessive humidity)	<ul style="list-style-type: none"> <li>- Several community facility buildings have 'sick building syndrome' and have had to be closed. Council has approved capital projects to replace or repair affected buildings.</li> <li>- Building inspections to identify issues – Healthy Homes Standards and building surveys. Processes are followed once any syndrome is identified.</li> </ul>
Emergency risk planning	<ul style="list-style-type: none"> <li>- Business continuity plans in place and people aware; civil defence training; understanding of critical services (what can't stop, what can).</li> </ul>

## Levels of service



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- Our library buildings provide a good standard of comfort, convenience, quality and usability.
- Council hall hirers are satisfied that the halls meet their standards.
- Rents for older persons' housing are fair and reasonable; the service and facilities are of a good standard; and high occupancy rates are maintained.
- Public toilets are clean, feel safe and are well maintained.

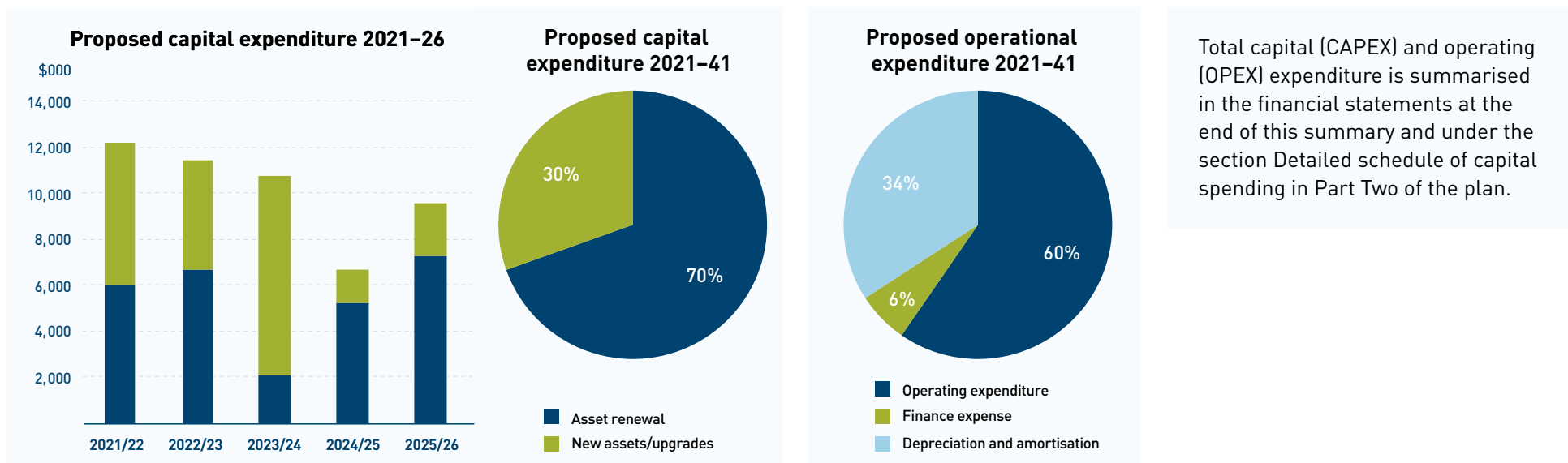


Photo caption

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <p>Our library buildings provide a good standard of comfort, convenience, quality and usability</p> <p>Public toilets are clean, feel safe and are well maintained</p> <p>Council hall hirers are satisfied that the halls meet their standards</p>	Users who are satisfied with the standard of library building facilities	85%
	Residents who are satisfied that public toilets are clean, well-maintained and safe	80%
	Urgent requests relating to public toilet facilities that are responded to within 4 hours	75%
	Users who are satisfied with community halls	85%
 <p>Rents for older persons' housing are fair and reasonable, the service and facilities are of a good standard, and high occupancy rates are maintained</p>	Occupancy rate of the total number of units available for older persons	97%
	Tenants of housing for older persons who rate services and facilities as good value for money	85%
	Tenants of housing for older persons who are satisfied with services and facilities	85%

## Costs and funding



### Proposed capital expenditure 2021–26

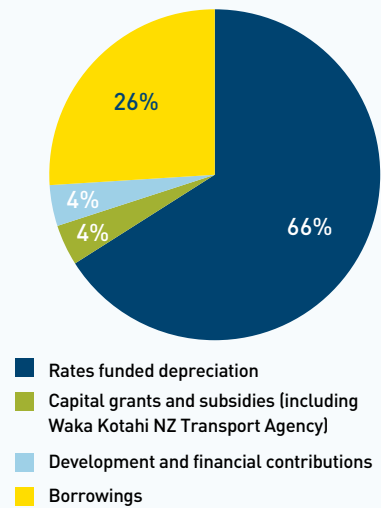
	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Asset renewal	6,084	3,546	5,330	5,323	7,322	27,605	77,992
New assets/upgrades	6,196	4,773	8,663	1,394	2,280	23,306	34,146
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>12,280</b>	<b>8,319</b>	<b>13,993</b>	<b>6,717</b>	<b>9,602</b>	<b>50,911</b>	<b>112,138</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating expenditure	3,844	4,613	4,266	4,361	4,566	21,650
Finance expense	395	451	482	534	584	2,446
Depreciation and amortisation	1,860	2,257	2,519	2,623	2,684	11,943
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>6,099</b>	<b>7,321</b>	<b>7,267</b>	<b>7,518</b>	<b>7,834</b>	<b>36,039</b>

## How we fund the activity

Source of capital expenditure funding for 2021–41



Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Housing for older persons	55–80%	—	20–45%	Yes	—
Public halls	10–20%	—	80–90%	—	Community facility rates
Public toilets	—	—	100%	Yes	—
Community facilities (other)	5–10%	—	90–95%	Yes	Community facility rates

Photo caption

## How much our community facilities will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	2,061	3,844	4,613	4,266	4,361	4,566	4,474	4,568	4,702	4,804	4,895	5,160	5,149	5,280	5,460	5,557	5,726	5,942	6,000	6,215	6,362	101,944
Depreciation and amortisation	1,518	1,860	2,257	2,519	2,623	2,684	3,059	3,050	3,125	3,246	3,114	2,863	2,983	3,002	2,929	3,096	3,067	2,997	3,177	3,232	3,283	58,166
Finance expense	468	395	451	482	534	584	616	596	569	549	533	536	567	578	567	552	523	486	460	451	459	10,488
<b>Operating expenditure</b>	<b>4,047</b>	<b>6,099</b>	<b>7,321</b>	<b>7,267</b>	<b>7,518</b>	<b>7,834</b>	<b>8,149</b>	<b>8,214</b>	<b>8,396</b>	<b>8,599</b>	<b>8,542</b>	<b>8,559</b>	<b>8,699</b>	<b>8,860</b>	<b>8,956</b>	<b>9,205</b>	<b>9,316</b>	<b>9,425</b>	<b>9,637</b>	<b>9,898</b>	<b>10,104</b>	<b>170,598</b>
<b>Revenue</b>																						
Fees and charges	1,246	1,358	1,367	1,486	1,524	1,563	1,603	1,646	1,691	1,737	1,784	1,831	1,880	1,930	1,981	2,034	2,088	2,144	2,201	2,260	2,320	36,428
Grants and subsidies	—	3,210	1,131	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	4,341
Development and financial contributions revenue	106	361	417	561	672	771	791	440	—	—	—	—	—	—	—	—	—	—	—	—	—	4,013
Other operating revenue	4	5	5	5	5	5	5	5	5	6	6	6	6	6	6	7	7	7	7	7	7	118
<b>Operating revenue</b>	<b>1,356</b>	<b>4,934</b>	<b>2,920</b>	<b>2,052</b>	<b>2,201</b>	<b>2,339</b>	<b>2,399</b>	<b>2,091</b>	<b>1,696</b>	<b>1,743</b>	<b>1,790</b>	<b>1,837</b>	<b>1,886</b>	<b>1,936</b>	<b>1,987</b>	<b>2,041</b>	<b>2,095</b>	<b>2,151</b>	<b>2,208</b>	<b>2,267</b>	<b>2,327</b>	<b>44,900</b>
<b>NET OPERATING COSTS</b>	<b>2,691</b>	<b>1,165</b>	<b>4,401</b>	<b>5,215</b>	<b>5,317</b>	<b>5,495</b>	<b>5,750</b>	<b>6,123</b>	<b>6,700</b>	<b>6,856</b>	<b>6,752</b>	<b>6,722</b>	<b>6,813</b>	<b>6,924</b>	<b>6,969</b>	<b>7,164</b>	<b>7,221</b>	<b>7,274</b>	<b>7,429</b>	<b>7,631</b>	<b>7,777</b>	<b>125,698</b>
<b>Capital items</b>																						
Asset renewal	1,603	6,084	3,546	5,330	5,323	7,322	5,984	3,645	1,887	4,946	2,491	3,732	4,290	2,914	4,859	2,340	1,985	1,589	2,554	3,024	4,147	77,992
New assets/upgrades	467	6,196	4,773	8,663	1,394	2,280	34	120	112	—	—	5	44	3,109	7,256	18	—	—	87	23	32	34,146
<b>Total capital items</b>	<b>2,070</b>	<b>12,280</b>	<b>8,319</b>	<b>13,993</b>	<b>6,717</b>	<b>9,602</b>	<b>6,018</b>	<b>3,765</b>	<b>1,999</b>	<b>4,946</b>	<b>2,491</b>	<b>3,737</b>	<b>4,334</b>	<b>6,023</b>	<b>12,115</b>	<b>2,358</b>	<b>1,985</b>	<b>1,589</b>	<b>2,641</b>	<b>3,047</b>	<b>4,179</b>	<b>112,138</b>
<b>NET COST OF ACTIVITY</b>	<b>4,761</b>	<b>13,445</b>	<b>12,720</b>	<b>19,208</b>	<b>12,034</b>	<b>15,097</b>	<b>11,768</b>	<b>9,888</b>	<b>8,699</b>	<b>11,802</b>	<b>9,243</b>	<b>10,459</b>	<b>11,147</b>	<b>12,947</b>	<b>19,084</b>	<b>9,522</b>	<b>9,206</b>	<b>8,863</b>	<b>10,070</b>	<b>10,678</b>	<b>11,956</b>	<b>237,836</b>
<b>Rates</b>																						
Rates	2,184	4,536	5,815	5,743	5,989	6,263	6,539	6,565	6,699	6,856	6,752	6,723	6,812	6,923	6,972	7,165	7,221	7,274	7,430	7,629	7,778	133,684
Borrowings	467	3,440	3,641	8,662	1,394	2,280	34	120	113	—	—	5	44	3,110	7,256	18	—	—	87	23	32	30,259
Depreciation reserve	1,601	5,630	3,546	5,329	5,323	7,325	5,986	3,643	1,887	4,946	2,491	3,731	4,291	2,914	4,856	2,339	1,985	1,589	2,553	3,026	4,146	77,536
Reserves and special funds	(106)	(361)	(417)	(561)	(672)	(771)	(791)	(440)	—	—	—	—	—	—	—	—	—	—	—	—	—	(4,013)
Unfunded depreciation	615	200	135	35	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	370
<b>TOTAL SOURCES OF FUNDS</b>	<b>4,761</b>	<b>13,445</b>	<b>12,720</b>	<b>19,208</b>	<b>12,034</b>	<b>15,097</b>	<b>11,768</b>	<b>9,888</b>	<b>8,699</b>	<b>11,802</b>	<b>9,243</b>	<b>10,459</b>	<b>11,147</b>	<b>12,947</b>	<b>19,084</b>	<b>9,522</b>	<b>9,206</b>	<b>8,863</b>	<b>10,070</b>	<b>10,678</b>	<b>11,956</b>	<b>237,836</b>

## How much we are spending on capital works

Community facilities	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Asset renewal</b>																						
Access control system	—	125	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	125
Birthright building renewals	31	—	5	—	—	—	6	—	10	—	—	11	—	—	11	—	—	—	5	6	12	66
Civic exterior renewal	16	52	3	29	—	4	25	4	13	20	97	64	—	34	—	318	40	8	39	52	279	1,081
Civic reconfiguration	—	387	397	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	784
Civic renewals	—	—	45	190	178	—	390	87	80	114	51	451	554	—	225	264	40	22	15	245	—	2,951
Depot security fence	—	—	—	—	—	—	—	11	—	—	—	—	71	—	—	—	—	—	—	—	—	82
Districtwide housing renewals	761	1,407	970	984	1,206	421	1,059	1,025	971	2,027	1,419	2,239	2,611	1,438	1,263	1,025	887	741	1,832	1,797	2,662	27,984
Districtwide toilets planned renewals	—	—	—	—	—	—	—	103	—	—	—	—	—	—	—	—	128	—	—	—	—	231
Dog pound planned renewals	—	—	—	—	—	—	—	—	—	38	—	—	17	—	—	—	—	—	—	—	—	55
Earthquake-prone building remedial work – districtwide	24	74	120	—	—	1,382	176	—	332	—	—	—	—	—	—	—	—	—	—	—	—	2,084
EOC building renewal	—	—	—	144	902	99	9	20	—	14	49	28	100	41	41	2	64	—	39	36	69	1,657
Furniture and fittings	28	25	94	85	85	87	93	96	4	4	11	4	7	4	5	5	5	13	5	5	5	642
Old i-site building Ōtaki renewals	—	10	21	—	1	—	—	38	5	—	—	—	9	3	—	—	—	11	—	3	29	130
Old Ōtaki service centre/museum	29	—	—	—	—	19	—	59	24	—	33	8	—	15	5	—	6	75	14	45	—	303
Ōtaki – public toilet renewals	112	1,044	14	16	40	40	20	8	6	16	—	40	19	59	94	62	27	48	17	13	20	1,603
Ōtaki depot planned renewals	2	—	—	—	34	31	—	18	2	—	42	—	18	10	—	47	4	20	17	3	17	263
Ōtaki hall planned renewals	—	18	54	7	24	197	19	10	49	16	—	72	31	25	—	—	20	34	94	20	9	699
Ōtaki Library building renewals	41	269	250	4	1,260	3,797	3,511	1,522	7	15	1	4	—	4	11	4	33	12	14	12	148	10,878
Ōtaki Memorial hall	—	—	—	256	64	24	207	20	10	50	16	4	73	31	26	—	—	20	35	24	33	893
Ōtaki Museum	—	45	13	2	—	81	16	—	19	3	—	12	10	19	—	98	—	11	—	3	20	352
Ōtaki Plunket 4 main Street	—	—	—	12	—	8	—	4	—	4	—	8	6	38	—	—	17	—	32	—	5	134
Ōtaki theatre and museum renewals	143	37	35	11	—	42	—	53	5	2,036	115	91	8	80	2,128	—	29	31	24	32	6	4,763
Paekākāriki – hall furniture renewals	—	20	—	—	—	—	—	—	—	—	67	—	—	—	—	—	—	—	—	31	—	118
Paekākāriki – hall renewals	9	229	23	88	1,096	45	22	55	48	58	42	59	22	46	196	—	52	58	52	34	1	2,226
Paekākāriki – reroof	3	2	2	2	5	6	2	11	5	2	—	7	9	14	7	13	5	33	2	15	15	157
Paraparaumu – Memorial hall renewals	—	—	—	—	—	15	14	39	—	—	—	27	48	19	—	—	10	46	25	—	—	243



## How much we are spending on capital works (continued)

Community facilities	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Paraparaumu – sports hall renewals	255	978	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	978
Paraparaumu depot planned renewals	15	11	134	23	15	169	3	56	6	23	11	27	225	164	94	7	249	6	25	58	40	1,346
Paraparaumu/Raumati – public toilet renewals	—	1	4	14	2	10	6	9	1	15	4	4	13	50	20	18	3	7	11	2	23	217
Paraparaumu/Raumati community centre entry	23	1,032	812	3,178	—	—	—	—	14	5	7	98	—	—	10	19	32	96	—	80	44	5,427
Paraparaumu/Raumati Hall – planned renewals	—	65	56	6	5	87	19	77	20	6	97	46	25	44	74	—	4	12	22	70	30	765
Planned renewals – Paraparaumu Library	—	30	5	28	114	322	166	70	3	182	227	41	71	292	316	29	174	11	25	43	286	2,435
Reikorangi hall planned renewals	26	7	19	—	33	—	—	—	2	5	—	46	20	30	12	—	—	—	3	55	3	235
Rental properties renewals	22	86	84	40	43	39	55	18	34	74	27	120	190	122	66	78	33	101	37	99	248	1,594
Waikanae – arts centre renewals	4	36	28	—	—	4	22	72	17	12	24	10	—	18	51	28	57	38	—	13	12	442
Waikanae – beach hall planned renewals	21	33	252	6	4	31	—	5	37	29	2	20	39	50	—	3	5	5	18	7	71	617
Waikanae – hall renewals	13	32	12	14	181	225	29	17	76	144	54	65	19	120	155	171	6	5	81	148	29	1,583
Waikanae – public toilet renewals	—	1	14	29	11	16	6	33	27	9	25	34	10	51	25	21	16	37	27	33	15	440
Waikanae Memorial hall – small projects	—	—	41	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	41
Waikanae museum renewals	—	—	—	97	—	85	32	7	1	5	12	—	—	—	20	9	4	43	5	6	5	331
Waikanae senior citizen hall renewals	25	24	37	34	7	22	74	—	—	7	—	41	57	51	2	117	35	4	—	19	11	542
Waterfront building	—	4	2	31	13	14	3	98	59	13	58	51	8	42	2	2	—	41	39	15	—	495
<b>Total asset renewal</b>	<b>1,603</b>	<b>6,084</b>	<b>3,546</b>	<b>5,330</b>	<b>5,323</b>	<b>7,322</b>	<b>5,984</b>	<b>3,645</b>	<b>1,887</b>	<b>4,946</b>	<b>2,491</b>	<b>3,732</b>	<b>4,290</b>	<b>2,914</b>	<b>4,859</b>	<b>2,340</b>	<b>1,985</b>	<b>1,589</b>	<b>2,554</b>	<b>3,024</b>	<b>4,147</b>	<b>77,992</b>

## How much we are spending on capital works (continued)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20	
Community facilities	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New assets and upgrades																						
Carpark Paekākāriki	—	80	47	—	—	—	34	3	—	—	—	5	44	1	18	18	—	—	87	23	32	392
Civic exterior	—	52	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	52
Mahara gallery – Council funded	—	1,439	748	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2,187
Mahara gallery upgrade – trust funded	—	3,210	1,131	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	4,341
Ōtaki College gymnasium	53	55	56	58	59	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	228
Paraparaumu depot new assets	—	—	—	—	—	—	—	—	112	—	—	—	—	—	—	—	—	—	—	—	—	112
Paraparaumu College sports centre	—	—	—	—	—	2,280	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2,280
Recreation centre	—	—	—	—	—	—	—	—	—	—	—	—	—	3,108	7,238	—	—	—	—	—	—	10,346
Takiri House south	307	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Waikanae Library building upgrade	107	1,032	2,791	8,605	1,335	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	13,763
Waikanae new toilets	—	328	—	—	—	—	—	117	—	—	—	—	—	—	—	—	—	—	—	—	—	445
Total new assets and upgrades	467	6,196	4,773	8,663	1,394	2,280	34	120	112	—	—	5	44	3,109	7,256	18	—	—	87	23	32	34,146
TOTAL CAPITAL WORKS	2,070	12,280	8,319	13,993	6,717	9,602	6,018	3,765	1,999	4,946	2,491	3,737	4,334	6,023	12,115	2,358	1,985	1,589	2,641	3,047	4,179	112,138



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# Partnerships

Tangata whenua	183
Community support – Ngā hapai hāpori	195
Governance – Mana whakahaere	207
Economic development – Whakawhanake umanga	219

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# Partnerships

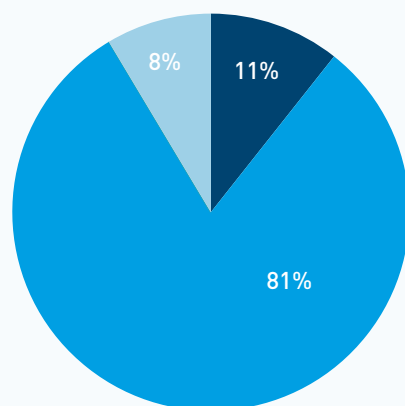


In this section, you'll find:

- Tangata whenua ..... page XX
- Community support ..... page XX
- Governance ..... page XX
- Economic development ..... page XX

The charts show how our spending for Partnerships is spread across these activities.

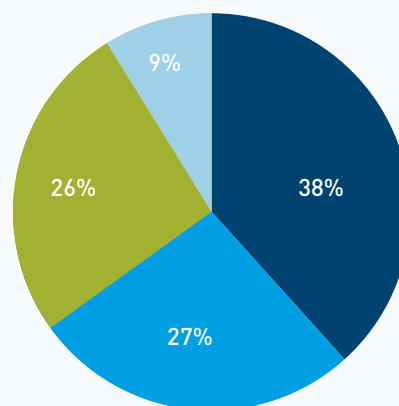
**Partnerships cluster  
capital expenditure (%) 2021–41**



■ Governance

■ Economic development

**Partnerships cluster  
operational expenditure (%) 2021–41**



■ Community support\*

■ Tangata whenua

\*There is no capital expenditure in the Community support activity.

Photo caption

# Tangata whenua



## Whakataukī

He purapura i ruia mai i  
Rangiātea.

Seed sown from Rangiātea.

Tangata whenua remain strong as they descend from the illustrious ancestors who were able to conquer the ocean. Rangiātea is closely related to, and possibly located within, the Māori ancestral homeland of French Polynesia. It may be a reference to Ra'iatea, the second largest island in the Society Islands (French Polynesia). Rangiātea was also the name given by Te Rauparaha to the church constructed by the tribes of Ōtaki.

Brougham 1975:76; Buck 1974:37; Köhere 1951:22.  
Ngā Pepeha a Ngā Tīpuna, Victoria University Press,  
2001:664, p.113 and 138, p.30.

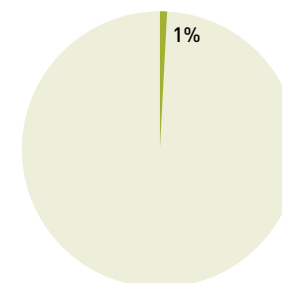
This section summarises Council's role in our tangata whenua activity and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

It shows how much we spend on this activity and our key projects and initiatives for the first three years of this long-term plan.

The chart below shows how much of the Council's total operational budget we spend on this activity. There is no capital spending in this activity.

**Proportion of total Council operating expenditure**



# Our role

## What we do

The activity relates to the Council growing and evolving its partnership with Mana Whenua and mātāwaka (kinship group) on the Kāpiti coast.

It does this through:

- supporting and enabling Te Whakaminenga o Kāpiti – our Council-iwi partnership – and other such partnerships
- developing and delivering the Te Whakaminenga o Kāpiti annual work programme
- ensuring our commitment to the Council’s partnership with iwi is reflected in our day-to-day work.

## Why we do it

Council has a legislated obligation (section 81(1) (b) and Clause 8 of Schedule 10 of the Local Government Act 2002) to foster the development of tāngata whenua’s capacity to contribute to the decision-making processes of the Council over the period of the plan.

Council has a unique and special relationship with the three iwi representing Mana Whenua in the Kāpiti District – Ngāti Toa Rangatira, Te Āti Awa ki Whakarongotai, and Ngāti Raukawa ki te Tonga – encapsulated in Te Whakaminenga o Kāpiti, our partnership with iwi. In recognition of its obligations, Council is focused on ensuring that iwi partners are inside governance and across its work programmes, by placing greater emphasis on building capacity (both within iwi and Council) and understanding.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY’S WELLBEING

■ Tangata whenua have an inherent  
■ intergenerational obligation to  
■ community wellbeing. As kaitiaki  
■ (guardian or steward), tangata whenua honour their responsibilities to their past, present and future peoples by protecting and improving the wellbeing of the land and waters to create an environment (social, environmental, economic and cultural) that is able to sustain, support and nourish its communities.





## Our major projects and initiatives for 2021–24

As part of our partnership with Mana Whenua, we will continue building capability within Council, focusing on increasing knowledge and understanding of Te Tiriti o Waitangi, Te Reo Māori and kaupapa Māori. We will support increased capacity within iwi to be involved with the work of Council.



Photo caption



## Our assets

The activity currently has no tangible physical assets. However, provision is made for signage and pou under this activity over the period of the plan.

## Challenges and issues

### Iwi capacity stretched

Increased pressure on partners as a result of requests for iwi representation/participation at meetings/input into policies/planning.

### Increasing internal cultural competence and knowledge

Improved cultural competence and knowledge/ understanding of Te Ao Māori serves to facilitate the active participation of tangata whenua and Māori in decision-making processes.

### Differing views within and between iwi

Differing views within and between iwi can divert focus and resource to address conflicting demands.

### OUR RESPONSE

Increasing Mana Whenua capacity to participate in Council planning and decision making.

Delivering internal programmes for elected members, management and staff.

Informing and advising iwi governing bodies, where appropriate.

# Demand

## Drivers

- Te Tiriti o Waitangi obligations
- Partnership obligations and expectations
- Organisational review recommendations

## Impact

- Specific and clear obligations under Local Government Act 2002 and the Resource Management Act necessitates that councils consult and include iwi in decision-making processes.
- Partnership agreements with the three iwi will set out the guiding principles underpinning the relationship between Council and tāngata whenua in Kāpiti and the support we will provide to build iwi capacity to engage in a meaningful way with Council.
- The independent organisational review commissioned by Council identified a need to establish and maintain strong and effective relationships between elected members, iwi and management, and to build organisational capability and capacity in relation to understanding of Te Reo Māori and kaupapa Māori.

## OUR RESPONSE

**Informing and advising Council through workshops and dissemination of information.**

**Reviewing partnership arrangements to enhance the Council's relationship with the three iwi partners.**

**Implementing iwi management plans.**

# Risks

What are the significant risks?	What action are we taking?
Capacity limitations – iwi and Council.	- Increased funding for capacity building (internal and iwi)
Community sentiment out of step with Council's Treaty and partnership obligations.	- Continue to encourage wider appreciation and knowledge of the district's heritage and iwi's connection and role.
Internal division within iwi – conflicting demands.	- Continue to work with Kāpiti iwi individually and collectively through Te Whakaminenga o Kāpiti.

Photo caption


## Levels of service

- The partnership with tangata whenua is strong and valued.
- Council provides for the active participation of tangata whenua and Māori in decision-making processes.

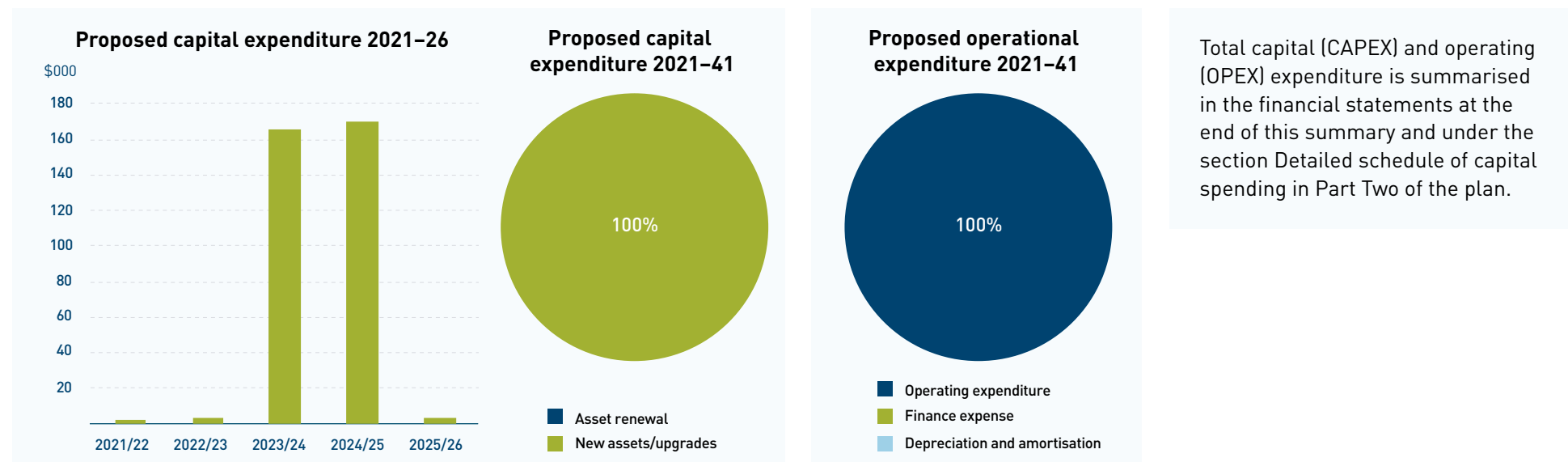


Photo caption

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <p>We value the partnership with tangata whenua and it is strong</p>	Partnership agreements are in place with each of our iwi partners, and they are reviewed annually.	Achieve
	Iwi partners are satisfied with their partnership with Council.	Achieve
Council provides for the active participation of tangata whenua and Māori in decision-making processes	Iwi have the opportunity for representation on standing committees of Council and Mana Whenua have opportunities to contribute to Council work programmes.	Achieve

## Costs and funding



### Proposed capital expenditure 2021–26

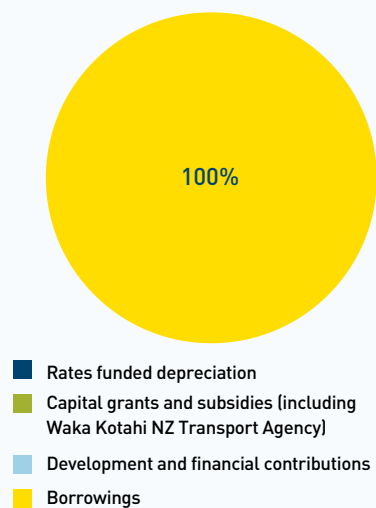
	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	—	—	—	—	—	—	—
New assets/upgrades	3	3	166	170	3	345	396
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>3</b>	<b>3</b>	<b>166</b>	<b>170</b>	<b>3</b>	<b>345</b>	<b>396</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	911	1,092	1,095	988	1,015	5,100
Finance expense	—	—	—	—	—	—
Depreciation and amortisation	—	—	—	—	—	—
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>911</b>	<b>1,092</b>	<b>1,095</b>	<b>988</b>	<b>1,015</b>	<b>5,100</b>

## How we fund the activity

Source of capital expenditure funding for 2021–41



Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Tangata whenua	—	—	100%	Yes	—

Photo caption

## How much our tangata whenua activity will cost us

Tangata whenua	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	514	911	1,092	1,095	988	1,015	1,021	1,041	1,060	1,085	1,074	1,055	1,081	1,109	1,137	1,166	1,195	1,226	1,256	1,289	1,321	22,217
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Operating expenditure	514	911	1,092	1,095	988	1,015	1,021	1,041	1,060	1,085	1,074	1,055	1,081	1,109	1,137	1,166	1,195	1,226	1,256	1,289	1,321	22,217
<b>Revenue</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Operating revenue	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>NET OPERATING COSTS</b>	<b>514</b>	<b>911</b>	<b>1,092</b>	<b>1,095</b>	<b>988</b>	<b>1,015</b>	<b>1,021</b>	<b>1,041</b>	<b>1,060</b>	<b>1,085</b>	<b>1,074</b>	<b>1,055</b>	<b>1,081</b>	<b>1,109</b>	<b>1,137</b>	<b>1,166</b>	<b>1,195</b>	<b>1,226</b>	<b>1,256</b>	<b>1,289</b>	<b>1,321</b>	<b>22,217</b>
<b>Capital items</b>																						
New assets/upgrades	2	3	3	166	170	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	396
Total capital items	2	3	3	166	170	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	396
<b>NET COST OF ACTIVITY</b>	<b>516</b>	<b>914</b>	<b>1,095</b>	<b>1,261</b>	<b>1,158</b>	<b>1,018</b>	<b>1,024</b>	<b>1,044</b>	<b>1,063</b>	<b>1,088</b>	<b>1,077</b>	<b>1,058</b>	<b>1,084</b>	<b>1,112</b>	<b>1,140</b>	<b>1,170</b>	<b>1,199</b>	<b>1,230</b>	<b>1,260</b>	<b>1,293</b>	<b>1,325</b>	<b>22,613</b>
Rates	514	911	1,092	1,095	988	1,015	1,021	1,041	1,060	1,085	1,074	1,055	1,081	1,109	1,137	1,166	1,195	1,226	1,256	1,289	1,321	22,217
Reserves and special funds	2	3	3	166	170	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	396
<b>TOTAL SOURCES OF FUNDS</b>	<b>516</b>	<b>914</b>	<b>1,095</b>	<b>1,261</b>	<b>1,158</b>	<b>1,018</b>	<b>1,024</b>	<b>1,044</b>	<b>1,063</b>	<b>1,088</b>	<b>1,077</b>	<b>1,058</b>	<b>1,084</b>	<b>1,112</b>	<b>1,140</b>	<b>1,170</b>	<b>1,199</b>	<b>1,230</b>	<b>1,260</b>	<b>1,293</b>	<b>1,325</b>	<b>22,613</b>



## How much we are spending on capital works

Tangata whenua	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Asset renewal</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total asset renewal</b>	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>New assets and upgrades</b>																						
Ōtaki educational signs	2	3	3	166	170	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	396
<b>Total new assets and upgrades</b>	2	3	3	166	170	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	396
<b>TOTAL CAPITAL WORKS</b>	2	3	3	166	170	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	396



# Ngā hapai hāpori – Community support



## Whakataukī

He peka kai, he peka taonga.

Some food, some property.

These state the basic needs of a person for food, land, language and heritage.

Brougham 1975:128; Grey 1857:24; Williams 1971:275. Ngā Pēpeha a ngā Tīpuna; The sayings of the ancestors. Hirini Moko Mead and Neil Grove. Victoria University Press 2001: 630, p.107.

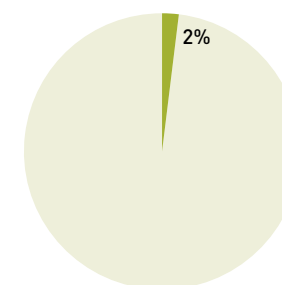
This section summarises Council's role in community support and the core services we deliver within that.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

It shows how much we spend on community support and our key projects and initiatives for the first three years of this long-term plan.

The chart below shows how much of the Council's total operational budget we spend on this activity. There is no capital spending in this activity.

Proportion of total Council operating expenditure



# Our role in community support

## What we do

The activity supports communities to achieve wellbeing by focusing on resilience, equitable outcomes, reducing disparities and partnering for collective impact on community issues and challenges.

It does this through:

- Community financial support programmes
- Youth development, older persons and accessibility projects
- Community advisory groups support
- Food security and resilience programme
- Community and neighbourhood projects
- Diversity and inclusiveness projects
- Community safety projects
- Social investment and sector capability building.

## Why we do it

The Local Government Act 2002 “provides for local authorities to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities, taking a sustainable development approach”.

It is recognised that local authorities are in a unique position to identify needs and to deliver resources and support at the community level. This has been made even more apparent with COVID-19.

The community support activity enables Council to identify and focus on programmes and initiatives that build capacity and resilience, connect communities, and support social service providers.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

■ The principal contributions of community support are in terms of social and cultural wellbeing by providing resources to facilitate connectedness, engagement, acceptance and identity, and build resilience.

Social

Environmental

Cultural

Economic

## Our major projects and initiatives for 2021–24

- We will support our district's recovery and rebuilding from COVID-19 impacts including our social investment and support programme for the community sector. This work reflects the increasingly complex needs of our community (including response to the pandemic). This long-term plan includes additional funding specifically for the Ōtaki community's needs.
- We will work with our community to develop spaces – community centre/hubs – that enhance access to resources and services.
- We will develop and implement an age-friendly approach to meet the needs of our seniors population.



Photo caption



## Our assets

Tangible physical assets are recorded under the community facilities activity.

## Challenges and issues

### Population growth and changing demographics

Increased pressure on housing and infrastructure affecting affordability and resulting in displacement.

### COVID-19

COVID-19 has exacerbated existing socio-economic issues and changed the way people work and connect.

### Facilities and capacity

Closure of Te Newhanga Kāpiti Community Centre and Waikanae Library limiting Council's ability to provide resources and facilities.

### OUR RESPONSE

Collaborating to explore solutions and raise the profile of local social and emergency housing issues.

Enabling local service provision through its social investment programme and recovery planning.

Reimagining community facilities to ensure they are fit for purpose and are well placed to meet the needs of future generations.

# Demand

## Drivers

- Housing
- Cross-boundary issues (particularly north of Peka Peka)
- Population growth and changing demographics.

## Impact

- Affordability and economic anguish will continue to affect a range of individuals and families contributing to growing deprivation and inequality.
- There is a severe shortage of affordable housing. This is uneven across the district leading to disparities between communities.
- Inadequate and uneven service provision across and between communities contributes to disparity.
- Growth and changing demographics will continue to shape the district and increase demand on social and community services requiring increased resources.

## OUR RESPONSE

Council has a key role in social recovery and advocacy for social/community and health services that meet the needs of local communities.

Proactively working with key stakeholders to raise issues and look for local solutions.

Supporting local service provision to reduce disparity through Council's social investment programme and community grants.

The Kāpiti Youth Action Plan and the development of an age friendly strategy will influence Council's approach to changing demographics.

## Risks


## Levels of service

What are the significant risks?	What action are we taking?
Deprivation increases creating greater demand on social and community services highlighting gaps in service delivery.	- Working with community and government agencies to achieve local solutions.
Increased homelessness.	- Advocating to agencies and partnering with community organisations.
COVID-19 resulting in social isolation for the most vulnerable.	- Implementing neighbourhood projects to strengthen community resilience, civil defence preparedness and connectivity.
Communities don't have the tools they need to build resilience.	- Community financial support programmes.

- Increased capacity for community services to meet changing community needs
- Support and deliver neighbourhood-centred and led projects/initiatives.
- Collaborate with and enable key community organisations to meet community priorities.

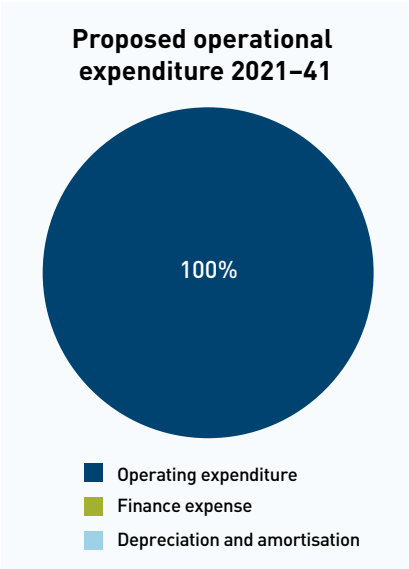


## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <p>We provide resources to the community for capacity building and services focused on community priorities</p>	Youth Development programme deliverables are achieved	Achieve
	Council's social investment programme enables services to deliver on community priorities	Achieve
	Residents who are satisfied with the Council's community support services	85%
<p>We provide the Youth Council, Older Persons' Council and the Accessibility Advisory Group with opportunities to influence Council strategies, policies and project planning</p>	Formal advisory groups* are satisfied or very satisfied with opportunities to influence the content of Council strategies, policies and project planning	Satisfied

\* These are Council-mandated and supported advisory groups that help inform Council's work.

# Costs and funding



Total capital (CAPEX) and operating (OPEX) expenditure is summarised in the financial statements at the end of this summary and under the section Detailed schedule of capital spending in Part Two of the plan.



Photo caption

## Prospective Operational Expenditure 2021–2026

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	2,711	2,957	2,949	2,676	2,765	14,058
Finance expense	10	9	9	9	9	46
Depreciation and amortisation	—	—	—	—	—	—
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>2,721</b>	<b>2,966</b>	<b>2,958</b>	<b>2,685</b>	<b>2,774</b>	<b>14,103</b>

## How we fund the activity

### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Community wellbeing	—	—	100%	Yes	—

## How much our community support will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	2,178	2,711	2,957	2,949	2,676	2,765	2,825	2,881	2,995	3,066	3,143	3,239	3,314	3,401	3,504	3,588	3,681	3,792	3,882	3,986	4,102	65,457
Depreciation and amortisation	23	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Finance expense	16	10	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	181
<b>Operating expenditure</b>	<b>2,217</b>	<b>2,721</b>	<b>2,966</b>	<b>2,958</b>	<b>2,685</b>	<b>2,774</b>	<b>2,834</b>	<b>2,890</b>	<b>3,004</b>	<b>3,075</b>	<b>3,152</b>	<b>3,248</b>	<b>3,323</b>	<b>3,410</b>	<b>3,513</b>	<b>3,597</b>	<b>3,690</b>	<b>3,801</b>	<b>3,891</b>	<b>3,995</b>	<b>4,111</b>	<b>65,638</b>
<b>Revenue</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Operating revenue</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>NET OPERATING COSTS</b>	<b>2,217</b>	<b>2,721</b>	<b>2,966</b>	<b>2,958</b>	<b>2,685</b>	<b>2,774</b>	<b>2,834</b>	<b>2,890</b>	<b>3,004</b>	<b>3,075</b>	<b>3,152</b>	<b>3,248</b>	<b>3,323</b>	<b>3,410</b>	<b>3,513</b>	<b>3,597</b>	<b>3,690</b>	<b>3,801</b>	<b>3,891</b>	<b>3,995</b>	<b>4,111</b>	<b>65,638</b>
<b>Capital items</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total capital items</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>NET COST OF ACTIVITY</b>	<b>2,217</b>	<b>2,721</b>	<b>2,966</b>	<b>2,958</b>	<b>2,685</b>	<b>2,774</b>	<b>2,834</b>	<b>2,890</b>	<b>3,004</b>	<b>3,075</b>	<b>3,152</b>	<b>3,248</b>	<b>3,323</b>	<b>3,410</b>	<b>3,513</b>	<b>3,597</b>	<b>3,690</b>	<b>3,801</b>	<b>3,891</b>	<b>3,995</b>	<b>4,111</b>	<b>65,638</b>
<b>Rates</b>	<b>2,217</b>	<b>2,721</b>	<b>2,966</b>	<b>2,958</b>	<b>2,685</b>	<b>2,774</b>	<b>2,834</b>	<b>2,890</b>	<b>3,004</b>	<b>3,075</b>	<b>3,152</b>	<b>3,248</b>	<b>3,323</b>	<b>3,410</b>	<b>3,513</b>	<b>3,597</b>	<b>3,690</b>	<b>3,801</b>	<b>3,891</b>	<b>3,995</b>	<b>4,111</b>	<b>65,638</b>
<b>TOTAL SOURCES OF FUNDS</b>	<b>2,217</b>	<b>2,721</b>	<b>2,966</b>	<b>2,958</b>	<b>2,685</b>	<b>2,774</b>	<b>2,834</b>	<b>2,890</b>	<b>3,004</b>	<b>3,075</b>	<b>3,152</b>	<b>3,248</b>	<b>3,323</b>	<b>3,410</b>	<b>3,513</b>	<b>3,597</b>	<b>3,690</b>	<b>3,801</b>	<b>3,891</b>	<b>3,995</b>	<b>4,111</b>	<b>65,638</b>



# Mana whakahaere – Governance



## Whakatauki

Tāku kupu i whakaheia ki runga  
o Māramarama-te-rangi.

My word fulfilled in  
broad daylight.

This refers to a carefully considered decision, which was discussed openly with the people – the heart of governance and democratic processes.

Brougham 1975:61; Kohere 1951:33; Williams 1908:19, 1971:44. Ngā Pepeha a Ngā Tipuna, Victoria University Press, 2001:2198, p.356.

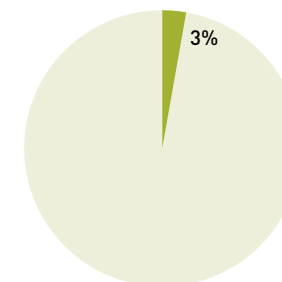
This section summarises Council's role in governance and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

It shows how much we spend on governance and our key projects and initiatives for the first three years of this long-term plan.

The chart below shows how much of the Council's total operational budget we spend on this activity. There is no capital spending in this activity.

Proportion of total Council operating expenditure



# Our role in governance

## What we do

We provide governance and legal services that meet the needs of elected members and staff; enable strong and effective partnerships between elected members, iwi and Council staff; and facilitate public participation in democratic processes.

Key activities include:

- manage the governance framework and delegations to support Council decision-making under the Local Government Act 2002
- provide a professional and effective committee secretarial service for Council staff and elected members (includes the Mayor, elected members and community board members)
- manage electoral processes, including representation reviews, local body elections and referenda
- provide support and services to elected members, including induction, professional development, remuneration and expenses
- ensure the provision of quality, timely and cost-effective democratic and legal advice and assistance to staff and elected members through the effective use of internal and external resources
- manage the legal function including the issuing of warrants and staff delegations

- manage requests under the Local Government Official Information Act 1987 and Privacy Act 2020
- deliver or contribute to key projects and activities, including civic events.

## Why we do it

Council’s governance role is mandated under the Local Government Act 2002, which states the purpose of local government is to enable democratic local decision-making and action by, and on behalf of local communities, and to promote the social, economic, environmental and cultural wellbeing of communities in the present and future.

Under the Act (s.81), Council must ensure Māori participation in decision-making in accordance with its obligations under the Treaty of Waitangi.

To this end, an effective governance and legal framework ensures:

- the accountability of Council to its communities through open, transparent and fair decision-making
- strong community participation in local decision-making
- a strong partnership with Mana Whenua and Māori participation in decision-making

- adherence to relevant legislation and rules, including the Act, Local Governance Official Information and Meetings Act 1987, and Council Standing Orders
- quality, timely and cost-effective support for staff and elected members.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

Council decision-making affects almost every aspect of community life. The democratic process enables people to participate in decision-making to realise opportunities and their potential. It builds social connection and resilience.



# Our major projects and initiatives for 2021–24

We will act on recommendations from the independent organisational review.

We will continue to explore opportunities to enhance participation of Māori in the governance framework.

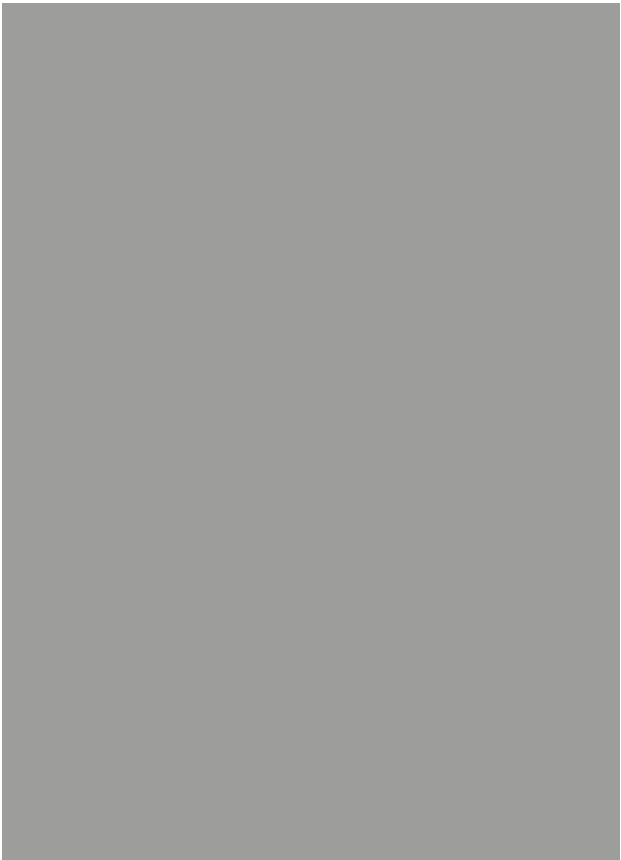


Photo caption



# Our assets

## Assets and their condition

IT hardware for Council chambers and elected members	Renewed every 3 years, next due for renewal 2022/23
--	---

# Challenges and issues

- Complex business change programme from local government reform.
  - Population growth and changing community demographics.
  - Access to and appropriate use of technology, including social media.
  - Lack of community engagement in local democracy.
  - Major disruptions:
    - climate change
    - COVID-19/resilience
    - housing
    - affordability
    - co-governance
    - funding.
- Kāpiti has a higher than average population aged over 65 years who tend to be more engaged in local affairs, which can narrow Council’s focus. Similarly, Kāpiti like all councils, also suffers from lack of engagement and participation by the vast majority of the resident population in decision-making processes. This demographic profile, along with the increased influence and use of social media channels, requires Council to balance technology-enabled and more traditional forms of engagement.
- The increasingly complex business change programme from local government reform, which is significant, has further exacerbated the challenges.

## OUR RESPONSE

Implementing recommendations from the independent organisational review.

Reviewing appropriate use of technology for access through multiple channels to facilitate engagement and decision-making.

Implementing and reviewing alert levels to respond to COVID-19.



# Demand

## Drivers

- Electoral cycle
- Legislative requirements and reform
- Community demographics
- Organisational and legal services reviews
- COVID-19.

## Impact

- The engagement and decision-making process is central to the role and purpose of local government
- Kāpiti has a higher than average population aged over 65 years who tend to be more engaged in local affairs, which can narrow Council's focus
- The independent organisational review identified areas for improvement in engagement and integration
- Physical distancing requirements impact on pace and nature of engagement and decision-making processes.

## OUR RESPONSE

**Review of representation across the district to ensure fair and effective representation across communities of interest.**

**Implementing recommendations from the independent organisational review.**

**Implementing recommendations from the legal services review.**

# Risks

What are the significant risks?	What action are we taking?
Disruption of governance processes following changes in COVID-19 alert levels.	- Council's Democracy Services team has developed a COVID-19 alert levels plan.
Disruption of governance processes following a natural disaster or major event.	- Business continuity plan to support civil defence management plan.
Unauthorised release of confidential information.	- Restrict security permissions on public-excluded information.
Injury or accident involving elected members.	- Increase elected members awareness of health and safety issues through regular communications and training.
Undeclared conflicts of interest by elected members or staff impeding fair and transparent decision-making.	- Increase staff and elected member awareness of the code of conduct and other policies through regular communications and training.
Ineffective partnerships between Council, elected members and iwi.	- Implement recommendations from the independent organisational review.
Capacity among Council staff, elected members and iwi.	- Implement recommendations from the legal services review.


## Levels of service

- Official information requests are responded to within statutory timeframes.
- Governance activities meet statutory timeframes and requirements.

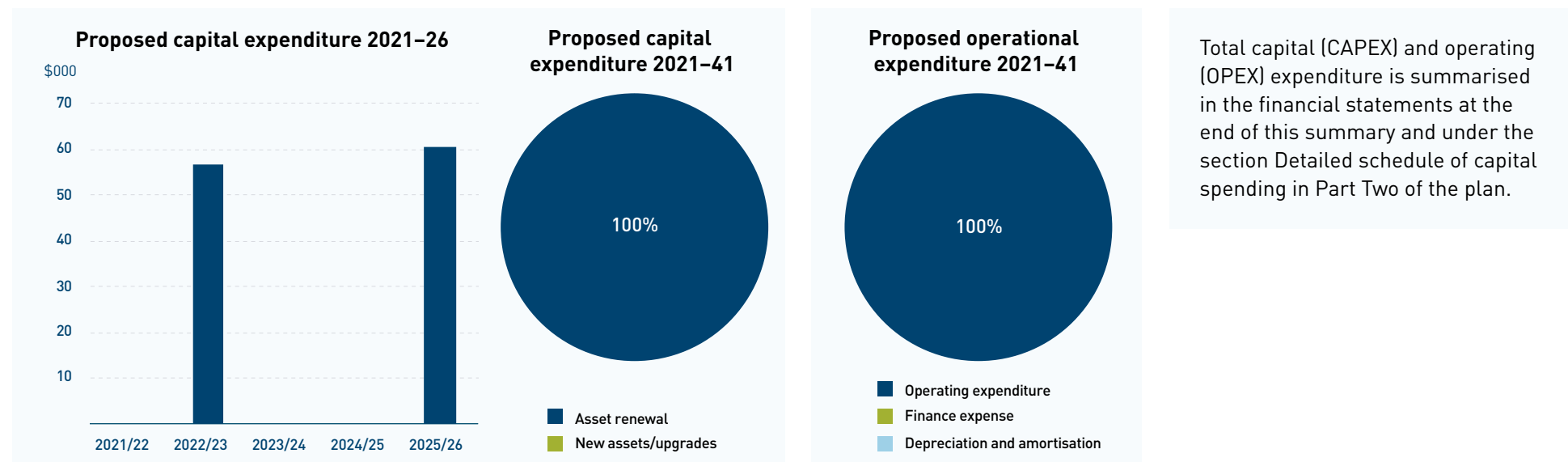


Photo caption

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
	Residents are informed of opportunities to engage, and are participating in, decision-making processes	Council meeting agendas are available in hard copy in Council service centres and/or district libraries within 2 working days prior to the meeting
	Requests for official information are responded to within statutory timeframes	Official information requests that are responded to within 20 working days

## Costs and funding



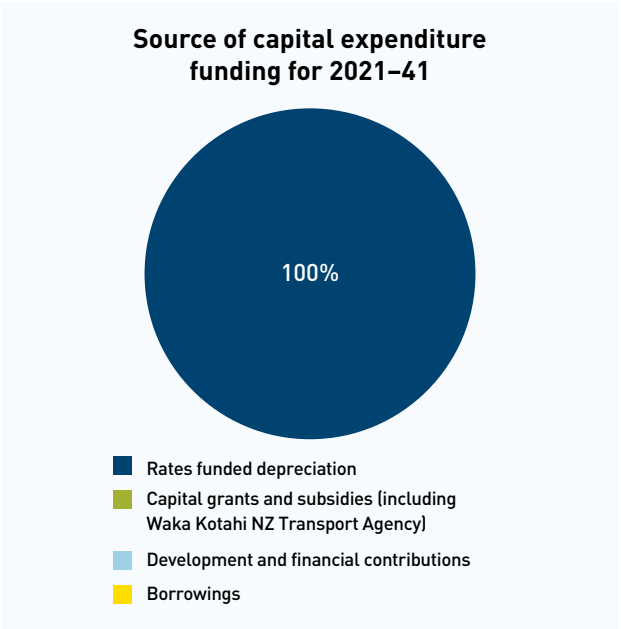
### Proposed capital expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	—	57	—	—	61	113	489
New assets/upgrades	—	—	—	—	—	—	—
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>—</b>	<b>57</b>	<b>—</b>	<b>—</b>	<b>61</b>	<b>113</b>	<b>489</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	3,634	4,426	4,105	4,074	4,459	20,698
Finance expense	5	5	4	4	4	22
Depreciation and amortisation	5	5	5	5	5	25
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>3,644</b>	<b>4,436</b>	<b>4,114</b>	<b>4,083</b>	<b>4,468</b>	<b>20,745</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Governance	—	—	100%	Yes	<ul style="list-style-type: none"><li>• Community Facilities Rate</li><li>• Ōtaki Community Rate</li><li>• Paekākāriki Community Rate</li><li>• Paraparaumu/Raumati Community Rate</li><li>• Waikanae Community Rate</li></ul>

Photo caption

## How much our governance will cost us

Governance	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	2,882	3,634	4,426	4,105	4,074	4,459	4,273	4,378	4,667	4,420	4,535	5,000	4,739	4,867	5,362	5,089	5,226	5,755	5,462	5,614	6,175	96,260
Depreciation and amortisation	2	5	5	5	5	5	5	5	5	2	—	—	—	—	—	—	—	—	—	—	—	42
Finance expense	2	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	82
<b>Operating expenditure</b>	<b>2,886</b>	<b>3,644</b>	<b>4,436</b>	<b>4,114</b>	<b>4,083</b>	<b>4,468</b>	<b>4,282</b>	<b>4,387</b>	<b>4,676</b>	<b>4,426</b>	<b>4,539</b>	<b>5,004</b>	<b>4,743</b>	<b>4,871</b>	<b>5,366</b>	<b>5,093</b>	<b>5,230</b>	<b>5,759</b>	<b>5,466</b>	<b>5,618</b>	<b>6,179</b>	<b>96,384</b>
<b>Revenue</b>																						
Other operating revenue	—	—	41	—	—	45	—	—	48	—	—	52	—	—	56	—	—	61	—	—	66	369
<b>Operating revenue</b>	<b>—</b>	<b>—</b>	<b>41</b>	<b>—</b>	<b>—</b>	<b>45</b>	<b>—</b>	<b>—</b>	<b>48</b>	<b>—</b>	<b>—</b>	<b>52</b>	<b>—</b>	<b>—</b>	<b>56</b>	<b>—</b>	<b>—</b>	<b>61</b>	<b>—</b>	<b>—</b>	<b>66</b>	<b>369</b>
<b>NET OPERATING COSTS</b>	<b>2,886</b>	<b>3,644</b>	<b>4,395</b>	<b>4,114</b>	<b>4,083</b>	<b>4,423</b>	<b>4,282</b>	<b>4,387</b>	<b>4,628</b>	<b>4,426</b>	<b>4,539</b>	<b>4,952</b>	<b>4,743</b>	<b>4,871</b>	<b>5,310</b>	<b>5,093</b>	<b>5,230</b>	<b>5,698</b>	<b>5,466</b>	<b>5,618</b>	<b>6,113</b>	<b>96,015</b>
<b>Capital items</b>																						
Asset renewal	—	—	57	—	—	61	—	—	65	—	—	69	—	—	74	—	—	79	—	—	84	489
<b>Total capital items</b>	<b>—</b>	<b>—</b>	<b>57</b>	<b>—</b>	<b>—</b>	<b>61</b>	<b>—</b>	<b>—</b>	<b>65</b>	<b>—</b>	<b>—</b>	<b>69</b>	<b>—</b>	<b>—</b>	<b>74</b>	<b>—</b>	<b>—</b>	<b>79</b>	<b>—</b>	<b>—</b>	<b>84</b>	<b>489</b>
<b>NET COST OF ACTIVITY</b>	<b>2,886</b>	<b>3,644</b>	<b>4,452</b>	<b>4,114</b>	<b>4,083</b>	<b>4,484</b>	<b>4,282</b>	<b>4,387</b>	<b>4,693</b>	<b>4,426</b>	<b>4,539</b>	<b>5,021</b>	<b>4,743</b>	<b>4,871</b>	<b>5,384</b>	<b>5,093</b>	<b>5,230</b>	<b>5,777</b>	<b>5,466</b>	<b>5,618</b>	<b>6,197</b>	<b>96,504</b>
<b>Rates</b>	<b>2,849</b>	<b>3,596</b>	<b>4,142</b>	<b>4,075</b>	<b>4,031</b>	<b>4,154</b>	<b>4,240</b>	<b>4,332</b>	<b>4,341</b>	<b>4,381</b>	<b>4,480</b>	<b>4,646</b>	<b>4,695</b>	<b>4,808</b>	<b>4,984</b>	<b>5,042</b>	<b>5,163</b>	<b>5,351</b>	<b>5,411</b>	<b>5,546</b>	<b>5,743</b>	<b>93,161</b>
Depreciation reserve	—	—	57	—	—	61	—	—	65	—	—	69	—	—	74	—	—	79	—	—	84	489
Reserves and special funds	37	48	253	39	52	269	42	55	287	45	59	306	48	63	326	51	67	347	55	72	370	2,854
<b>TOTAL SOURCES OF FUNDS</b>	<b>2,886</b>	<b>3,644</b>	<b>4,452</b>	<b>4,114</b>	<b>4,083</b>	<b>4,484</b>	<b>4,282</b>	<b>4,387</b>	<b>4,693</b>	<b>4,426</b>	<b>4,539</b>	<b>5,021</b>	<b>4,743</b>	<b>4,871</b>	<b>5,384</b>	<b>5,093</b>	<b>5,230</b>	<b>5,777</b>	<b>5,466</b>	<b>5,618</b>	<b>6,197</b>	<b>96,504</b>

## How much we are spending on capital works

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20
Governance	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Asset renewal</b>																						
Councillors' computer hardware	—	—	57	—	—	61	—	—	65	—	—	69	—	—	74	—	—	79	—	—	84	489
Total asset renewal	—	—	57	—	—	61	—	—	65	—	—	69	—	—	74	—	—	79	—	—	84	489
<b>New assets and upgrades</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Total new assets and upgrades	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>TOTAL CAPITAL WORKS</b>	—	—	57	—	—	61	—	—	65	—	—	69	—	—	74	—	—	79	—	—	84	489





# Whakawhanake umanga – Economic development



## Whakataukī

He toka hāpuku ki te moana,  
he kaihua ki uta.

A groper rock in the sea and a  
tree for bird-spearing on land.

With resources at hand an iwi was  
secure from hunger and could expect to  
prosper by exchanging the surplus for  
commodities or materials from others.

Best 1910:455; Brougham 1975:44; Te Rangikāheke  
1849:109. Ngā Pepeha a Ngā Tīpuna, Victoria University  
Press, 2001:776, p.128

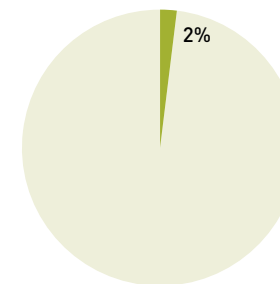
This section summarises Council's role  
in economic development and the core  
services we deliver to our community.

It highlights the challenges and risks we need to  
manage and our approach to dealing with those.  
It explains how we measure our performance and  
contribute to our community outcomes and wellbeing.

It shows how much we spend on economic  
development and our key projects and initiatives  
for the first three years of this long-term plan.

The chart below shows how much of the Council's  
total operational budget we spend on this activity.  
There is no capital spending in this activity.

Proportion of total Council  
operating expenditure



# Our role in economic development

## What we do

Council works in partnership to support growth of a vibrant, diverse economy that provides increased opportunity and resilience.

Activities include:

- business support and facilitation
- business attraction
- destination marketing and promotion
- major events
- workforce and skills development
- districtwide economic infrastructure projects and initiatives
- supporting delivery of the Kāpiti Recovery Plan.

## Why we do it

We recognise that economic activity contributes to community wellbeing by generating employment opportunities, supporting entrepreneurship and innovation, increasing people’s disposable incomes, building resilience, and growing value.

Economic development activities are designed to achieve the following outcomes:

- support the realisation of Mana Whenua and community aspirations
- a more diverse range of business and opportunities in the region
- a positive response to Kāpiti’s distinct district identity
- a community better supported and engaged to lead initiatives in response to community needs and agreed priorities.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Our economic development activity contributes principally to economic wellbeing.
- It also contributes to social wellbeing by facilitating community resilience, people’s physical and mental health, opportunity and employment, and security.

Social

Environmental

Cultural

Economic

# Our major projects and initiatives for 2021–24

Working with iwi partners, businesses and stakeholders, we will facilitate and support the delivery of the Kāpiti Coast Economic Development Strategy and Implementation Plan.

As part of our overall strategy, we will create a destination management plan. We will work with partners and stakeholders to develop a workforce plan that includes a focus on increasing opportunities for all, and progress with industry the development of sector-based strategies.

We will progress the development of Te Uruhi – Kāpiti Gateway.



Photo caption

## Our assets

This activity has no tangible physical assets currently

## Challenges and issues

### Climate change

Climate change will impact how we work, where we work and the type of work that we do now and in the future. There will be increased pressure on those businesses that don't adapt and adjust to change.

### Population growth and changing demographics

Limited local employment opportunities for new and existing residents, leading to increased commuting or limited career pathways and increased demand on infrastructure and social services.

### COVID-19

Impacts are varied across sectors and communities, with some ongoing impacts from COVID-19 still to be realised. Impacts are often being felt in already vulnerable parts of the community leading to increased long-term unemployment.

### Regulatory changes

Water reform and Resource Management Act (RMA) changes creating uncertainty for business/industry, affecting investment.

### OUR RESPONSE

Working proactively with industry to understand the challenges and opportunities in their sectors. Developing a joint plan to ensure that these are being addressed in a coordinated way.

Developing and implementing a workforce plan to understand the current and future employment pathway needs in the community.

Delivering actions in the Kāpiti Recovery Plan in coordination with the economic development strategy.

Keeping industry and community informed of changes occurring.

## Demand

### Drivers

- Population growth
- Growing local economy
- COVID-19
- Mana Whenua and community aspirations.

### Impact

- Changing needs and increased pressures on existing resources and infrastructure
- Ensuring opportunity for all, including Mana Whenua
- Increased potential for long-term unemployment and wellbeing impacts.

### OUR RESPONSE

**New Economic Development Strategy and Implementation Plan 2020–23.**

**Establishment of Economic Development Kotahitanga Board to give direction.**

**Pursuing opportunities for funding growth initiatives.**

**Kāpiti Recovery Plan.**

## Risks

### What are the significant risks?

**COVID-19:** Potential resurgence resulting in business closures leading to job losses and increased intra-district inequality.

**Climate change:** Impacts across a number of industries and at various locations across the district, and longer-term impacts on parts of the community as a result of changes in employment types.

**Quality:** Low quality economic development and growth could have a negative impact on the environment and social cohesion/equity.

### What action are we taking?

- A recovery plan has been developed in response to current known impacts. This will be reviewed as the full economic impact becomes more apparent.

- A climate change strategy is being developed and a focus on understanding impacts and opportunities from climate change has been included in the new Economic Development Strategy and Implementation Plan 2020–23.


- New economic development strategy (Economic Development Strategy and Implementation Plan 2020–23).

## Levels of service

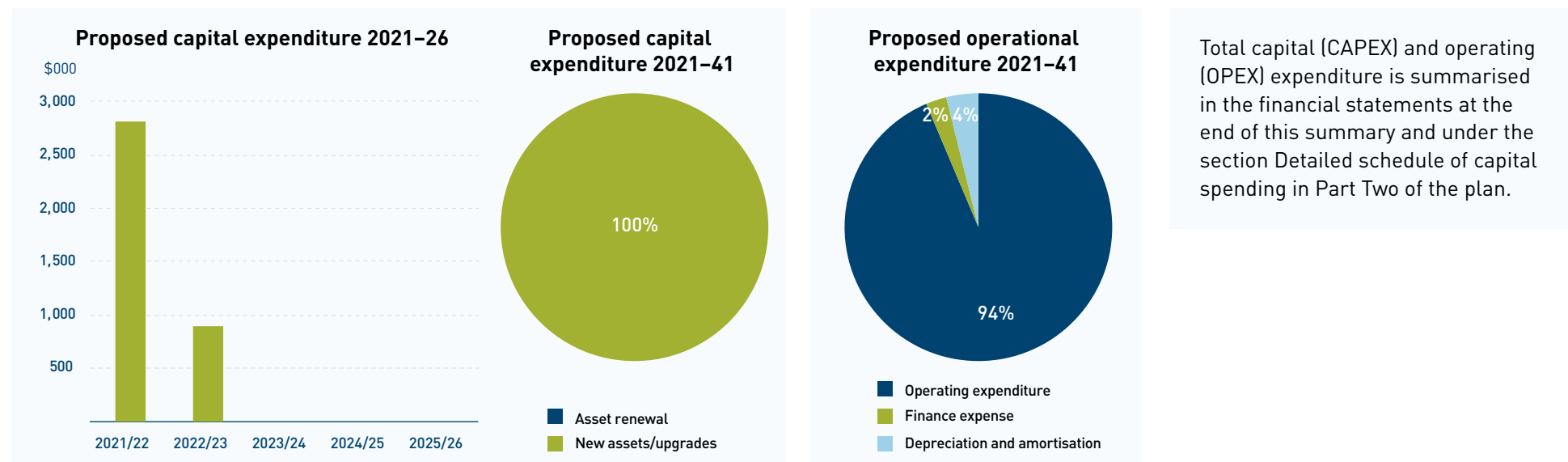
- Supporting implementation of the Economic Development Strategy and Implementation Plan 2020–23 and Kāpiti Recovery Plan 2020.

Photo caption

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 <div>We will work in partnership to deliver the 2020–23 Economic Development Strategy and Implementation Plan</div>	The actions in the Kāpiti Coast Economic Development Strategy and Implementation Plan are delivered	Achieved (as reported annually in the Economic Development Kotahitanga Board Report)

## Costs and funding



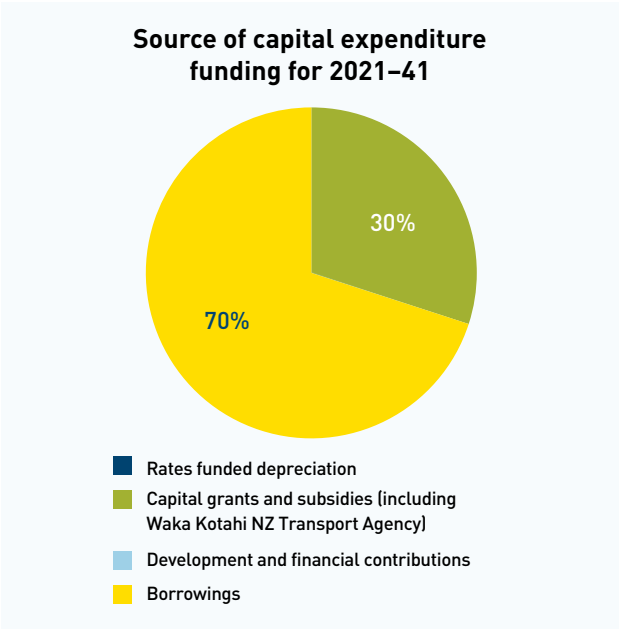
### Proposed capital expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	—	—	—	—	—	—	—
New assets/upgrades	2,815	889	—	—	—	3,704	3,704
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>2,815</b>	<b>889</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,704</b>	<b>3,704</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	2,604	2,862	2,872	2,652	2,718	13,708
Finance expense	85	116	115	112	108	536
Depreciation and amortisation	—	92	117	117	117	444
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>2,689</b>	<b>3,070</b>	<b>3,104</b>	<b>2,881</b>	<b>2,943</b>	<b>14,688</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Economic development	—	—	100%	Yes – 58%	Commercial targeted rate – 42%
Te Uruhi – Kāpiti Gateway	60–70%	—	30–40%	Yes	—

Photo caption



## How much our economic development will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	1,495	2,604	2,862	2,872	2,652	2,718	2,780	2,844	2,902	2,969	3,038	3,111	3,184	3,260	3,338	3,418	3,500	3,583	3,669	3,758	3,846	62,908
Depreciation and amortisation	25	—	92	117	117	117	126	126	126	135	135	135	144	144	144	155	155	155	165	165	165	2,618
Finance expense	27	85	116	115	112	108	105	101	97	94	90	86	81	77	73	69	64	59	55	50	45	1,682
<b>Operating expenditure</b>	<b>1,547</b>	<b>2,689</b>	<b>3,104</b>	<b>3,104</b>	<b>2,881</b>	<b>2,943</b>	<b>3,011</b>	<b>3,071</b>	<b>3,125</b>	<b>3,198</b>	<b>3,263</b>	<b>3,332</b>	<b>3,409</b>	<b>3,481</b>	<b>3,555</b>	<b>3,642</b>	<b>3,719</b>	<b>3,797</b>	<b>3,889</b>	<b>3,973</b>	<b>4,056</b>	<b>67,208</b>
<b>Revenue</b>																						
Fees and charges	—	10	177	298	317	352	393	439	493	506	520	533	547	561	576	591	606	622	638	655	672	9,506
Grants and subsidies	70	1,314	537	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	1,851
Other operating revenue	31	31	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	31
<b>Operating revenue</b>	<b>101</b>	<b>1,355</b>	<b>714</b>	<b>298</b>	<b>317</b>	<b>352</b>	<b>393</b>	<b>439</b>	<b>493</b>	<b>506</b>	<b>520</b>	<b>533</b>	<b>547</b>	<b>561</b>	<b>576</b>	<b>591</b>	<b>606</b>	<b>622</b>	<b>638</b>	<b>655</b>	<b>672</b>	<b>11,388</b>
<b>NET OPERATING COSTS</b>	<b>1,446</b>	<b>1,334</b>	<b>2,356</b>	<b>2,806</b>	<b>2,564</b>	<b>2,591</b>	<b>2,618</b>	<b>2,632</b>	<b>2,632</b>	<b>2,692</b>	<b>2,743</b>	<b>2,799</b>	<b>2,862</b>	<b>2,920</b>	<b>2,979</b>	<b>3,051</b>	<b>3,113</b>	<b>3,175</b>	<b>3,251</b>	<b>3,318</b>	<b>3,384</b>	<b>55,820</b>
<b>Capital items</b>																						
New assets/upgrades	255	2,815	889	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	3,704
<b>Total capital items</b>	<b>255</b>	<b>2,815</b>	<b>889</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3,704</b>
<b>NET COST OF ACTIVITY</b>	<b>1,701</b>	<b>4,149</b>	<b>3,245</b>	<b>2,806</b>	<b>2,564</b>	<b>2,591</b>	<b>2,618</b>	<b>2,632</b>	<b>2,632</b>	<b>2,692</b>	<b>2,743</b>	<b>2,799</b>	<b>2,862</b>	<b>2,920</b>	<b>2,979</b>	<b>3,051</b>	<b>3,113</b>	<b>3,175</b>	<b>3,251</b>	<b>3,318</b>	<b>3,384</b>	<b>59,524</b>
Rates	1,446	2,137	2,591	2,801	2,564	2,591	2,618	2,632	2,632	2,692	2,743	2,799	2,862	2,920	2,979	3,051	3,113	3,175	3,251	3,318	3,384	56,853
Borrowings	255	1,950	639	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2,589
Reserves and special funds	—	62	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	62
Unfunded depreciation	—	—	15	5	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	20
<b>TOTAL SOURCES OF FUNDS</b>	<b>1,701</b>	<b>4,149</b>	<b>3,245</b>	<b>2,806</b>	<b>2,564</b>	<b>2,591</b>	<b>2,618</b>	<b>2,632</b>	<b>2,632</b>	<b>2,692</b>	<b>2,743</b>	<b>2,799</b>	<b>2,862</b>	<b>2,920</b>	<b>2,979</b>	<b>3,051</b>	<b>3,113</b>	<b>3,175</b>	<b>3,251</b>	<b>3,318</b>	<b>3,384</b>	<b>59,524</b>

## How much we are spending on capital works

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20
Economic development	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Asset renewal</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total asset renewal</b>	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>New assets and upgrades</b>																						
Te Uruhi – Kāpiti Gateway	255	2,815	889	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	3,704
<b>Total new assets and upgrades</b>	255	2,815	889	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	3,704
<b>TOTAL CAPITAL WORKS</b>	255	2,815	889	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	3,704





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# Planning and regulatory services

Districtwide planning – Mahere ā-rohe	231
Regulatory services – Ratonga whakaritenga	243

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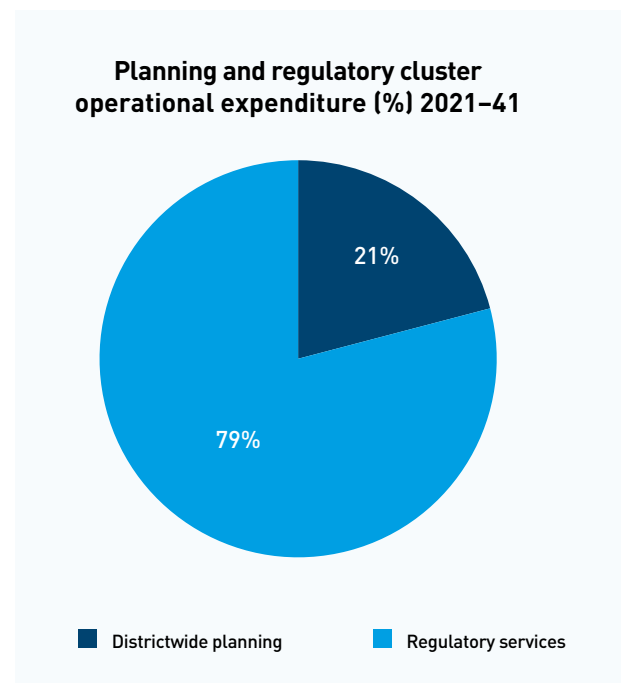
# Planning and regulatory services



In this section, you'll find:

- Districtwide planning ..... page XX
- Regulatory services ..... page XX

The chart shows how our operational spending for Planning and regulatory services is spread across these activities.



There is no capital expenditure in the Planning and regulatory services cluster.

Photo caption

# Mahere ā-rohe – Districtwide planning



## Whakataukī

He haka kia titoia?

Is it a haka to be improvised?

**In the same way that it is not possible to perform a haka before it is written, a significant undertaking requires careful planning to succeed.**

Williams 1908:19; 1971:426. Ngā Pepeha a Ngā Tīpuna, Victoria University Press, 2001:373, p.68.

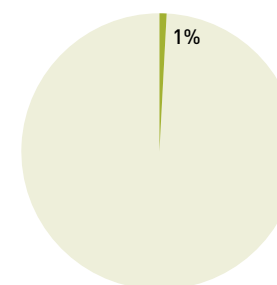
This section summarises Council's role in districtwide planning and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

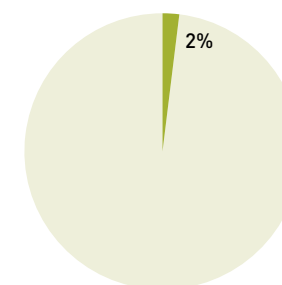
It shows how much we spend on districtwide planning and our key projects and initiatives for the first three years of this long-term plan.

The chart below shows how much of the Council's total operational budget we spend on this activity. There is no capital spending in this activity.

**Proportion of total Council capital expenditure**



**Proportion of total Council operating expenditure**



# Our role in districtwide planning

## What we do

Districtwide planning covers district planning, research and policy, and housing. It is focused on ensuring our regulatory tools are fit for purpose, that we are more active in supporting suitable housing supply, and that the district has access to the right strategic assets for the future. Specifically, the activity:

- prepares the district plan, to ensure the sustainable management of the district's natural and physical resources, including enabling appropriate development
- manages the development and review of Council policies and by-laws, to ensure they meet current and future needs
- collects and analyses information and evidence to inform Council's decision-making on current and future regulation, services and activities, and to manage the pressures facing our community
- manages Council's advocacy on changes to national policy and legislation that benefit the community.

In further developing a housing programme, Council will look to facilitate and enable better availability and access to social and affordable housing. In particular, we will work with partners across the housing sector and key government agencies. Enabling greater housing density in appropriate locations and additional supply of suitable land for housing is also a key role for Council.

## Why we do it

The Council undertakes this activity to ensure it continues to meet its legislative requirements and has the right policies and by-laws to manage activities and deliver services to meet the needs and promote the well-being of the community.

The Council is required to prepare a district plan, regularly review its effectiveness, and change it when necessary. The districtwide planning function is also a key tool for Council in achieving short, medium and long-term outcomes and goals, including:

- a positive response to our distinct district identity
- an effective response to climate change in Kāpiti
- enhanced partnership with tangata whenua.

Our population continues to grow and pressure across the housing continuum is increasing.

Council wants to ensure that there is a range of provision across the housing continuum to meet the needs of local people (older persons, social, Māori) through a range of affordable options such that our communities have access to suitable housing in Kāpiti so that they can live and thrive.

Through the long-term plan consultation process, we proposed that Council should take a bigger role in housing. This was supported.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Preserving the natural environment and increasing resilience against natural hazards and the impacts of climate change through changes to land use regulation as necessary and appropriate.
- Enabling positive economic development by ensuring there is sufficient land available for development while protecting natural areas, productive soils, and landscapes.





## Our major projects and initiatives for 2021–24

We will carry out a rolling review of the district plan, including notification of an urban development plan change in mid-2022 reflecting central government direction. Our district plan work will also cover plan changes in relation to Mana Whenua, coastal and flood risks.

We will develop and implement our district growth strategy. We will implement the national policy statement on urban development. A full updated housing and business capacity assessment will help identify shortfall in provision, and a response will be prepared to address any shortfall. We will investigate a Local Alcohol Policy.

To support and increase supply and development of housing in the district we will take a number of actions, including:

- reviewing our district plan for opportunities to open up land
- working with developers to incentivise higher-density development (in line with the urban development plan change)
- exploring partnering opportunities, such as with community housing providers and iwi
- reviewing our existing older persons' housing for further possible development
- assessing the suitability of land for different development to inform district plan changes, including considering natural hazards.

**Taking a bigger role in housing was one of the key decisions from consultation with the community in the development of the long-term plan.**

We will set up a CCO (Council-controlled organisation) which can be used in the future for activities to benefit the district – subject to consultation with the community about a specific proposal.

We will begin to explore whether Council may be able to have a role in the Kapiti Coast Airport subject to agreement with the airport's owners and a detailed proposal consulted on with the community should a viable option be identified.

**Setting up a CCO and exploring whether Council may be able to have a role in the airport were two of the key decisions from consultation with the community on the development of the long-term plan.**



Photo caption

## Our assets

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This activity has no tangible physical assets.

The operational management and maintenance of Council's existing older persons' housing stock is part of the Community facilities activity.

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## Challenges and issues

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### Government policy and legislative changes

Central government continues to introduce new policies and standards that substantially changes or adds to requirements. Government direction (eg, National Policy Statement on Urban Development) has impact locally and requires district plan changes. Government plans to replace the Resource Management Act (RMA) with alternative legislation creates uncertainty.

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### Housing deficit/imbalance

Increasing cost of housing (purchase and rent) is creating increased demand for social and affordable housing and assistance. This is in part due to rising demand for housing with comparatively fewer new houses being built in recent years, limited provision of social and affordable housing and increasing need/demand.

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### Environmental pressures and climate change

Natural hazards, increased adverse weather events and climate change effects impacting on land suitability and infrastructure.

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### Complex planning framework (Resource Management Act)

Changes to district plan can take several years and are costly. Potential litigation from disaffected residents and others can increase time and costs.

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### Providing for and meeting Mana Whenua needs

Treaty of Waitangi settlements lead to raised expectations and demands that may not be achievable.

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### Community expectations

Increased demand to monitor and assess and implement Government policy and legislative changes, and the desire to be responsive to emerging and changing issues putting pressure on capacity. There is also demand for policy and by-law responses to emerging and changing social issues.

## OUR RESPONSE

Good connections with central government agencies will ensure we are aware of changes early, and that we take opportunities to provide input.

There are limitations in what can be achieved in a district plan. This means a strategic approach is required to tackling priority issues, which sees a range of initiatives employed alongside district plan changes, including a revised growth strategy to set high-level direction for where and how the district accommodates growth.

Exploring opportunities to more actively partner in housing solutions (eg, strategic property acquisition) and actively support community housing providers, iwi and the housing sector's capacity to work in Kāpiti, so that provision increases across the housing continuum. Active engagement and advocacy with Government on better housing provision in Kāpiti is also a key response.

We will undertake a housing and social needs assessment so we understand the scale of need and can use this to inform our advocacy.

Resilience and natural hazards constraints need to be considered as part of assessing growth options. Where issues are particularly pressing, Council may consider pursuing alternative processes to achieve more timely results (e.g. streamlined planning process under the RMA; the Urban Development Act and COVID-19 fast-track legislation).

Undertake a wider review of the district plan and work programme taking into account Mana Whenua aspirations, iwi management plans, wāhi tapu provisions and any relevant Treaty settlement legislation.

Monitoring and regular review of policies and by-laws and ensuring these are adequate and fit for purpose, and ensuring the policy work programme focuses on the highest priorities.

Photo caption

# Demand

## Drivers

- Population growth and community expectations
- Climate change (rising sea levels and water tables)
- Regulatory reform and national policy changes
- Mana Whenua needs
- Requirement for data and information to inform decision-making
- Statutory obligations.

## Impact

- Growth resulting in increased demand for housing, costs of living affecting affordability, shifting priorities and greater demand for services and facilities.
- Climate change worsening natural hazards (coastal erosion, inundation and flooding) rendering more land unsuitable for development or requiring remedial works.
- Significant changes to local government planning adding complexity and diluting local participation in developing local responses to local conditions.
- Mana Whenua consider the district plan is not providing for kaupapa Māori.
- Need for more data to monitor and address impacts from reforms and policies and inform decision-making.

## OUR RESPONSE

Explore responses to housing shortages that could include:

- doing more to expand land supply and incentivise higher-density development in suitable areas
- partner on housing developments
- acquire land for housing
- review our district plan to better support a wider range of housing.

Revised growth strategy.

Evolve the district plan in response to revised growth strategy, regional and national direction, and the recommendations of the Takutai Kāpiti process.

Developing and implementing district growth strategy to address hazard-prone land.

Influence national and regional policy and planning framework through advocacy. Increased coordination and information sharing across the region's councils.

Providing for Mana Whenua values and needs through representation and consultation in review and planning processes.

Policy work programme.

# Risks

## What are the significant risks?




## What action are we taking?

Legislative/regulatory changes – RMA and new National Policy Statements and environmental standards changing or imposing additional requirements.	- Monitoring changes to assess implications and taking opportunity to input. Use annual and long-term plan processes to review and adjust activity as necessary.
Mana Whenua consider the district plan is not effectively providing for their needs and values.	- Including a review of papakāinga provisions in the forward work programme as part of an urban development plan change. Undertake a wider review taking into account iwi management plans, wāhi tapu provisions and any relevant Treaty settlement legislation.
Te Tiriti o Waitangi settlements leading to additional requirements.	- Monitoring changes to assess implications. Use annual and long-term plan processes to review and adjust activity as necessary.
Housing – Council doesn't have sufficient leverage to make a meaningful impact on housing, and creating change takes time resulting in disenchantment.	- Actively seeking partnership development opportunities with Government, iwi and other landowners, developers and community housing providers. - Reviewing Council-owned land and assets to assess development opportunities.
Insufficient resourcing to meet agreed work programme deliverables, including obligations from appeals and statutory timeframes, particularly at a time of significant government policy changes requiring response.	- District plan work programme committed to include review of coastal and development incentives provisions, plan changes on urban development, indigenous biodiversity, freshwater and highly productive land. Provide for 5-year efficiency and effectiveness review and full plan review after rolling review phase. - Establish a policy work programme for the 2021–2024 period that identifies and agrees statutory requirements alongside priority areas, while ensuring adequate timing and resourcing is available to support the delivery of projects.
Pressure to change priorities of policy work programme arising from: <ul style="list-style-type: none"> <li>• An emerging government legislative/work programme and changing priorities</li> <li>• Emerging issues in the community.</li> </ul>	- Ensuring that where new or additional areas of work are identified by Council, the prioritisation and resourcing impacts are addressed and agreed as part of regular reporting processes.

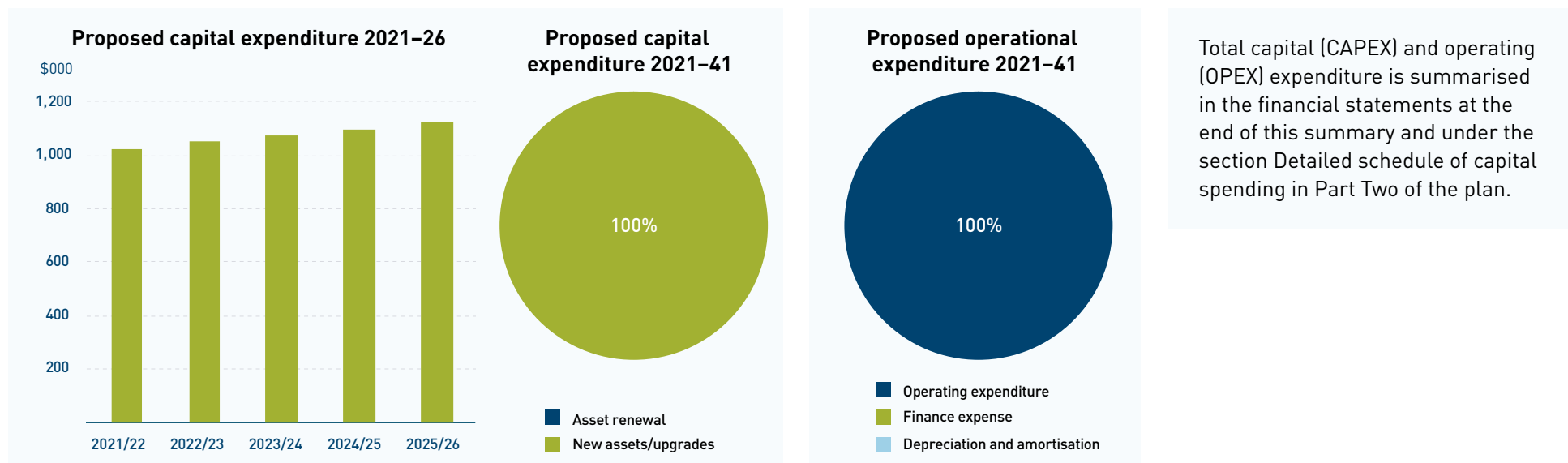
# Levels of service

- Council maintains an up-to-date and effective district plan.
- Council retains an up-to-date and fit-for-purpose suite of policies and bylaws.
- Provide policies to encourage economic development, while preserving the district’s unique character and natural environment.

# How we measure our performance

Contribution to community outcomes	Performance measure	Target
<div>    </div> <div>           We efficiently and effectively develop policies and plans to encourage economic development and preserve the unique character and natural environment of our district         </div>	A forward programme of district plan changes (dependent on timely completion of founding policies, strategies, and technical work) is developed and monitored <ul style="list-style-type: none"> <li>- Omnibus plan change</li> <li>- Urban development plan</li> <li>- Flood risk plan change</li> <li>- Coastal Plan change</li> <li>- Urban development plan change</li> <li>- Mana Whenua plan change</li> </ul>	Notified: 2021-2022 Notified: Aug 2022 Notified: 2023 Notified: 2023 Notified: 2024 Notified: 2024
	All policies and bylaws are reviewed according to their statutory timeframes	100%
	Residents who agree that the district is developing in a way that takes into account its unique character and natural environment	75%

## Costs and funding



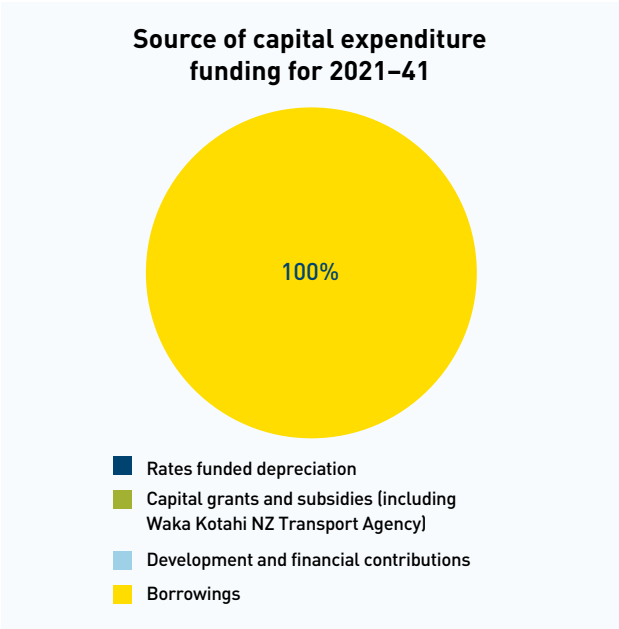
### Proposed capital expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Asset renewal	—	—	—	—	—	—	—
New assets/upgrades	1,027	1,053	1,077	1,101	1,125	5,383	11,390
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>1,027</b>	<b>1,053</b>	<b>1,077</b>	<b>1,101</b>	<b>1,125</b>	<b>5,383</b>	<b>11,390</b>

### Proposed operational expenditure 2021–26

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating expenditure	3,114	3,681	3,604	3,054	3,097	16,550
Finance expense	—	—	—	—	—	—
Depreciation and amortisation	—	—	—	—	—	—
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>3,114</b>	<b>3,681</b>	<b>3,604</b>	<b>3,054</b>	<b>3,097</b>	<b>16,550</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Districtwide planning	0–5%	—	95–100%	Yes	—
Research and policy	—	—	100%	Yes	—
Housing	—	—	100%	Yes	—

Photo caption



## How much our districtwide planning will cost us

Districtwide planning	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	2,382	3,114	3,681	3,604	3,054	3,097	3,060	2,959	2,980	3,014	3,077	3,186	3,236	3,319	3,435	3,493	3,583	3,707	3,769	3,869	3,999	67,236
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Operating expenditure	2,382	3,114	3,681	3,604	3,054	3,097	3,060	2,959	2,980	3,014	3,077	3,186	3,236	3,319	3,435	3,493	3,583	3,707	3,769	3,869	3,999	67,236
<b>Revenue</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Operating revenue	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>NET OPERATING COSTS</b>	<b>2,382</b>	<b>3,114</b>	<b>3,681</b>	<b>3,604</b>	<b>3,054</b>	<b>3,097</b>	<b>3,060</b>	<b>2,959</b>	<b>2,980</b>	<b>3,014</b>	<b>3,077</b>	<b>3,186</b>	<b>3,236</b>	<b>3,319</b>	<b>3,435</b>	<b>3,493</b>	<b>3,583</b>	<b>3,707</b>	<b>3,769</b>	<b>3,869</b>	<b>3,999</b>	<b>67,236</b>
<b>Capital items</b>																						
New assets/upgrades	—	1,027	1,053	1,077	1,101	1,125	1,150	1,175	1,201	1,227	1,254	—	—	—	—	—	—	—	—	—	—	11,390
Total capital items	—	1,027	1,053	1,077	1,101	1,125	1,150	1,175	1,201	1,227	1,254	—	—	—	—	—	—	—	—	—	—	11,390
<b>NET COST OF ACTIVITY</b>	<b>2,382</b>	<b>4,141</b>	<b>4,734</b>	<b>4,681</b>	<b>4,155</b>	<b>4,222</b>	<b>4,210</b>	<b>4,134</b>	<b>4,181</b>	<b>4,241</b>	<b>4,331</b>	<b>3,186</b>	<b>3,236</b>	<b>3,319</b>	<b>3,435</b>	<b>3,493</b>	<b>3,583</b>	<b>3,707</b>	<b>3,769</b>	<b>3,869</b>	<b>3,999</b>	<b>78,626</b>
Rates	2,382	3,114	3,681	3,604	3,054	3,097	3,060	2,959	2,980	3,014	3,077	3,186	3,236	3,319	3,435	3,493	3,583	3,707	3,769	3,869	3,999	67,236
Borrowings	—	1,027	1,053	1,077	1,101	1,125	1,150	1,175	1,201	1,227	1,254	—	—	—	—	—	—	—	—	—	—	11,390
<b>TOTAL SOURCES OF FUNDS</b>	<b>2,382</b>	<b>4,141</b>	<b>4,734</b>	<b>4,681</b>	<b>4,155</b>	<b>4,222</b>	<b>4,210</b>	<b>4,134</b>	<b>4,181</b>	<b>4,241</b>	<b>4,331</b>	<b>3,186</b>	<b>3,236</b>	<b>3,319</b>	<b>3,435</b>	<b>3,493</b>	<b>3,583</b>	<b>3,707</b>	<b>3,769</b>	<b>3,869</b>	<b>3,999</b>	<b>78,626</b>

## How much we are spending on capital works

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20
	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Districtwide planning</b>																						
<b>Asset renewal</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total asset renewal</b>	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>New assets and upgrades</b>																						
Land purchase	—	1,027	1,053	1,077	1,101	1,125	1,150	1,175	1,201	1,227	1,254	—	—	—	—	—	—	—	—	—	—	11,390
<b>Total new assets and upgrades</b>	—	1,027	1,053	1,077	1,101	1,125	1,150	1,175	1,201	1,227	1,254	—	—	—	—	—	—	—	—	—	—	11,390
<b>TOTAL CAPITAL WORKS</b>	—	1,027	1,053	1,077	1,101	1,125	1,150	1,175	1,201	1,227	1,254	—	—	—	—	—	—	—	—	—	—	11,390

# Ratonga whakaritenga – Regulatory services



## Whakataukī

Ka tope tāhū anō, waiho kia rere ana.

The ridgepole of the house is cut so let it rise.

This proverb speaks of house construction with the ridgepole considered the backbone of an ancestor and sacred. Once the ridgepole is in place, the rest of the house (or body) can be completed. Good planning and preparation is essential so that completion is not delayed.

Tuhoe, Tamati Kruger. Ngā Pēpeha a ngā Tīpuna; The sayings of the ancestors. Hirini Moko Mead and Neil Grove. Victoria University Press 2001: 1158, p.190.

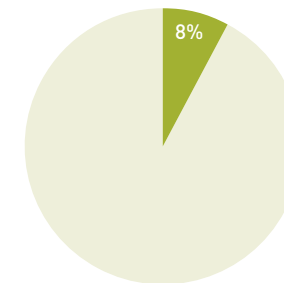
This section summarises Council's role in regulatory services and the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

It shows how much we spend on regulatory services and our key projects and initiatives for the first three years of this long-term plan.

The chart below shows how much of the Council's total operational budget we spend on this activity. There is no capital spending in this activity.

**Proportion of total Council operating expenditure**



# Our role in regulatory services

## What we do

The regulatory activity comprises three teams:

- Building
- Resource consents and compliance
- Environmental standards.

These teams are responsible for:

- building consent processing and inspections (Building Warrants of Fitness, Land Information Memoranda (LIMs), Certificates of Acceptance)
- resource consent processing and consent monitoring (subdivision consenting, expressway consent monitoring)
- environmental standards (animal management, residential swimming pool inspections, noise control, trade waste licence compliance, food premises licencing and inspections, alcohol licensing, environmental health, and public space and parking monitoring).

## Why we do it

The principal driver is to comply with legislation and relevant by-laws and policies. Our regulatory work ensures:

- people can safely use buildings that contribute to health, independence and wellbeing
- accountability and compliance with the Building Code
- sustainable management of natural and physical resources
- we improve, promote and protect public health
- the safe, responsible sale and supply of alcohol
- we reduce nuisance.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

- Regulatory services provide for people's health, safety, security and quality of life/enjoyment by establishing and ensuring compliance with appropriate standards, codes, by-laws and policies.
- We also provide for the protection of the natural environment through the resource consent process and enforcement of environmental standards.

Social

Environmental

Cultural

Economic

# Our major projects and initiatives for 2021–24

Working with our customers, operators and partner groups, we will continue our programme of education, encouragement, and monitoring to support compliance and address non-compliance.

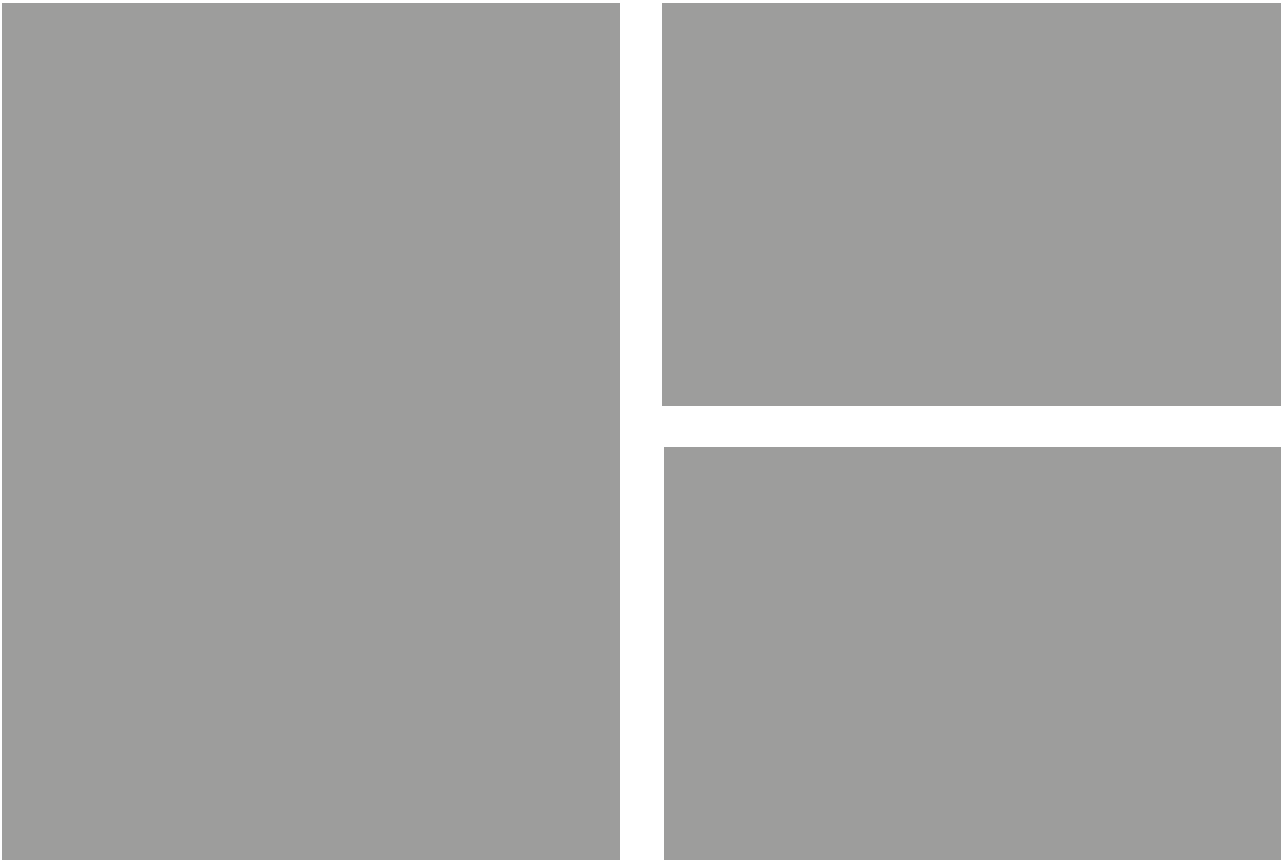


Photo caption

## Our assets

This activity has no tangible physical assets

## Challenges and issues

- Regulation/legislation changes
- Growth
- Natural hazards and climate change
- Capacity.

Changes in construction methods/processes to cope with increased demand and intensification.

Increased responsibility for managing/regulating development to mitigate natural hazards.

Additional regulatory requirements (eg, liquefaction – ground assessment requiring greater analysis and changes in foundation design).

Exemptions from consenting for small buildings resulting in illegal building works requiring increased education, inspection and enforcement.

National Policy Statement on Urban Development – increased density resulting in changes to district plan – flows into consent processes and advice given to developers.

Increased responsibility for managing environmental health risks associated with climate change.

Managing environmental impacts and growth, while continuing to ensure economic development in the Kāpiti community.

### OUR RESPONSE

Monitoring changes to identify regulatory requirements and adjust business processes.

Increasing communication through pre-application meetings/stakeholder forums.

Modifying business practices to do more with less, including increasing customers' compliance responsibility.

Aligning planning and advocacy activity with other Council units, especially research and policy, and district planning.

Improving business intelligence to better forecast resourcing requirements and deployment.

Improving the quality of information attached to applications or rejecting early.

# Demand

## Drivers

- Legislation
- Central government regulatory stewardship model
- Growth.

## Impact

- Changes in legislation are sometimes conflicting, resulting in increased complexity (eg, exemptions from consenting for small buildings, leading to illegal buildings that require increased inspection and enforcement, and review of requirements for managing 'freedom camping').
- Limited public awareness of changes and requirements calling for increased education.
- Push to regional regulation (eg, Resource Management Act (RMA) reforms; Building Act – Building Consent Authorities), but local delivery and enforcement.
- Increased work volume with increased demand.
- Shortage of technical expertise nationally and locally resulting in highly competitive employment market.
- Limited number of educational organisations and recognised programmes exacerbating skills shortage.

## OUR RESPONSE

**Monitoring changes to identify regulatory requirements and adjust business processes.**

**Increasing communication through pre-application meetings/stakeholder forums.**

**Modifying business practices to do more with less, including increasing customers' compliance responsibility.**

**Aligning planning and advocacy activity with other Council business units, especially research and policy, and district planning.**

## Risks

What are the significant risks?	What action are we taking?
Aim for bare minimum compliance.	- Encouraging applicants/clients to build resilience into their designs.
Industry capacity.	- Education through stakeholder forums.
Loss of accreditation (eg, Building Consent Authority).	- Exercising quality control to maintain accreditation.
Capacity to respond to changing legislative framework.	- Aligning planning and advocacy activity with other Council business units, especially research and policy, and district planning.
Workforce retention in key technical roles.	- Organisational development programmes.
Business continuity in case of lockdown.	- Business continuity plan.




Photo caption



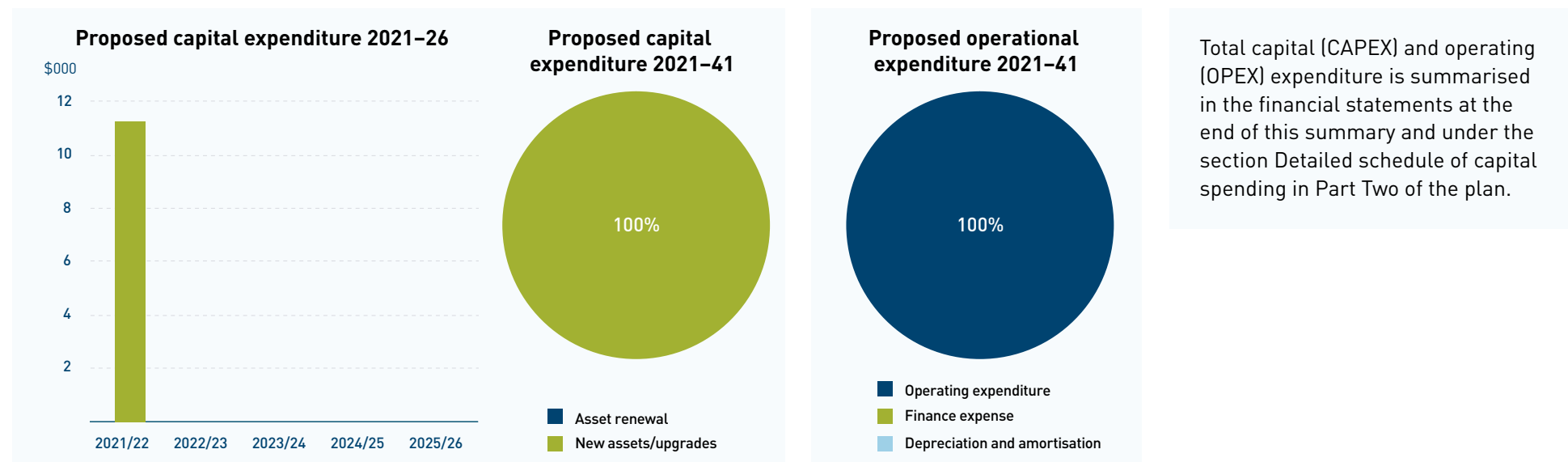
## Levels of service

- Compliance with statutory timeframes for building consents issued.
- Compliance with statutory timeframes for resource consents issued.
- Animal management services are accessible to the community 24/7.

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 We provide efficient and effective regulatory services	Average working days to process building consents will not exceed 17 days	Achieve
	Average working days to process non-notified resource consents will not exceed 17 days, excluding Building Act 2004 s.37 extensions	Achieve
	  All dog attack and threatening behaviour requests for service (classified as urgent) are responded to within 1 hour of notification	100%

## Costs and funding



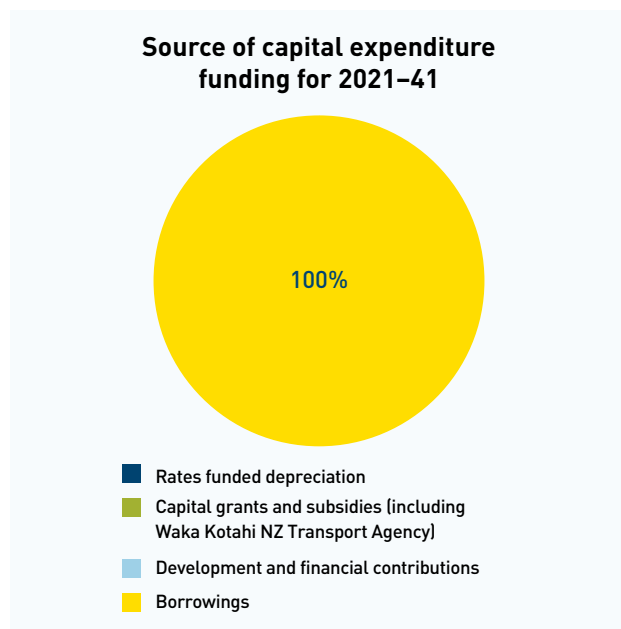
### Prospective Capital Expenditure 2021–2026

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Asset renewal	—	—	—	—	—	—	—
New assets/upgrades	11	—	—	—	—	11	11
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>11</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11</b>	<b>11</b>

### Prospective Operational Expenditure 2021–2026

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
Operating expenditure	9,879	10,017	10,514	10,569	10,947	51,926
Finance expense	11	7	3	—	-3	18
Depreciation and amortisation	29	28	23	11	3	94
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>9,919</b>	<b>10,052</b>	<b>10,540</b>	<b>10,579</b>	<b>10,947</b>	<b>52,037</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Building consents	60–70%	—	30–40%	Yes	—
Resource consents	50–60%	—	40–50%	Yes	—
<b>Environmental standards</b>					
Health and compliance	25–35%	—	65–75%	Yes	—
Animal management	55–65%	—	35–45%	Yes	—

Photo caption

## How much our regulatory services will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	9,733	9,879	10,017	10,514	10,569	10,947	11,144	11,505	11,608	11,993	12,245	12,694	12,959	13,422	13,724	14,165	14,531	14,992	15,382	15,890	16,278	254,458
Depreciation and amortisation	30	29	28	23	11	3	2	2	2	—	—	—	—	—	—	—	—	—	—	—	—	100
Finance expense	6	11	7	3	—	(3)	(6)	(8)	(10)	(13)	(15)	(17)	(20)	(22)	(24)	(26)	(28)	(30)	(32)	(33)	(35)	(301)
<b>Operating expenditure</b>	<b>9,769</b>	<b>9,919</b>	<b>10,052</b>	<b>10,540</b>	<b>10,580</b>	<b>10,947</b>	<b>11,140</b>	<b>11,499</b>	<b>11,600</b>	<b>11,980</b>	<b>12,230</b>	<b>12,677</b>	<b>12,939</b>	<b>13,400</b>	<b>13,700</b>	<b>14,139</b>	<b>14,503</b>	<b>14,962</b>	<b>15,350</b>	<b>15,857</b>	<b>16,243</b>	<b>254,257</b>
<b>Revenue</b>																						
Fees and charges	4,648	5,025	5,153	5,305	5,218	5,386	5,553	5,694	5,844	6,037	6,231	6,430	6,636	6,838	7,067	7,293	7,526	7,767	8,015	8,271	8,536	129,825
<b>Operating revenue</b>	<b>4,648</b>	<b>5,025</b>	<b>5,153</b>	<b>5,305</b>	<b>5,218</b>	<b>5,386</b>	<b>5,553</b>	<b>5,694</b>	<b>5,844</b>	<b>6,037</b>	<b>6,231</b>	<b>6,430</b>	<b>6,636</b>	<b>6,838</b>	<b>7,067</b>	<b>7,293</b>	<b>7,526</b>	<b>7,767</b>	<b>8,015</b>	<b>8,271</b>	<b>8,536</b>	<b>129,825</b>
<b>NET OPERATING COSTS</b>	<b>5,121</b>	<b>4,894</b>	<b>4,899</b>	<b>5,235</b>	<b>5,362</b>	<b>5,561</b>	<b>5,587</b>	<b>5,805</b>	<b>5,756</b>	<b>5,943</b>	<b>5,999</b>	<b>6,247</b>	<b>6,303</b>	<b>6,562</b>	<b>6,633</b>	<b>6,846</b>	<b>6,977</b>	<b>7,195</b>	<b>7,335</b>	<b>7,586</b>	<b>7,707</b>	<b>124,432</b>
<b>Capital items</b>																						
New assets/upgrades	—	11	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	11
<b>Total capital items</b>	<b>—</b>	<b>11</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>11</b>
<b>NET COST OF ACTIVITY</b>	<b>5,121</b>	<b>4,905</b>	<b>4,899</b>	<b>5,235</b>	<b>5,362</b>	<b>5,561</b>	<b>5,587</b>	<b>5,805</b>	<b>5,756</b>	<b>5,943</b>	<b>5,999</b>	<b>6,247</b>	<b>6,303</b>	<b>6,562</b>	<b>6,633</b>	<b>6,846</b>	<b>6,977</b>	<b>7,195</b>	<b>7,335</b>	<b>7,586</b>	<b>7,707</b>	<b>124,443</b>
Rates	5,121	4,894	4,899	5,235	5,362	5,561	5,587	5,805	5,756	5,943	5,999	6,247	6,303	6,562	6,633	6,846	6,977	7,195	7,335	7,586	7,707	124,432
Borrowings	—	11	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	11
<b>TOTAL SOURCES OF FUNDS</b>	<b>5,121</b>	<b>4,905</b>	<b>4,899</b>	<b>5,235</b>	<b>5,362</b>	<b>5,561</b>	<b>5,587</b>	<b>5,805</b>	<b>5,756</b>	<b>5,943</b>	<b>5,999</b>	<b>6,247</b>	<b>6,303</b>	<b>6,562</b>	<b>6,633</b>	<b>6,846</b>	<b>6,977</b>	<b>7,195</b>	<b>7,335</b>	<b>7,586</b>	<b>7,707</b>	<b>124,443</b>

## How much we are spending on capital works

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	20
	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Regulatory services</b>																						
<b>Asset renewal</b>																						
	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total asset renewal</b>	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>New assets and upgrades</b>																						
Equipment	—	11	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	11
<b>Total new assets and upgrades</b>	—	11	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	11
<b>TOTAL CAPITAL WORKS</b>	—	11	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	11



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# Corporate

# Corporate

There is one activity:

- Corporate ..... page XX



Photo caption



# Paheko rangapū – Corporate



## Whakataukī

Ki ngā whakaeke haumi.

Join those who can join  
sections of a canoe.

Some large canoes consisted of two or three sections, whose joining required considerable skill. The proverb serves as a metaphor that one should seek those leaders who are able to weld diverse groups into a successful combination.

Brougham 1975:116; Grey 1857:51. Hirini Moko Mead and Neil Grove. Ngā Pēpeha a ngā Tipuna; The sayings of the ancestors. Victoria University Press 2001:1351, p. 221.

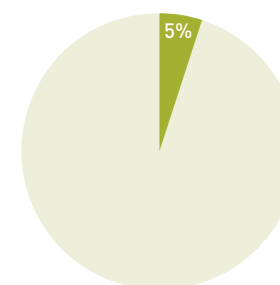
This section summarises Council's role in corporate (business operations) and how we support the core services we deliver to our community.

It highlights the challenges and risks we need to manage and our approach to dealing with those. It explains how we measure our performance and contribute to our community outcomes and wellbeing.

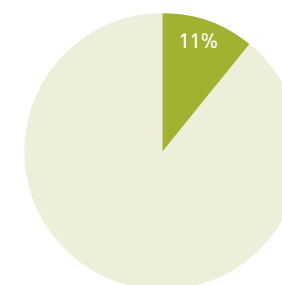
It shows how much we spend on business operations and our key projects and initiatives for the first three years of this long-term plan.

The charts below show how much of the Council's total capital and operational budgets we spend on this activity.

Proportion of total Council  
capital expenditure



Proportion of total Council  
operating expenditure



## Our role in corporate

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### What we do

The corporate activity includes many cross-Council support functions mainly focused on enabling operational delivery. Support functions are provided to both internal and external customers and stakeholders.

It is made up of the following services:

**Chief executive's office and group manager (non-activity) management:** includes Mayoral support.

**Business improvement:** reviewing business processes, systems, procedures and documentation to identify corporate risk and identify and develop improvements.

**Communications and engagement:** providing strategic communications advice and support, and helping plan and deliver public information, stakeholder and community engagement and consultation activity.

**Corporate planning and reporting:** KPIs, preparing long term plans, annual plans, annual reports and resident satisfaction surveys.

**Customer engagement:** provide frontline customer engagement via service centres, call centre and digital channels, and customer administration support to core regulatory functions.

**Digital solutions:** providing and supporting software and hardware applications and platforms, network, telephony, records management and geographic information system (GIS) support.

**Finance and financial management:** financial strategy, financial policies, rates support, accounts payable and receivable, treasury management, financial and management reporting, preparing long-term plan, annual plans and annual reports.

**Human resources:** organisational development, industrial relations, staff welfare programmes, payroll.

**Legal counsel:** preparing or commissioning legal advice, ensuring legal compliance.

**Procurement:** providing support, frameworks and systems used in the acquisition of products, services or works.

## Why we do it

Council has legislated responsibilities under the Local Government Act 2002 and its various amendments. Principal are the dual purposes of local government:

- a) to enable democratic local decision-making and action by, and on behalf of, communities
- b) to promote the social, economic, environmental and cultural well-being of communities in the present and for the future.

The activities are undertaken to:

- comply with legislation
- engage the community to identify needs and facilitate their involvement in decision-making
- provide systems and resources through which to enable Council to contribute to community wellbeing outcomes
- monitor and enhance processes, systems and procedures staff are using

- optimise Council's procurement activity is consistent with government procurement principles
- lift Council performance
- increase engagement and build community capacity to:
  - identify and satisfy needs
  - be transparent
  - be fiscally prudent.

## OUR MAIN CONTRIBUTION TO OUR COMMUNITY'S WELLBEING

The corporate activity contributes to community wellbeing indirectly by monitoring changes and providing information, advice, policy and timely performance reporting that informs and supports Council to manage activities and deliver services to meet the needs of and benefit the community.

Social

Environmental

Cultural

Economic

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## Our major projects and initiatives for 2021–24

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We will improve community access to Council services, implement quality assurance systems to minimise risks in our operational processes and implement recommendations of the independent organisational review.

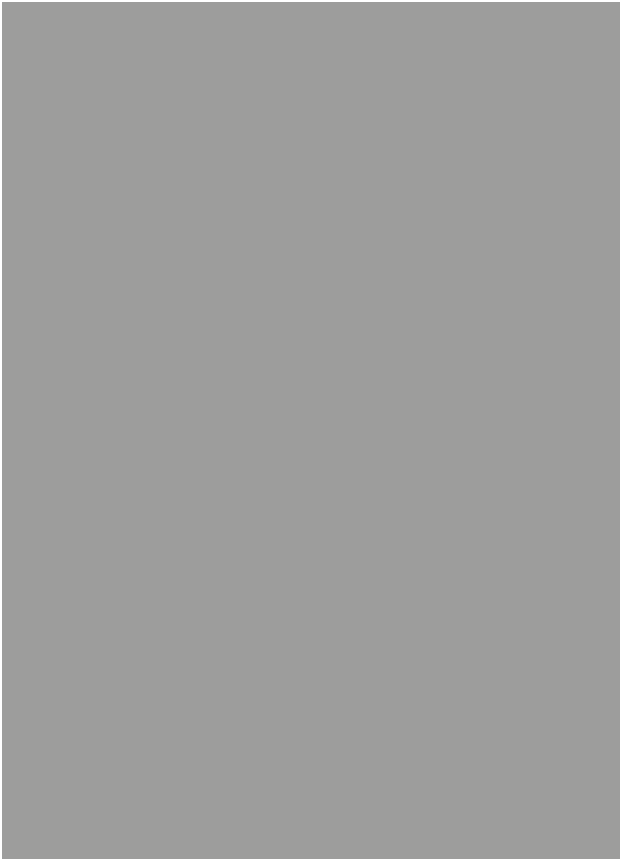


Photo caption

## Our assets

### Assets and their condition

IT hardware and software and equipment	Good condition, software up-to-date
--	-------------------------------------

Plant and equipment	Good condition
	Plant and equipment replaced on a rolling cycle depending on condition and age

Vehicles	Good condition
	Vehicles replaced depending on condition and age

Photo caption

## Challenges and issues

- Community expectations
- COVID-19, seismic events, emergency events
- Regulatory changes
- Capacity
- Community engagement.

Expectations vary between communities of interest/ demographics creating complexity in seeking to balance demands of a small but active group with wider community concerns.

Events disrupting service delivery capacity and performance.

Insufficient capacity reducing performance.

Increased influence and use of social media requiring Council to balance technology-enabled engagement against traditional (particularly print-based) communication.

### OUR RESPONSE

**Canvassing community organisations.**

**Consulting, formally and informally on significant issues and policy development.**

**Business continuity planning.**

**Working on recruitment and professional development.**

**Increasing use of technology-enabled communication channels in engagement campaigns.**

Photo caption

# Demand

## Drivers

- **Chief executive's office** – elected members; legislation/regulation; national policy/direction changes.
- **Business improvement** – increased efficiency and operational risk management.
- **Communications and engagement** – give effect to s.10 (1)(a) and Part 6, sections 75–87 of the Local Government Act.
- **Corporate planning and reporting** – regulatory requirements (Long-term Plan, Annual Plan, Annual Report); monitoring internal operational and governance performance and efficiency.
- **Customer services** – residents' satisfaction and wellbeing.
- **Digital solutions** – effective technology tools and automation to deliver management information and services.
- **Finance and financial management** – debt and ratings (financial prudence) and audit requirements.
- **Human resources** – legislation (such as health and safety, employment relations); recommendations from independent organisational review.
- **Procurement** – demand for organisational efficiency and effectiveness, and environmental and economic benefits in sourcing products and services.

## Impact

- **Chief executive's office** – increasing need for well-rounded advice to elected members; complexity in leading operational delivery.
- **Business improvement** – increasing corporate risk from greater demands and inadequate/inappropriate processes and systems.
- **Communications and engagement** – increasing expectations around how and when we transact, communicate and engage.
- **Corporate planning and reporting** – overwhelming volume of reporting required of activity managers impacting on delivery.
- **Customer services** – increased demand resulting from deteriorating socio-economic conditions (including increased costs of living, housing shortages, increased uncertainty) and increased expectation.
- **Digital solutions** – increased investment in hardware and software to facilitate delivery, provide timely and accurate management information and automate processes.
- **Finance and financial management** – stress on staff and systems.
- **Human resources** – organisational development; improved communication and need for clear direction to staff; increased support.
- **Procurement** – greater scrutiny of and accountability for procurement decisions requiring support, frameworks and systems to reflect best procurement practice.

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## OUR RESPONSE

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Chief executive's office – programme to address recommendations from independent organisational review including increased support to elected members and implementing organisational values and accountability framework.

Business improvement – identify and review organisational risks to identify gaps and policy/process and system improvements.

Communications and engagement – increased capacity; increased use of social media; direct engagement with communities of interest.

Corporate planning and reporting – increased capacity; standardising processes and reporting formats.

Customer services – resourcing.

Digital solutions – Digital workplace project – digital transformation bringing core systems together using Microsoft 365 software with increased resilience.

Finance and financial management – financial strategy.

Human resources – implementing recommendations from the independent organisational review with organisation-wide programmes.

Procurement – increase Council capability through the procurement strategy 2020–23.

Photo caption




## Risks

What are the significant risks?	What action are we taking?
Legislative requirements breached or missed.	<ul style="list-style-type: none"> <li>- Scheduling work programmes, surveys and reporting.</li> <li>- Monitoring changes to identify and assess impacts.</li> <li>- Partnering where appropriate.</li> </ul>
Lack of capacity.	<ul style="list-style-type: none"> <li>- Recruitment of specialists and contracting.</li> </ul>
COVID-19 re-emergence and other emergency preparedness.	<ul style="list-style-type: none"> <li>- Business continuity planning.</li> <li>- Kāpiti Recovery Plan.</li> </ul>

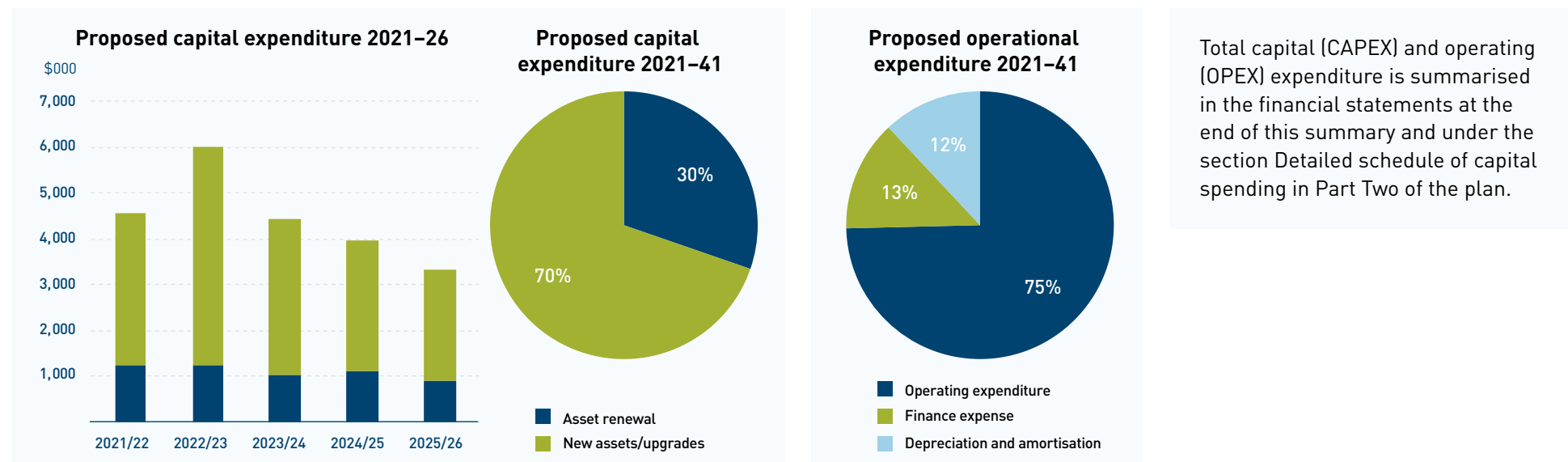
## Levels of service

- The corporate activity seeks to continuously provide efficient and reliable tools and resources that contribute towards achievement of community outcomes and community wellbeing

## How we measure our performance

Contribution to community outcomes	Performance measure	Target
 We deliver efficient and reliable core services, facilities and infrastructure to meet community needs	Staff have the materials and equipment they need to do their work right	Improved result on the previous survey (evidenced by the staff engagement survey)

## Costs and funding



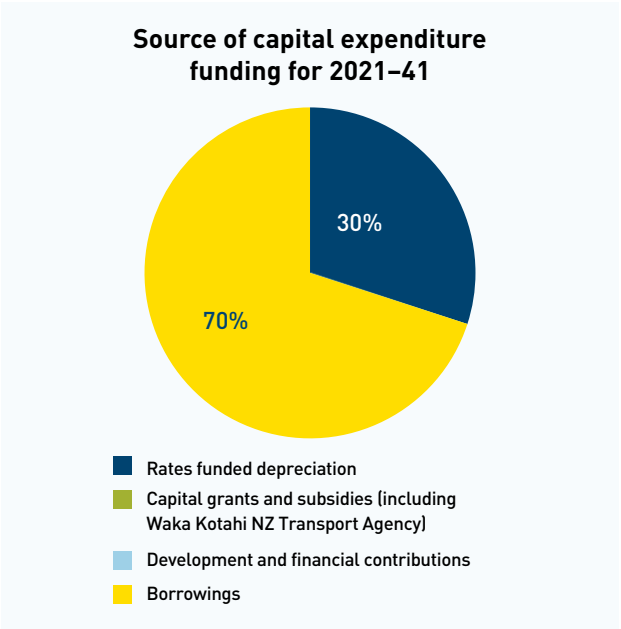
### Prospective Capital Expenditure 2021–2026

	21/22	22/23	23/24	24/25	25/26	Total 5 years	Total 20 years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Asset renewal	1,187	1,232	1,001	1,092	910	5,422	23,554
New assets/upgrades	3,539	4,801	3,418	2,864	2,400	17,022	54,498
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>4,726</b>	<b>6,033</b>	<b>4,419</b>	<b>3,956</b>	<b>3,310</b>	<b>22,444</b>	<b>78,052</b>

### Prospective Operational Expenditure 2021–2026

	21/22	22/23	23/24	24/25	25/26	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating expenditure	1,048	884	212	1,456	1,502	5,102
Finance Expense	2,391	2,076	2,067	2,130	2,163	10,827
Depreciation and Amortisation	637	748	1,452	1,966	2,159	6,962
<b>TOTAL OPERATIONAL EXPENDITURE</b>	<b>4,076</b>	<b>3,708</b>	<b>3,731</b>	<b>5,552</b>	<b>5,824</b>	<b>22,891</b>

## How we fund the activity



### Proportion of operational expenditure funding for 2021–41

	User fees	Other income	Rates	Districtwide general rates	Targeted rates
Corporate	—	—	100%	Yes	—

Photo caption

## How much our corporate activity will cost us

	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Expenditure</b>																						
Other operating expense	2,909	1,048	884	212	1,456	1,502	6,083	6,517	9,287	10,566	12,236	13,965	15,275	15,881	18,044	19,557	20,651	23,291	25,031	26,200	29,533	257,219
Depreciation and amortisation	705	637	748	1,452	1,966	2,159	2,129	2,190	1,869	1,887	1,979	2,067	2,173	2,262	2,104	2,276	2,394	2,499	2,695	2,825	3,154	41,465
Finance expense	1,301	2,391	2,076	2,067	2,130	2,163	2,180	2,191	2,213	2,239	2,267	2,294	2,324	2,355	2,385	2,417	2,450	2,480	2,504	2,525	2,543	46,194
<b>Operating expenditure</b>	<b>4,915</b>	<b>4,076</b>	<b>3,708</b>	<b>3,731</b>	<b>5,552</b>	<b>5,824</b>	<b>10,392</b>	<b>10,898</b>	<b>13,369</b>	<b>14,692</b>	<b>16,482</b>	<b>18,326</b>	<b>19,772</b>	<b>20,498</b>	<b>22,533</b>	<b>24,250</b>	<b>25,495</b>	<b>28,270</b>	<b>30,230</b>	<b>31,550</b>	<b>35,230</b>	<b>344,878</b>
<b>Revenue</b>																						
Fees and charges	896	921	947	971	995	1,020	1,046	1,073	1,102	1,132	1,161	1,191	1,222	1,254	1,286	1,320	1,354	1,389	1,426	1,463	1,501	23,774
Other operating revenue	88	1,055	880	95	98	100	103	105	108	111	114	117	120	123	126	130	133	137	140	144	148	4,087
Interest income	1,302	611	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	11,061
<b>Operating revenue</b>	<b>2,286</b>	<b>2,587</b>	<b>2,377</b>	<b>1,616</b>	<b>1,643</b>	<b>1,670</b>	<b>1,699</b>	<b>1,728</b>	<b>1,760</b>	<b>1,793</b>	<b>1,825</b>	<b>1,858</b>	<b>1,892</b>	<b>1,927</b>	<b>1,962</b>	<b>2,000</b>	<b>2,037</b>	<b>2,076</b>	<b>2,116</b>	<b>2,157</b>	<b>2,199</b>	<b>38,922</b>
<b>NET OPERATING COSTS</b>	<b>2,629</b>	<b>1,489</b>	<b>1,331</b>	<b>2,115</b>	<b>3,909</b>	<b>4,154</b>	<b>8,693</b>	<b>9,170</b>	<b>11,609</b>	<b>12,899</b>	<b>14,657</b>	<b>16,468</b>	<b>17,880</b>	<b>18,571</b>	<b>20,571</b>	<b>22,250</b>	<b>23,458</b>	<b>26,194</b>	<b>28,114</b>	<b>29,393</b>	<b>33,031</b>	<b>305,956</b>
<b>Capital items</b>																						
Asset renewal	943	1,187	1,232	1,001	1,092	910	1,092	931	1,172	1,100	1,107	1,022	1,328	1,096	1,247	1,212	1,408	1,207	1,388	1,270	1,552	23,554
New assets/upgrades	3,319	3,539	4,801	3,418	2,864	2,400	2,059	2,382	2,094	2,212	2,578	2,299	2,555	2,389	2,643	2,603	2,737	2,580	2,835	2,682	2,828	54,498
<b>Total capital items</b>	<b>4,262</b>	<b>4,726</b>	<b>6,033</b>	<b>4,419</b>	<b>3,956</b>	<b>3,310</b>	<b>3,151</b>	<b>3,313</b>	<b>3,266</b>	<b>3,312</b>	<b>3,685</b>	<b>3,321</b>	<b>3,883</b>	<b>3,485</b>	<b>3,890</b>	<b>3,815</b>	<b>4,145</b>	<b>3,787</b>	<b>4,223</b>	<b>3,952</b>	<b>4,380</b>	<b>78,052</b>
<b>NET COST OF ACTIVITY</b>	<b>6,891</b>	<b>6,215</b>	<b>7,364</b>	<b>6,534</b>	<b>7,865</b>	<b>7,464</b>	<b>11,844</b>	<b>12,483</b>	<b>14,875</b>	<b>16,211</b>	<b>18,342</b>	<b>19,789</b>	<b>21,763</b>	<b>22,056</b>	<b>24,461</b>	<b>26,065</b>	<b>27,603</b>	<b>29,981</b>	<b>32,337</b>	<b>33,345</b>	<b>37,411</b>	<b>384,008</b>
Rates	2,724	1,416	1,282	1,978	4,434	4,682	9,070	9,697	12,138	13,268	15,183	16,995	18,241	19,099	21,096	22,601	23,984	26,720	28,452	29,920	33,560	313,816
Borrowings	3,319	3,539	4,800	3,419	2,865	2,400	2,061	2,382	2,093	2,213	2,578	2,299	2,556	2,389	2,644	2,602	2,737	2,581	2,834	2,683	2,828	54,503
Depreciation reserve	538	462	526	519	681	489	620	495	727	648	646	550	845	603	745	697	884	670	840	708	977	13,332
Reserves and special funds	490	698	681	593	385	393	593	409	417	582	435	445	621	465	476	665	498	510	711	534	546	10,657
Unfunded depreciation	(180)	100	75	25	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(8,300)
<b>TOTAL SOURCES OF FUNDS</b>	<b>6,891</b>	<b>6,215</b>	<b>7,364</b>	<b>6,534</b>	<b>7,865</b>	<b>7,464</b>	<b>11,844</b>	<b>12,483</b>	<b>14,875</b>	<b>16,211</b>	<b>18,342</b>	<b>19,789</b>	<b>21,763</b>	<b>22,056</b>	<b>24,461</b>	<b>26,065</b>	<b>27,603</b>	<b>29,981</b>	<b>32,337</b>	<b>33,345</b>	<b>37,411</b>	<b>384,008</b>

## How much we are spending on capital works

Corporate	20/21	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28	Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41	20 Years
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Asset renewal</b>																						
Council software systems	85	55	62	132	64	66	110	75	77	157	87	89	133	93	102	194	107	109	167	122	125	2,126
Desktops	70	106	108	111	113	116	118	121	124	126	129	132	135	138	141	144	147	150	154	157	161	2,631
Districtwide connectivity	23	25	26	28	23	24	24	25	26	26	27	27	28	29	29	30	30	31	32	33	33	556
Laptops/notebooks	75	82	84	86	88	90	92	94	96	98	100	103	105	107	109	112	114	117	119	122	125	2,043
Mobile phones	46	76	84	48	88	51	92	53	96	55	100	58	105	60	109	63	114	66	119	69	125	1,631
Office equipment replacement	4	4	4	4	5	5	5	5	5	5	5	5	6	6	6	6	6	6	6	7	7	108
Organisational support and service	128	—	56	—	152	—	61	—	166	—	67	—	181	—	73	—	198	—	80	—	216	1,250
Plant purchase and renewals	404	724	707	483	412	420	474	436	444	453	462	471	481	492	503	514	525	537	548	561	573	10,220
Technical infrastructure	108	115	101	109	147	138	116	122	138	180	130	137	154	171	175	149	167	191	163	199	187	2,989
<b>Total asset renewal</b>	<b>943</b>	<b>1,187</b>	<b>1,232</b>	<b>1,001</b>	<b>1,092</b>	<b>910</b>	<b>1,092</b>	<b>931</b>	<b>1,172</b>	<b>1,100</b>	<b>1,107</b>	<b>1,022</b>	<b>1,328</b>	<b>1,096</b>	<b>1,247</b>	<b>1,212</b>	<b>1,408</b>	<b>1,207</b>	<b>1,388</b>	<b>1,270</b>	<b>1,552</b>	<b>23,554</b>
<b>New assets and upgrades</b>																						
Community engagement	—	31	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	31
Council software systems	1,014	356	2,269	874	429	320	198	234	161	244	323	255	226	267	236	398	247	291	257	304	402	8,291
Customer framework	—	10	21	43	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	74
Handheld technology	—	164	47	5	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	216
Health and safety fund	92	51	53	54	55	56	57	59	60	61	63	64	65	67	68	70	71	73	75	76	78	1,276
Property equipment	—	36	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	36
Self-insurance contingency fund	771	771	263	269	275	281	287	294	300	307	314	320	327	335	342	350	357	365	373	381	390	6,901
Strategic land purchase	932	991	991	991	1,000	504	251	501	250	249	497	248	494	246	491	245	488	243	486	242	241	9,649
Strategic property upgrades	409	1,025	1,050	1,073	994	1,125	1,150	1,175	1,201	1,227	1,254	1,282	1,310	1,339	1,368	1,398	1,429	1,460	1,493	1,525	1,559	25,437
Technical infrastructure	101	104	107	109	111	114	116	119	122	124	127	130	133	135	138	142	145	148	151	154	158	2,587
<b>Total new assets and upgrades</b>	<b>3,319</b>	<b>3,539</b>	<b>4,801</b>	<b>3,418</b>	<b>2,864</b>	<b>2,400</b>	<b>2,059</b>	<b>2,382</b>	<b>2,094</b>	<b>2,212</b>	<b>2,578</b>	<b>2,299</b>	<b>2,555</b>	<b>2,389</b>	<b>2,643</b>	<b>2,603</b>	<b>2,737</b>	<b>2,580</b>	<b>2,835</b>	<b>2,682</b>	<b>2,828</b>	<b>54,498</b>
<b>TOTAL CAPITAL WORKS</b>	<b>4,262</b>	<b>4,726</b>	<b>6,033</b>	<b>4,419</b>	<b>3,956</b>	<b>3,310</b>	<b>3,151</b>	<b>3,313</b>	<b>3,266</b>	<b>3,312</b>	<b>3,685</b>	<b>3,321</b>	<b>3,883</b>	<b>3,485</b>	<b>3,890</b>	<b>3,815</b>	<b>4,145</b>	<b>3,787</b>	<b>4,223</b>	<b>3,952</b>	<b>4,380</b>	<b>78,052</b>







# Our finances

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Our full financial statements show our planned income and expenditure, along with our levels of assets and liabilities.



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# Our finances

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In this section, we provide all the financial information required by law as part of the long-term plan.

It includes the full financial statements that show our planned income and expenditure, together with our forecast levels of assets and liabilities.

The funding impact statements outline how we are planning to fund our expenditure, and the disclosure statement against financial prudence regulations outlines how we are tracking against the benchmarks set by central government to measure our financial prudence.

At the end of this section, you will find the report from the council's external auditor that confirms that all our information is correct.

Detailed descriptions about our management of the Council's finances – including the financial strategy – is provided in Part Two – the supporting information document which completes the plan.



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# Prospective financial statements

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# Prospective statement of comprehensive revenue and expense

	20/21*	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Revenue</b>								
Rates	69,550	75,721	82,655	90,327	93,957	99,700	108,479	112,140
Fees and charges	9,890	10,412	10,831	11,323	11,389	11,743	12,104	12,457
Grants and subsidies	5,926	17,144	17,870	7,893	9,907	9,032	9,537	10,146
Development and financial contributions revenue	2,124	3,564	4,111	5,533	6,629	7,610	7,800	7,631
Other operating revenue	460	36,769	16,233	29,942	414	469	435	446
<b>Total revenue excluding gains</b>	<b>87,950</b>	<b>143,610</b>	<b>131,700</b>	<b>145,018</b>	<b>122,296</b>	<b>128,554</b>	<b>138,355</b>	<b>142,820</b>
<b>Expenses</b>								
Operating expenses	58,226	64,501	69,889	70,334	71,852	74,679	80,248	82,763
Depreciation and amortisation	22,316	23,440	25,753	29,782	32,648	34,966	37,856	39,688
<b>TOTAL EXPENSES</b>	<b>80,542</b>	<b>87,941</b>	<b>95,642</b>	<b>100,116</b>	<b>104,500</b>	<b>109,645</b>	<b>118,104</b>	<b>122,451</b>
<b>Interest</b>								
Interest income	1,302	611	550	550	550	550	550	550
Finance expense	8,653	8,150	8,346	8,913	9,891	10,743	11,351	11,470
<b>TOTAL INTEREST EXPENSE</b>	<b>(7,351)</b>	<b>(7,539)</b>	<b>(7,796)</b>	<b>(8,363)</b>	<b>(9,341)</b>	<b>(10,193)</b>	<b>(10,801)</b>	<b>(10,920)</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>57</b>	<b>48,130</b>	<b>28,262</b>	<b>36,539</b>	<b>8,455</b>	<b>8,716</b>	<b>9,450</b>	<b>9,449</b>
<b>Unrealised gains/(losses)</b>								
Unrealised gain/(loss) on revaluation of financial derivatives	86	(2,535)	(2,735)	(2,420)	(2,062)	(1,774)	(909)	483
<b>Total unrealised gains/(losses)</b>	<b>86</b>	<b>(2,535)</b>	<b>(2,735)</b>	<b>(2,420)</b>	<b>(2,062)</b>	<b>(1,774)</b>	<b>(909)</b>	<b>483</b>
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>143</b>	<b>45,595</b>	<b>25,527</b>	<b>34,119</b>	<b>6,393</b>	<b>6,942</b>	<b>8,541</b>	<b>9,932</b>
<b>Other comprehensive revenue and expense</b>								
Unrealised gain/(loss) from revaluation of property, plant and equipment	10,035	—	105,808	—	31,561	117,855	33,346	—
<b>Total other comprehensive revenue and expense</b>	<b>10,035</b>	<b>—</b>	<b>105,808</b>	<b>—</b>	<b>31,561</b>	<b>117,855</b>	<b>33,346</b>	<b>—</b>
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	<b>10,178</b>	<b>45,595</b>	<b>131,335</b>	<b>34,119</b>	<b>37,954</b>	<b>124,797</b>	<b>41,887</b>	<b>9,932</b>

\* As per 2020/21 Annual Plan.

The significant accounting policies form part of these prospective financial statements.

Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
116,099	122,617	126,928	131,445	137,789	143,173	148,272	157,528	162,694	168,403	175,765	181,774	188,780
12,877	13,264	13,651	14,048	14,458	14,869	15,313	15,760	16,221	16,695	17,183	17,717	18,246
10,233	10,337	11,278	13,601	13,995	14,400	14,817	15,246	15,687	16,141	16,608	17,089	17,583
7,386	7,585	7,782	7,985	8,192	8,405	8,624	8,848	9,078	9,314	9,556	9,805	10,060
507	471	483	548	508	522	591	549	563	639	593	609	690
<b>147,102</b>	<b>154,274</b>	<b>160,122</b>	<b>167,627</b>	<b>174,942</b>	<b>181,369</b>	<b>187,617</b>	<b>197,931</b>	<b>204,243</b>	<b>211,192</b>	<b>219,705</b>	<b>226,994</b>	<b>235,359</b>
87,174	90,390	94,311	99,757	102,812	106,133	110,969	114,878	119,139	125,019	128,953	132,980	139,620
40,098	43,744	44,577	46,238	49,580	52,004	53,036	58,240	59,323	60,070	63,861	66,605	68,055
<b>127,272</b>	<b>134,134</b>	<b>138,888</b>	<b>145,995</b>	<b>152,392</b>	<b>158,137</b>	<b>164,005</b>	<b>173,118</b>	<b>178,462</b>	<b>185,089</b>	<b>192,814</b>	<b>199,585</b>	<b>207,675</b>
550	550	550	550	550	550	550	550	550	550	550	550	550
11,573	11,761	11,842	12,239	12,813	13,075	13,454	14,283	14,801	15,113	15,504	15,535	15,800
<b>(11,023)</b>	<b>(11,211)</b>	<b>(11,292)</b>	<b>(11,689)</b>	<b>(12,263)</b>	<b>(12,525)</b>	<b>(12,904)</b>	<b>(13,733)</b>	<b>(14,251)</b>	<b>(14,563)</b>	<b>(14,954)</b>	<b>(14,985)</b>	<b>(15,250)</b>
<b>8,807</b>	<b>8,929</b>	<b>9,942</b>	<b>9,943</b>	<b>10,287</b>	<b>10,707</b>	<b>10,708</b>	<b>11,080</b>	<b>11,530</b>	<b>11,540</b>	<b>11,937</b>	<b>12,424</b>	<b>12,434</b>
(807)	109	(284)	(1,323)	(1,070)	140	(1,578)	(1,903)	(117)	(931)	(442)	748	(1,481)
<b>(807)</b>	<b>109</b>	<b>(284)</b>	<b>(1,323)</b>	<b>(1,070)</b>	<b>140</b>	<b>(1,578)</b>	<b>(1,903)</b>	<b>(117)</b>	<b>(931)</b>	<b>(442)</b>	<b>748</b>	<b>(1,481)</b>
<b>8,000</b>	<b>9,038</b>	<b>9,658</b>	<b>8,620</b>	<b>9,217</b>	<b>10,847</b>	<b>9,130</b>	<b>9,177</b>	<b>11,413</b>	<b>10,609</b>	<b>11,495</b>	<b>13,172</b>	<b>10,953</b>
174,222	—	37,376	154,321	40,135	—	209,192	—	45,716	186,439	48,277	—	256,943
<b>174,222</b>	<b>—</b>	<b>37,376</b>	<b>154,321</b>	<b>40,135</b>	<b>—</b>	<b>209,192</b>	<b>—</b>	<b>45,716</b>	<b>186,439</b>	<b>48,277</b>	<b>—</b>	<b>256,943</b>
<b>182,222</b>	<b>9,038</b>	<b>47,034</b>	<b>162,941</b>	<b>49,352</b>	<b>10,847</b>	<b>218,322</b>	<b>9,177</b>	<b>57,129</b>	<b>197,048</b>	<b>59,772</b>	<b>13,172</b>	<b>267,896</b>

# Prospective statement of changes in net assets/equity

	20/21*	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Year 6 26/27	Year 7 27/28
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Opening Equity</b>	<b>1,560,440</b>	<b>1,527,206</b>	<b>1,572,801</b>	<b>1,704,136</b>	<b>1,738,255</b>	<b>1,776,209</b>	<b>1,901,006</b>	<b>1,942,893</b>
<b>ACCUMULATED FUNDS</b>								
Opening accumulated funds	567,207	597,378	642,789	668,337	702,400	708,599	715,565	724,049
Operating surplus/(deficit)	143	45,595	25,527	34,119	6,393	6,942	8,541	9,932
Transfers to reserves and special funds	(2,020)	(1,477)	(1,516)	(1,264)	(1,220)	(1,286)	(1,310)	(1,301)
Transfers from reserves and special funds	1,266	1,293	1,537	1,208	1,026	1,310	1,253	1,097
<b>Closing accumulated funds</b>	<b>566,596</b>	<b>642,789</b>	<b>668,337</b>	<b>702,400</b>	<b>708,599</b>	<b>715,565</b>	<b>724,049</b>	<b>733,777</b>
<b>RESERVES AND SPECIAL FUNDS</b>								
Opening reserves and special funds	5,613	6,692	6,876	6,855	6,911	7,105	7,081	7,138
Transfer to accumulated funds	(1,266)	(1,293)	(1,537)	(1,208)	(1,026)	(1,310)	(1,253)	(1,097)
Transfer from accumulated funds	2,020	1,477	1,516	1,264	1,220	1,286	1,310	1,301
<b>Closing reserves and special funds</b>	<b>6,367</b>	<b>6,876</b>	<b>6,855</b>	<b>6,911</b>	<b>7,105</b>	<b>7,081</b>	<b>7,138</b>	<b>7,342</b>
<b>REVALUATION RESERVE</b>								
Opening revaluation reserve	987,620	923,136	923,136	1,028,944	1,028,944	1,060,505	1,178,360	1,211,706
Revaluation of property, plant and equipment	10,035	—	105,808	—	31,561	117,855	33,346	—
<b>Closing revaluation reserve</b>	<b>997,655</b>	<b>923,136</b>	<b>1,028,944</b>	<b>1,028,944</b>	<b>1,060,505</b>	<b>1,178,360</b>	<b>1,211,706</b>	<b>1,211,706</b>
<b>CLOSING EQUITY</b>	<b>1,570,618</b>	<b>1,572,801</b>	<b>1,704,136</b>	<b>1,738,255</b>	<b>1,776,209</b>	<b>1,901,006</b>	<b>1,942,893</b>	<b>1,952,825</b>

\* As per 2020/21 Annual Plan.



Year 8 28/29	Year 9 29/30	Year 10 30/31	Year 11 31/32	Year 12 32/33	Year 13 33/34	Year 14 34/35	Year 15 35/36	Year 16 36/37	Year 17 37/38	Year 18 38/39	Year 19 39/40	Year 20 40/41
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
1,952,825	2,135,047	2,144,085	2,191,119	2,354,060	2,403,412	2,414,259	2,632,581	2,641,758	2,698,887	2,895,935	2,955,707	2,968,879
733,777	741,804	750,784	760,227	768,879	778,036	788,656	797,822	806,938	818,111	828,760	840,192	853,111
8,000	9,038	9,658	8,620	9,217	10,847	9,130	9,177	11,413	10,609	11,495	13,172	10,953
(1,374)	(1,351)	(1,392)	(1,470)	(1,446)	(1,490)	(1,575)	(1,549)	(1,597)	(1,689)	(1,660)	(1,711)	(1,810)
1,401	1,293	1,177	1,502	1,386	1,263	1,611	1,488	1,357	1,729	1,597	1,458	1,855
<b>741,804</b>	<b>750,784</b>	<b>760,227</b>	<b>768,879</b>	<b>778,036</b>	<b>788,656</b>	<b>797,822</b>	<b>806,938</b>	<b>818,111</b>	<b>828,760</b>	<b>840,192</b>	<b>853,111</b>	<b>864,109</b>
7,342	7,315	7,373	7,588	7,556	7,616	7,843	7,807	7,868	8,108	8,068	8,131	8,384
(1,401)	(1,293)	(1,177)	(1,502)	(1,386)	(1,263)	(1,611)	(1,488)	(1,357)	(1,729)	(1,597)	(1,458)	(1,855)
1,374	1,351	1,392	1,470	1,446	1,490	1,575	1,549	1,597	1,689	1,660	1,711	1,810
<b>7,315</b>	<b>7,373</b>	<b>7,588</b>	<b>7,556</b>	<b>7,616</b>	<b>7,843</b>	<b>7,807</b>	<b>7,868</b>	<b>8,108</b>	<b>8,068</b>	<b>8,131</b>	<b>8,384</b>	<b>8,339</b>
1,211,706	1,385,928	1,385,928	1,423,304	1,577,625	1,617,760	1,617,760	1,826,952	1,826,952	1,872,668	2,059,107	2,107,384	2,107,384
174,222	—	37,376	154,321	40,135	—	209,192	—	45,716	186,439	48,277	—	256,943
<b>1,385,928</b>	<b>1,385,928</b>	<b>1,423,304</b>	<b>1,577,625</b>	<b>1,617,760</b>	<b>1,617,760</b>	<b>1,826,952</b>	<b>1,826,952</b>	<b>1,872,668</b>	<b>2,059,107</b>	<b>2,107,384</b>	<b>2,107,384</b>	<b>2,364,327</b>
<b>2,135,047</b>	<b>2,144,085</b>	<b>2,191,119</b>	<b>2,354,060</b>	<b>2,403,412</b>	<b>2,414,259</b>	<b>2,632,581</b>	<b>2,641,758</b>	<b>2,698,887</b>	<b>2,895,935</b>	<b>2,955,707</b>	<b>2,968,879</b>	<b>3,236,775</b>

# Prospective statement of financial position

	20/21*	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	\$000	21/22	22/23	23/24	24/25	25/26	26/27	27/28
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Current Assets</b>								
Cash and cash equivalents	200	23,882	25,652	22,472	21,467	20,706	17,203	10,990
Trade and other receivables	8,654	11,906	12,838	12,703	13,453	14,141	15,219	15,710
Inventories	167	180	187	187	192	197	205	210
Other financial assets	40,720	41,000	46,125	35,875	30,750	20,500	54,133	57,060
Loans	58	55	48	44	533	29	29	31
<b>Total current assets</b>	<b>49,799</b>	<b>77,023</b>	<b>84,850</b>	<b>71,281</b>	<b>66,395</b>	<b>55,573</b>	<b>86,789</b>	<b>84,001</b>
<b>Non-Current Assets</b>								
Property plant and equipment	1,775,423	1,793,486	1,966,019	2,038,069	2,108,705	2,262,108	2,318,908	2,321,711
Forestry assets	82	59	60	62	63	65	67	68
Intangible assets	3,507	3,177	5,063	5,181	4,787	4,146	3,491	2,794
Other financial assets	2,729	20,642	16,525	27,668	33,554	44,458	11,160	8,055
Loans	350	805	782	763	254	250	246	240
<b>Total non-current assets</b>	<b>1,782,091</b>	<b>1,818,169</b>	<b>1,988,449</b>	<b>2,071,743</b>	<b>2,147,363</b>	<b>2,311,027</b>	<b>2,333,872</b>	<b>2,332,868</b>
<b>TOTAL ASSETS</b>	<b>1,831,890</b>	<b>1,895,192</b>	<b>2,073,299</b>	<b>2,143,024</b>	<b>2,213,758</b>	<b>2,366,600</b>	<b>2,420,661</b>	<b>2,416,869</b>
<b>Current Liabilities</b>								
Trade and other payables	22,682	38,196	41,634	39,406	39,552	39,885	37,181	31,267
Employee benefit	2,337	2,464	2,579	2,589	2,606	2,655	3,026	3,110
Deposits	1,119	1,224	1,451	1,254	1,487	1,285	1,524	1,319
Borrowings	45,000	40,000	45,000	35,000	30,000	20,000	52,813	82,406
Provisions	136	103	105	107	90	85	86	87
Derivative financial instruments	5,248	2,711	3,050	2,372	2,033	1,355	3,579	5,585
<b>Total current liabilities</b>	<b>76,522</b>	<b>84,698</b>	<b>93,819</b>	<b>80,728</b>	<b>75,768</b>	<b>65,265</b>	<b>98,209</b>	<b>123,774</b>
<b>Non-Current Liabilities</b>								
Employee benefit	194	160	168	168	170	173	197	202
Borrowings	162,028	220,219	255,570	301,277	336,704	372,882	353,488	316,771
Provisions	3,633	2,389	2,285	2,178	2,088	2,003	1,917	1,829
Derivative financial instruments	18,895	14,925	17,321	20,418	22,819	25,271	23,957	21,468
<b>Total non-current liabilities</b>	<b>184,750</b>	<b>237,693</b>	<b>275,344</b>	<b>324,041</b>	<b>361,781</b>	<b>400,329</b>	<b>379,559</b>	<b>340,270</b>
<b>TOTAL LIABILITIES</b>	<b>261,272</b>	<b>322,391</b>	<b>369,163</b>	<b>404,769</b>	<b>437,549</b>	<b>465,594</b>	<b>477,768</b>	<b>464,044</b>
<b>Public Equity</b>								
Accumulated funds	566,596	642,789	668,337	702,400	708,599	715,565	724,049	733,777
Reserves and special funds	6,367	6,876	6,855	6,911	7,105	7,081	7,138	7,342
Revaluation reserve	997,655	923,136	1,028,944	1,028,944	1,060,505	1,178,360	1,211,706	1,211,706
<b>TOTAL PUBLIC EQUITY</b>	<b>1,570,618</b>	<b>1,572,801</b>	<b>1,704,136</b>	<b>1,738,255</b>	<b>1,776,209</b>	<b>1,901,006</b>	<b>1,942,893</b>	<b>1,952,825</b>
<b>TOTAL LIABILITIES AND PUBLIC EQUITY</b>	<b>1,831,890</b>	<b>1,895,192</b>	<b>2,073,299</b>	<b>2,143,024</b>	<b>2,213,758</b>	<b>2,366,600</b>	<b>2,420,661</b>	<b>2,416,869</b>

\* As per 2020/21 Annual Plan.

Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
18,155	14,635	17,932	23,818	23,624	18,571	27,977	30,511	22,818	27,568	26,699	22,175	34,728
16,181	16,970	17,613	18,439	19,244	19,951	20,638	21,772	22,467	23,231	24,168	24,969	25,890
214	219	223	230	234	244	248	254	261	270	274	285	290
57,009	57,018	56,636	56,404	34,255	46,831	57,358	56,968	57,122	57,124	56,799	32,132	56,724
30	35	37	38	39	39	40	41	29	25	25	25	25
<b>91,589</b>	<b>88,877</b>	<b>92,441</b>	<b>98,929</b>	<b>77,396</b>	<b>85,636</b>	<b>106,261</b>	<b>109,546</b>	<b>102,697</b>	<b>108,218</b>	<b>107,965</b>	<b>79,586</b>	<b>117,657</b>
2,516,848	2,524,136	2,575,202	2,759,096	2,825,135	2,833,623	3,076,892	3,115,655	3,174,312	3,386,158	3,452,820	3,454,020	3,744,828
70	72	74	75	77	79	81	83	85	87	89	91	93
2,598	2,550	2,751	2,643	2,723	2,610	2,523	2,819	2,843	2,709	2,671	2,541	2,938
8,404	8,355	8,842	9,561	32,105	19,477	9,532	10,624	10,513	10,855	11,343	35,734	11,688
235	225	213	200	186	172	157	141	137	137	137	137	137
<b>2,528,155</b>	<b>2,535,338</b>	<b>2,587,082</b>	<b>2,771,575</b>	<b>2,860,226</b>	<b>2,855,961</b>	<b>3,089,185</b>	<b>3,129,322</b>	<b>3,187,890</b>	<b>3,399,946</b>	<b>3,467,060</b>	<b>3,492,523</b>	<b>3,759,684</b>
<b>2,619,744</b>	<b>2,624,215</b>	<b>2,679,523</b>	<b>2,870,504</b>	<b>2,937,622</b>	<b>2,941,597</b>	<b>3,195,446</b>	<b>3,238,868</b>	<b>3,290,587</b>	<b>3,508,164</b>	<b>3,575,025</b>	<b>3,572,109</b>	<b>3,877,341</b>
38,949	36,291	39,800	47,170	47,780	43,292	53,637	58,072	50,491	56,518	56,294	52,155	65,808
3,207	3,313	3,421	3,535	3,646	3,762	3,888	4,013	4,143	4,274	4,412	4,557	4,699
1,565	1,354	1,606	1,390	1,648	1,426	1,691	1,463	1,735	1,501	1,780	1,540	1,826
80,350	80,707	65,427	56,179	33,419	45,689	94,307	78,738	84,895	84,942	71,964	31,348	68,970
89	73	74	75	75	76	77	77	78	79	79	80	80
5,446	5,470	4,434	3,807	2,265	3,096	6,391	5,336	5,753	5,757	4,877	2,125	4,674
<b>129,606</b>	<b>127,208</b>	<b>114,762</b>	<b>112,156</b>	<b>88,833</b>	<b>97,341</b>	<b>159,991</b>	<b>147,699</b>	<b>147,095</b>	<b>153,071</b>	<b>139,406</b>	<b>91,805</b>	<b>146,057</b>
209	216	223	230	237	245	253	261	270	278	287	296	306
330,728	328,758	348,226	376,990	415,535	401,195	375,857	419,506	415,069	428,765	448,267	477,845	462,069
1,740	1,667	1,593	1,519	1,443	1,367	1,291	1,213	1,136	1,057	978	899	819
22,414	22,281	23,600	25,549	28,162	27,190	25,473	28,431	28,130	29,058	30,380	32,385	31,315
<b>355,091</b>	<b>352,922</b>	<b>373,642</b>	<b>404,288</b>	<b>445,377</b>	<b>429,997</b>	<b>402,874</b>	<b>449,411</b>	<b>444,605</b>	<b>459,158</b>	<b>479,912</b>	<b>511,425</b>	<b>494,509</b>
<b>484,697</b>	<b>480,130</b>	<b>488,404</b>	<b>516,444</b>	<b>534,210</b>	<b>527,338</b>	<b>562,865</b>	<b>597,110</b>	<b>591,700</b>	<b>612,229</b>	<b>619,318</b>	<b>603,230</b>	<b>640,566</b>
741,804	750,784	760,227	768,879	778,036	788,656	797,822	806,938	818,111	828,760	840,192	853,111	864,109
7,315	7,373	7,588	7,556	7,616	7,843	7,807	7,868	8,108	8,068	8,131	8,384	8,339
1,385,928	1,385,928	1,423,304	1,577,625	1,617,760	1,617,760	1,826,952	1,826,952	1,872,668	2,059,107	2,107,384	2,107,384	2,364,327
<b>2,135,047</b>	<b>2,144,085</b>	<b>2,191,119</b>	<b>2,354,060</b>	<b>2,403,412</b>	<b>2,414,259</b>	<b>2,632,581</b>	<b>2,641,758</b>	<b>2,698,887</b>	<b>2,895,935</b>	<b>2,955,707</b>	<b>2,968,879</b>	<b>3,236,775</b>
<b>2,619,744</b>	<b>2,624,215</b>	<b>2,679,523</b>	<b>2,870,504</b>	<b>2,937,622</b>	<b>2,941,597</b>	<b>3,195,446</b>	<b>3,238,868</b>	<b>3,290,587</b>	<b>3,508,164</b>	<b>3,575,025</b>	<b>3,572,109</b>	<b>3,877,341</b>

# Prospective cash flow statement

	20/21* \$000	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000
<b>Cash flows from operating activities</b>								
<i>Cash was provided from:</i>								
Kapiti Coast District Council rates	66,950	75,612	82,554	90,342	93,875	99,626	108,362	112,087
Grants and subsidies	1,924	2,958	2,836	2,603	3,167	3,258	3,352	3,449
Interest received	1,276	293	264	264	264	264	264	264
Charges and fees	10,474	14,469	15,355	17,381	17,764	19,208	19,378	20,097
GST (net)	(54)	1,673	327	(273)	(79)	(46)	(493)	(835)
	<b>80,570</b>	<b>95,005</b>	<b>101,336</b>	<b>110,317</b>	<b>114,991</b>	<b>122,310</b>	<b>130,863</b>	<b>135,062</b>
<i>Cash was applied to:</i>								
Payments to employees and suppliers	59,162	58,647	68,152	71,598	71,649	74,779	80,879	85,541
	<b>59,162</b>	<b>58,647</b>	<b>68,152</b>	<b>71,598</b>	<b>71,649</b>	<b>74,779</b>	<b>80,879</b>	<b>85,541</b>
<b>Net Cash inflow from operating activities</b>	<b>21,408</b>	<b>36,358</b>	<b>33,184</b>	<b>38,719</b>	<b>43,342</b>	<b>47,531</b>	<b>49,984</b>	<b>49,521</b>
<b>Cash flows from investing activities</b>								
<i>Cash was provided from:</i>								
Investment maturities	40,640	46,153	41,030	46,148	35,894	31,258	20,504	54,137
Proceeds from capital grants	4,002	14,185	15,034	5,290	6,740	5,774	6,185	6,697
	<b>44,642</b>	<b>60,338</b>	<b>56,064</b>	<b>51,438</b>	<b>42,634</b>	<b>37,032</b>	<b>26,689</b>	<b>60,834</b>
<i>Cash was applied to:</i>								
Construction and purchase of property, plant and equipment and intangibles	37,471	67,065	77,474	73,113	70,883	69,355	61,406	44,017
Purchase of investments	19,360	47,060	42,009	47,018	36,636	31,404	20,835	53,955
	<b>56,831</b>	<b>114,125</b>	<b>119,483</b>	<b>120,131</b>	<b>107,519</b>	<b>100,759</b>	<b>82,241</b>	<b>97,972</b>
<b>Net cash from investing activities</b>	<b>(12,189)</b>	<b>(53,787)</b>	<b>(63,419)</b>	<b>(68,693)</b>	<b>(64,885)</b>	<b>(63,727)</b>	<b>(55,552)</b>	<b>(37,138)</b>
<b>Cash flows from financing activities</b>								
<i>Cash was provided from:</i>								
Long-term borrowing	39,261	82,406	80,350	80,707	65,427	56,179	33,419	45,689
	<b>39,261</b>	<b>82,406</b>	<b>80,350</b>	<b>80,707</b>	<b>65,427</b>	<b>56,179</b>	<b>33,419</b>	<b>45,689</b>
<i>Cash was applied to:</i>								
Interest paid	8,480	8,150	8,346	8,913	9,891	10,743	11,351	11,470
Long-term borrowing	40,000	45,000	40,000	45,000	35,000	30,000	20,000	52,813
	<b>48,480</b>	<b>53,150</b>	<b>48,346</b>	<b>53,913</b>	<b>44,891</b>	<b>40,743</b>	<b>31,351</b>	<b>64,283</b>
<b>Net Cash inflow from financing activities</b>	<b>(9,219)</b>	<b>29,256</b>	<b>32,004</b>	<b>26,794</b>	<b>20,536</b>	<b>15,436</b>	<b>2,068</b>	<b>(18,594)</b>
Net increase/(decrease) in cash and cash equivalents	—	11,827	1,770	(3,180)	(1,005)	(761)	(3,503)	(6,213)
Total cash and cash equivalents at 1 July	200	12,055	23,882	25,652	22,472	21,467	20,706	17,203
<b>NET CASH AND CASH EQUIVALENTS AT END OF THE PERIOD</b>	<b>200</b>	<b>23,882</b>	<b>25,652</b>	<b>22,472</b>	<b>21,467</b>	<b>20,706</b>	<b>17,203</b>	<b>10,990</b>

\* As per 2020/21 Annual Plan.

Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
116,048	122,532	126,858	131,356	137,702	143,096	148,198	157,405	162,618	168,320	175,663	181,687	188,681
3,542	3,644	3,749	4,201	4,322	4,447	4,575	4,707	4,843	4,982	5,126	5,273	5,425
264	264	264	264	264	264	264	264	264	264	264	264	264
20,349	20,617	21,342	21,844	22,441	23,165	23,916	24,146	25,243	25,966	26,497	27,415	28,175
941	[450]	374	854	[25]	[678]	1,260	431	[1,079]	686	[151]	[644]	1,661
<b>141,144</b>	<b>146,607</b>	<b>152,587</b>	<b>158,519</b>	<b>164,704</b>	<b>170,294</b>	<b>178,213</b>	<b>186,953</b>	<b>191,889</b>	<b>200,218</b>	<b>207,399</b>	<b>213,995</b>	<b>224,206</b>
83,577	91,737	92,498	96,728	102,252	108,265	106,154	113,128	122,108	122,577	128,709	134,952	133,333
<b>83,577</b>	<b>91,737</b>	<b>92,498</b>	<b>96,728</b>	<b>102,252</b>	<b>108,265</b>	<b>106,154</b>	<b>113,128</b>	<b>122,108</b>	<b>122,577</b>	<b>128,709</b>	<b>134,952</b>	<b>133,333</b>
<b>57,567</b>	<b>54,870</b>	<b>60,089</b>	<b>61,791</b>	<b>62,452</b>	<b>62,029</b>	<b>72,059</b>	<b>73,825</b>	<b>69,781</b>	<b>77,641</b>	<b>78,690</b>	<b>79,043</b>	<b>90,873</b>
57,066	57,014	57,027	56,648	56,417	34,268	46,845	57,373	56,984	57,126	57,124	56,799	32,132
6,691	6,693	7,529	9,400	9,672	9,953	10,242	10,539	10,844	11,159	11,482	11,815	12,158
<b>63,757</b>	<b>63,707</b>	<b>64,556</b>	<b>66,048</b>	<b>66,089</b>	<b>44,221</b>	<b>57,087</b>	<b>67,912</b>	<b>67,828</b>	<b>68,285</b>	<b>68,606</b>	<b>68,614</b>	<b>44,290</b>
57,131	51,753	56,575	72,106	74,911	61,954	82,154	94,938	75,209	82,340	81,899	69,086	95,977
57,358	56,968	57,122	57,124	56,799	34,203	47,413	58,060	57,011	57,466	57,287	56,523	32,678
<b>114,489</b>	<b>108,721</b>	<b>113,697</b>	<b>129,230</b>	<b>131,710</b>	<b>96,157</b>	<b>129,567</b>	<b>152,998</b>	<b>132,220</b>	<b>139,806</b>	<b>139,186</b>	<b>125,609</b>	<b>128,655</b>
<b>[50,732]</b>	<b>[45,014]</b>	<b>[49,141]</b>	<b>[63,182]</b>	<b>[65,621]</b>	<b>[51,936]</b>	<b>[72,480]</b>	<b>[85,086]</b>	<b>[64,392]</b>	<b>[71,521]</b>	<b>[70,580]</b>	<b>[56,995]</b>	<b>[84,365]</b>
94,307	78,738	84,895	84,942	71,964	31,348	68,970	122,387	80,457	98,638	91,466	60,926	53,194
<b>94,307</b>	<b>78,738</b>	<b>84,895</b>	<b>84,942</b>	<b>71,964</b>	<b>31,348</b>	<b>68,970</b>	<b>122,387</b>	<b>80,457</b>	<b>98,638</b>	<b>91,466</b>	<b>60,926</b>	<b>53,194</b>
11,573	11,761	11,842	12,239	12,813	13,075	13,454	14,283	14,801	15,113	15,504	15,535	15,800
82,406	80,350	80,707	65,427	56,179	33,419	45,689	94,307	78,738	84,895	84,942	71,964	31,348
<b>93,979</b>	<b>92,111</b>	<b>92,549</b>	<b>77,666</b>	<b>68,992</b>	<b>46,494</b>	<b>59,143</b>	<b>108,590</b>	<b>93,539</b>	<b>100,008</b>	<b>100,446</b>	<b>87,499</b>	<b>47,148</b>
<b>328</b>	<b>[13,373]</b>	<b>[7,654]</b>	<b>7,276</b>	<b>2,972</b>	<b>[15,146]</b>	<b>9,827</b>	<b>13,797</b>	<b>[13,082]</b>	<b>[1,370]</b>	<b>[8,980]</b>	<b>[26,573]</b>	<b>6,046</b>
7,165	[3,520]	3,297	5,886	[194]	[5,053]	9,406	2,534	[7,693]	4,750	[869]	[4,524]	12,553
10,990	18,155	14,635	17,932	23,818	23,624	18,571	27,977	30,511	22,818	27,568	26,699	22,175
<b>18,155</b>	<b>14,635</b>	<b>17,932</b>	<b>23,818</b>	<b>23,624</b>	<b>18,571</b>	<b>27,977</b>	<b>30,511</b>	<b>22,818</b>	<b>27,568</b>	<b>26,699</b>	<b>22,175</b>	<b>34,728</b>

# Significant accounting policies

## Reporting entity

Kāpiti Coast District Council (Council) is a territorial local authority established under the Local Government Act 2002 (LGA) and is based and operates in New Zealand. The relevant legislation governing the Council's operations includes the LGA and the Local Government (Rating) Act 2002.

The primary objective of Council is to cover the costs of providing services and managing the district's assets sustainably rather than aiming to make a profit. Accordingly, the Council has designated itself as a public benefit entity (PBE) for the purposes of the accounting standards framework applicable to public sector entities.

The financial statements presented include a prospective statement of comprehensive revenue and expense, a prospective statement of changes in net assets/equity, a prospective statement of financial position and a prospective cash flow statement, encompassing all activities of the Council.

In order to meet its obligations of public accountability, the Council has also included separate prospective funding impact statements for the whole of Council and for each activity.

## Statement of compliance

The prospective financial statements have been prepared in accordance with the requirements of the LGA and comply with generally accepted accounting practice in New Zealand (NZ GAAP).

Council is a Tier 1 entity and the prospective financial statements have been prepared in accordance with Tier 1 PBE standards and have been prepared in accordance with public benefit entity financial reporting standards 42: Prospective Financial Statements (PBE42).

## Basis of preparation

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

The prospective financial statements are required to be prepared in accordance with the accounting policies to be used in the future for reporting historical general purpose financial statements. The prospective financial statements have been prepared on a historical cost basis, modified by the revaluation of certain assets and liabilities as identified in the accounting policies.

The Council, which is authorised to do so and believes that the assumptions underlying these prospective financial statements prepared in accordance with PBE FRS 42 are appropriate, has approved these prospective financial statements for distribution on 24 June 2021.

The Council and its executive management team accept responsibility for the preparation of the prospective financial statements, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures.

No actual financial results have been incorporated within the prospective financial statements.

The prospective financial statements have been prepared to:

- enable the public to participate in the decision-making processes around the services to be provided by Council over the 2021/22 to 2041/42 financial years;
- provide a broad accountability mechanism of the Council to the community; and,
- comply with the reporting requirements of the Local Government Act 2002 in presenting the Long-term Plan.

The information contained within these prospective financial statements may not be suitable for use in another capacity.

For further information, see the significant forecasting assumptions contained in the Long-term Plan.

## Accounting judgements and estimations

The preparation of the prospective financial statements using PBE accounting standards requires management to make judgements, estimates and assumptions concerning the future that affect the application of policies and reported amounts of assets, liabilities, revenue and expenses. These estimates and assumptions may differ from subsequent actual results. The judgements, estimates and assumptions are based on historical experience and other factors which are reviewed on an on-going basis.

Significant judgments, estimates and assumptions have been used for measurement of the following:

- the cost of our environmental obligations in respect to the closure of the Otaihangā landfill,

- the valuation of infrastructural assets,
- the determination of estimated useful lives and residual values for property, plant and equipment,
- the valuation of long term employee entitlements, and
- the valuation of financial derivatives.

## Revenue

Revenue is recognised to the extent that it is probable that the economic benefits or service potential will flow to the Council and the revenue can be reliably measured, regardless of when the payment is made.

Revenue is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty.

## Revenue from non-exchange transactions

### Rates

#### General and targeted rates (excluding water meter volumetric charges)

General and targeted rates are set annually by way of a rates resolution by the Council. Rates revenue is measured at the amount assessed, which is the fair value of the cash received or receivable. The Council recognises revenue from rates when the rates are set and the rates assessments have been provided. Rates are invoiced in quarterly instalments within the financial year.

Rates remissions are recognised when Council has received an application that satisfies its Rates Remission Policy. Rates are shown net of rate remissions and rates levied on council-owned properties. Rates levied on council-owned properties and rates remissions are excluded from expenditure.

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## Rates collected on behalf of Greater Wellington Regional Council (GWRC)

Rates collected on behalf of GWRC are not recognised in the statement of comprehensive revenue and expenses as Council acts as an agent for GWRC.

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## Fees and charges

The Council undertakes various activities as part of its normal operations which generate revenue, but generally at below market prices or at fees and user charges subsidised by rates. Revenue from the sale of goods or services at a price that is not approximately equal to the value of the goods provided by the Council is considered a non-exchange transaction. Generally, there are no conditions attached to such revenue.

## Rendering of services

Revenue from such subsidised services is recognised when the Council issues the invoice or bill for the service. Revenue is recognised at the amount of the invoice or bill, which is the fair value of the cash received or receivable for the service.

Revenue is recognised by reference to the stage of completion of the service to the extent that the Council no longer has an obligation to refund the cash received from the service (or to the extent that

the customer has the right to withhold payment from council for the service) if the service is not completed.

## Sale of goods – subsidised

Revenue from the sale of such subsidised goods is recognised when the Council issues the invoice or bill for the goods. Revenue is recognised at the amount of the invoice or bill, which is the fair value of the cash received or receivable for the goods.

## Fines and penalties

Revenue from fines and penalties (e.g. traffic and parking infringements, overdue library items, animal management and noise control prosecutions) is recognised when infringement notices are issued or when the fines/penalties are otherwise imposed. Revenue is recognised at the amount of cash received or receivable for the infringement

Penalties for late payments of rates are recognised as revenue when rates become overdue.

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## Government grants

Grants, subsidies and funding subsidies received are recognised as revenue when control is obtained of the transferred asset (cash, goods, other assets or services) and the transfer is free from conditions that require the Council to refund or return the asset if the conditions relating to the assets are

not fulfilled. When grants and subsidies include a condition, a liability is recognised until the Council has satisfied the conditions when the revenue is recognised.

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## Vested assets

Where a physical asset is acquired for nil or nominal consideration, with no conditions attached, the fair value of the asset received, as determined by active market prices, is recognised as non-exchange revenue. Assets vested to council are recognised as revenue when control over the asset is transferred to council.

The fair value of vested or donated assets is usually determined by reference to the cost of constructing the assets. For assets received from property developments, the fair value is based on construction price information provided by the property developer.

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## Development and financial contributions

Development and financial contributions, are non-exchange transactions and are recognised as revenue when the Council provides the service for which the contribution was charged.



## Revenue from exchange transactions

### Rates

#### Targeted water rates by meter (volumetric charge)

Water rates are based on a fixed portion plus a volumetric charge for usage once the service has been delivered. As the rates charged are based on a per unit of consumption basis, water rates by meter are considered to be more in the nature of an exchange transaction. Revenue from water rates by meter is recognised on an accrual basis. Unbilled usage as a result of unread meters at year end is accrued on an average usage basis.

### Fees and charges

#### Sale of goods

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, usually on delivery of the goods, and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the Council.

## Rental revenue

Rental revenue is accounted for on a straight-line basis over the lease or rental term. Council receives rentals from properties used for operating activities e.g. community housing and from properties that are held for future strategic purposes e.g. future infrastructural developments. Council does not hold any properties for investment purposes.

### Interest income

Interest income is recognised when earned using the effective interest rate method.

## Expenses

### Other operating expenses

#### Grants and sponsorships

Discretionary grants (where approval or rejection is at council discretion) are recognised as expenditure when council approves the grant and communication to this effect is made to the applicant.

#### Operating leases (council as lessee)

Council leases certain property, plant and equipment under operating leases. Payments made under these leases (net of any incentives received

from the lessor) are expensed on a straight-line basis over the term of the lease.

### Governance and personnel costs

Governance costs relate to the remuneration made to all elected members, comprising the Mayor, Councillors and Community Board members.

Personnel costs relate to the remuneration paid directly to staff (permanent and fixed term), other employee benefits such as KiwiSaver and other associated costs such as recruitment and training.

### Interest expense

Borrowing costs, including interest expense are recognised as expenditure in the period in which they are incurred.

### Goods and Services Tax (GST)

All items in the financial statements are stated exclusive of GST except for receivables and payables which include GST billed.

### Realised and unrealised losses

Losses include realised losses on the disposal of property, plant and equipment or an unrealised fair value decreases on the revaluation of forestry assets

## Assets

### Property, plant and equipment

Property, plant and equipment is categorised into:

- Operational assets – these are used to provide core council services (e.g. buildings, plant and equipment, library books).
- Infrastructural assets – these are the fixed utility systems owned by council that are required for the infrastructure network to function. They include roading, water, wastewater and storm water networks.
- Restricted assets – the use or transfer of these assets is legally restricted. They include parks and reserves.

The Council does not pledge any property, plant and equipment as collateral for borrowings and none are subject to finance leases.

#### Initial recognition

Expenditure is capitalised as property, plant and equipment when it creates a new asset or extends or expands the service potential of an existing asset.

The costs of day-to-day servicing of property, plant and equipment are expensed as they are incurred.

#### Measurement

Property, plant and equipment is initially recognised at cost, or in the case of vested assets that are acquired for nil or nominal cost, at fair value. The initial cost includes all costs (other than borrowing costs) that are directly attributable to constructing or acquiring the asset and bringing it into the location and condition necessary for its intended use.

#### Carrying value

Property, plant and equipment is carried at historical cost less accumulated depreciation and impairment, except for land, buildings, infrastructural assets and park assets which are carried at fair value less depreciation and impairment.

#### Revaluation

Valuations for Council's land, buildings, park assets and infrastructural assets are performed with sufficient regularity to ensure their carrying amounts are maintained at fair value. The valuations are performed by independent qualified valuers.

Fair value is determined by reference to the depreciated replacement cost or market value on an asset class basis. Optimised depreciated replacement cost is a valuation methodology where the value of an asset is based on the cost of replacement with an efficient modern equivalent making allowance for obsolescence or surplus capacity. The remaining life of the asset is estimated and straight line depreciation applied to bring the replacement cost to a fair value.

In addition, the carrying values are assessed annually to ensure that they do not differ materially from the asset's fair values. If there is a material difference, then off-cycle revaluations are performed on the relevant asset class.

Gains or losses arising on revaluation are recognised in other comprehensive revenue and expense and are accumulated in an asset revaluation reserve for the class of assets. Where this results in a debit balance in the reserve for a class of assets, the balance is expensed in surplus or deficit in the statement of comprehensive revenue and expense. Any subsequent increase in value that offsets a previous decrease in value will be recognised firstly in surplus or deficit in the statement of comprehensive revenue and expense up to the amount previously expensed, with any remaining increase recognised in the revaluation reserve.

#### Work in progress

Work in progress represents the cost of capital expenditure projects that are not financially and operationally complete. Capital work in progress is recognised at cost less impairment and is not depreciated.

The cost of assets within work in progress is transferred to the relevant asset class when the asset is in the location and condition necessary for its intended use.

## Depreciation

Depreciation is charged on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant or equipment less any residual value, over its remaining useful life. The residual value and useful life of an asset is reviewed and adjusted if applicable, at each financial year end.

Depreciation is charged on all assets other than land, certain parts of roading, river control and seawalls, that are composed of at least 80% base course and/or rocks, as these assets are considered to have indefinite useful lives. Regular inspections of these assets are undertaken to check for impairment.

Depreciation is not charged on work in progress until such time as the asset under construction is in its intended location and in use.

## Disposal

Gains and losses on disposal of property, plant and equipment are recognised in surplus or deficit in the statement of comprehensive revenue and expense in the financial year in which they are sold.

When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Asset category	Useful life for new assets (years)
<b>Operational assets</b>	
Buildings	3–75
Computer equipment	4–5
Furniture and chattels	3–25
Heritage assets	100
Library collection	5–7
Motor vehicles, trucks, motorcycles	10
Office equipment	3–10
Other improvements	4–100
Public art	10–75
<b>Plant and machinery</b>	
Tractors, trailers, heavy mowers	5–10
Other plant	3–20
Otaihanga Landfill post closure	8
<b>Infrastructural assets</b>	
Bridges	50–100
<b>Seawalls</b>	
Concrete, posts, rails, panels, rocks	5–60
<b>River control</b>	
Bank protection	50

Asset category	Useful life for new assets (years)
<b>Roading</b>	
Footpaths	50–60
Surfacing	14–20
Traffic modelling	10
Signs, railings, street lights, traffic signals	10–50
Drainage, surface water channels, sumps, sump leads, traffic islands	20–80
<b>Stormwater</b>	
Stormwater flood maps	10
Pump stations, manholes,	10–100
Pipes	50–100
<b>Wastewater</b>	
Pumps and pump stations	15–80
Manholes, cleaning eyes	90
Pipes	70–90
Treatment plant	5–50
<b>Water</b>	
Storage	60–80
Booster stations	10–80
Hydrants, valves, tobies	50–70
Meters	25
Pipes	30–90
Treatment plant	3–80

## Impairment

The Council's assets are defined as cash generating if the primary purpose of the asset is to provide a commercial return. Non – cash generating asset are assets other than cash generating assets.

The carrying value of cash generating property, plant and equipment assets are reviewed at least annually to determine if there is an indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use. Losses resulting from impairment are reported in surplus or deficit, unless the asset is carried at a revalued amount in which case any impairment loss is treated as a revaluation decrease and recorded within the statement of comprehensive revenue and expense.

The carry value of non-cash-generating property, plant and equipment assets are reviewed at least annually to determine if there is an indication of impairment. Where an asset's recoverable service amount is less than its carrying amount, it will be reported at its recoverable service amount and an impairment loss will be recognised. The recoverable service amount is the higher of an item's fair value less costs to sell and value in use. A non-cash

generating asset's value in use is the present value of the asset's remaining service potential. Losses resulting from impairment are reported in surplus or deficit, unless the asset is carried at a revalued amount in which case any impairment loss is treated as a revaluation decrease and recorded within the statement of comprehensive revenue and expense.

## Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance. An asset is a resource that is controlled by the entity as a result of past events and from which future economic benefits are expected.

Intangible Assets are carried at cost, less any accumulated amortisation and impairment losses.

It is initially capitalised on the basis of the costs incurred to either develop or acquire it and bring it to the location and condition required for its intended use.

## Amortisation

The carry amount of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and cease at the date that the asset is derecognised

The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives of intangible assets have been established as follows:

- |  |           |
|--|-----------|
| – Computer software                          | 3–5 years |
| – Right of use Kāpiti Performing Arts Centre | 48 years  |

## Impairment

The carrying value of intangible assets are reviewed at least annually to determine if there is an indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and a loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use. Losses resulting from impairment are reported in surplus or deficit.

## Inventories

Inventories are valued at cost, adjusted when applicable, for any loss of service potential. The amount of write-down for the loss of service potential is recognised in surplus or deficit in the Statement of comprehensive revenue and expense. Cost is determined on a weighted average basis.

## Forestry assets

Forestry assets are carried at fair value less estimated costs to sell. They are revalued annually by an independent qualified valuer.

Gains or losses arising on revaluation are recognised in surplus or deficit in the Statement of comprehensive revenue and expense. Costs incurred to maintain the forests are expensed in the period they are incurred.

## Liabilities

### Employee benefit liabilities

#### Short-term employee entitlements

Employee entitlements for salaries and wages, annual leave, long service leave, sick leave, and other such benefits are recognised in surplus or deficit when they accrue to employees. Employee entitlements to be settled within 12 months are reported at the amount expected to be paid.

A liability for sick leave is recognised only to the extent that absences in the following financial year are expected to exceed the full sick leave entitlements to be earned in that year.

#### Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, contractual entitlement information, and
- present value of the estimated future cash flows.

#### Employer contribution to pension schemes

Contributions to defined contribution retirement schemes such as KiwiSaver, are recognised in surplus or deficit in the statement of comprehensive revenue and expense when they accrue to employees.

#### Provisions

The Council recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditure will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the level of expenditure expected to be required to settle the obligation. Material liabilities and provisions to be settled beyond 12 months are recorded at their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

#### Landfill aftercare costs

Council, as operator of the Otaihangā landfill, has a legal obligation under the resource consent to provide ongoing maintenance and monitoring services at the landfill site post-closure.

The provision is based on the nominal value of future cash flows expected to be incurred, taking into account future events including known change to legal requirements and technology. The provision includes all costs associated with landfill post-closure including final cover application and vegetation, incremental drainage control features, completing facilities for leachate collection and monitoring, completing facilities for water quality monitoring, and completing facilities for monitoring and recovery of gas.

The provision is calculated as the present value of the expected cost to settle the obligation, using estimated cash flows and a discount rate that reflects the risks specific to the liability.

## Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

## Financial assets

Financial assets include cash and cash equivalents, receivables (net of doubtful debt provisions), community loans, and other interest-bearing assets, and investments in unlisted shares.

Council's financial assets are classified into the following categories for the purpose of measurement:

## Financial assets at amortised cost

### Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

They are initially recognised at fair value. Loans and receivables with maturities beyond 12 months are subsequently measured at amortised cost using the effective interest method, less any impairment.

## Financial assets at fair value through surplus or deficit

### Derivatives

Financial assets in this category include derivatives and financial assets that are held for trading. They are initially recognised at fair value and subsequent measurement is on the same basis, i.e. fair value. Gains or losses on revaluation or impairment are recognised in surplus or deficit in the statement of comprehensive revenue and expense.

## Financial assets at fair value through other comprehensive revenue and expense

### Available for sale financial assets

These are non-derivative financial assets that are designated as available for sale or do not fall within any of the above classifications of (a) loans and receivables, (b) held-to-maturity investments, or (c) financial assets at fair value through operating surplus or deficit.

They are initially recorded at fair value plus transaction costs directly attributable to the acquisition or issue, and are subsequently measured at fair value less any impairment.

If the asset is an equity instrument that does not have a quoted price in an active market and fair value cannot be reliably measured, the asset is measured at cost.

Any gains or losses are recognised in other comprehensive revenue and expense, except for impairment losses which are recognised in surplus or deficit in the statement of comprehensive revenue and expense.

## Impairment of financial assets

Financial assets are assessed at each reporting period for impairment.

For loans and receivables and held-to-maturity investments, impairment is established when there is evidence that the credit risk on a financial asset has increased significantly since initial recognition. When making the assessment, the Council uses the change in the risk of default occurring over the expected life of the financial asset. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation, and default in payments are indicators that the asset is impaired.

For available for sale financial assets impairment is first recognised as a reversal of previously recorded revaluation reserve for that class of asset. Where no reserve is available, the impairment is recognised in the surplus/deficit in the prospective statement of comprehensive revenue and expense.

The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written off against the allowance account.

## Financial liabilities

### Financial liabilities at amortised cost

#### Trade and other payables

Trade and other payables are initially recognised at fair value. Those with maturities beyond 12 months are subsequently measured at amortised cost using the effective interest rate method.

#### Borrowings

Borrowings are initially recognised at fair value and are subsequently measured at amortised cost using the effective interest rate method.

## Financial liabilities at fair value through surplus or deficit

### Derivative financial instruments

Council uses derivative financial instruments in the form of interest rate swaps to manage interest rate risks arising from borrowing activities. In accordance with its treasury management policy, council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into, and subsequently re-measured to fair value at the end of each reporting period.

Derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative. The fair value is determined using a valuation technique based on cash flows discounted to present value using current market interest rates. Fair value gains or losses on revaluation are recognised in surplus or deficit in the statement of comprehensive revenue and expense.

The Council has not adopted hedge accounting.

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## Equity

Equity is the community's interest in council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into a number of components to enable clearer identification of the specified uses of equity.

The components of public equity are accumulated funds, revaluation reserves and reserves and special funds.

The revaluation reserves are used to record accumulated increases and decreases in the fair value of certain asset classes. Revaluation movements are non-cash in nature and represent the restating of the Council's assets, subject to revaluation, into current dollar values after taking into account the condition and remaining lives of the assets.

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## Reserves and special funds

Restricted reserves are those subject to specific conditions accepted as binding by Council which may not be revised by Council without reference to the courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Council-created reserves are reserves created by a council decision. Council may alter them without reference to any third party or the courts. Transfers to and from these reserves are at the Council's discretion.

## Other

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### Foreign currency translation

Foreign currency transactions are translated into the New Zealand Dollar (NZD) using the spot exchange rate at the date of the transaction.

Council has minimal foreign currency transactions. These mainly include the purchase of library books, periodicals and computer software from overseas vendors.

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### Allocation of overheads to significant activities

For the purposes of reporting performance by activity, all overhead costs from support service functions are allocated to Council's significant activities. The costs of internal services not already charged to activities are allocated as overheads (using appropriate cost drivers) such as actual usage, staff numbers and floor area.

Individual significant activity operating revenue and expenditure is stated inclusive of any internal revenue and internal charges.

The governance (i.e. elected members' costs) is reported as a separate activity as it represents a direct public service.

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### Accounting judgements and estimations

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



## Accounting standards issued but not yet effective

The standards and interpretations that are issued, but not yet effective, up to the date of issuance of the prospective financial statements are as follow:

### Financial instruments

In January 2017, the XRB issued PBE IPSAS 41 Financial instruments. This replaces PBE IPSAS 29 Recognition and Measurement, and introduces into PBE Standards the reforms introduced by NZ IFRS 9 in the for-profit sector. PBE IPSAS 41 is effective for annual periods beginning on or after 1 January 2022, with earlier application permitted.

The main changes under this standard relevant to Council are:

- New financial asset classification requirements for determining whether an asset is measured at fair value or amortised cost
- A new impairment model for financial assets based on expected losses, which might result in earlier recognition of impairment losses

*The Council plans to apply this standard in preparing the 30 June 2023 financial statements and anticipates that the standard will not have a material effect on Council's financial statements.*

### Service performance reporting

Council is required under the Local Government Act 2002 to produce a Statement of Service Performance as part of its annual report.

In November 2017, the XRB issued a new standard, Service Performance Reporting (PBE FRS 48).

This Standard establishes new requirements for public benefit entities (PBEs) to select and present services performance information. PBEs will need to provide users with: (i) sufficient contextual information to understand why the entity exists, what it intends to achieve in board terms over the medium to long term, and how it goes about this; and (ii) information about what the entity has done during the reporting period in working towards its broader aims and objectives. The new standard is mandatory for annual periods beginning on or after 1 January 2022, with early application permitted.

*The Council plans to apply this standard in preparing the 30 June 2023 financial statements and anticipates that the standard will not have a material effect on Council's financial statements.*

### Other changes in accounting policies

There have been no other changes in accounting policies since 30 June 2020.

# Statement of reserve funds

Reserves are held to ensure that funds received for a specified purpose are applied to that purpose and any surplus result is managed in accordance with the purpose for which the reserve was established. Surpluses held in reserves are credited with interest. The Council holds nine reserves, of which three are classified as restricted reserves.

Restricted reserves are subject to rules under legal obligation that restrict the uses to which Council may apply the funds. The remaining Council-created reserves are discretionary reserves which have been established for the fair and transparent use of funds. Reserves are not separately held in cash and the funds are managed as part of the Council's treasury management activities.

Below is a list of current reserves held by the Council, outlining the purpose for holding each reserve as well as the activity to which the reserve relates. Summary financial information across the 20 year period covering the Long-term Plan is reflected as follows:

	Projected opening balance 1 July 2021 \$000	Revenue/deposits \$000	Expenditure/ transfers \$000	Projected closing balance 30 June 2041 \$000
<b>Council restricted reserves</b>				
<b>Waikanae Property Fund</b>				
The purpose of the reserve is to fund improvements to Council-owned properties in Waikanae. The source of funds is the proceeds from the sale of other Council property in the Waikanae Ward (excluding district wide funded properties).	103	45	—	148
<b>Waikanae Capital Improvement Fund</b>				
The purpose of the reserve is to fund capital improvements in the Waikanae Ward and also to provide capital grants to Waikanae organisations in accordance with approved criteria. The source of funds is the Waikanae Ward's share of the property assets of the Horowhenua County Council and interest earned on the capital sum.	1,064	445	(936)	573
<b>Plant Purchase and Renewal Fund</b>				
The purpose of the reserve is to fund ongoing replacement of plant and vehicles when required. The reserve is funded from the depreciation charges on current plant and vehicles.	1,216	10,219	(10,219)	1,216
<b>Total Council Restricted Reserves</b>	<b>2,383</b>	<b>10,709</b>	<b>(11,155)</b>	<b>1,937</b>

	Prospective opening balance July 2021 \$000	Revenue/deposits \$000	Expenditure/ transfers \$000	Prospective closing balance June 2041 \$000
<b>Council created reserves</b>				
<b>Road Reserve Upgrading Contributions</b>				
The purpose of the reserve is to fund road upgrading works. The source of funds is the road upgrading development contributions from developers and interest earned.	785	—	—	785
<b>Election Reserve</b>				
The purpose of the reserve is to fund the three yearly election cycle. The reserve is funded from rates on an annual basis.	58	2,861	(2,289)	630
<b>LTP Reserve</b>				
The purpose of the reserve is to fund the three yearly audit of the Long-term Plan. The reserve is funded from rates on an annual basis.	89	2,494	(973)	1,610
<b>Contingency Fund</b>				
The purpose of the reserve is to fund unexpected expenditure across the District, e.g. leaky home claims, flood events and insurance excess. The source of funds includes rates and rates penalties.	160	13,375	(13,375)	160
<b>Paekākāriki Campe Estate</b>				
The purpose of the reserve is to fund administration of the Paekākāriki Campe Estate for the benefit of the youth of Kāpiti. The source of the funds is the proceeds from sale of the property owned by Mr Campe plus interest earned on the capital sum.	110	49	(49)	110
<b>Financial Contributions Reserve</b>				
Financial contributions are a contribution of money, land, or a combination of both. The purpose of a financial contribution (consisting mainly of reserves contributions) is to address the specific adverse effects generated by a land use activity or subdivision. This includes effects on open spaces and reserves, upgrading off-site infrastructure, before programmed works that will address any environmental effects created by the proposed development; significant heritage and ecological features; and riparian margins.	3,107	—	—	3,107
<b>Total Council Created Reserves</b>	<b>4,309</b>	<b>18,779</b>	<b>(16,686)</b>	<b>6,402</b>
<b>TOTAL RESERVE AND SPECIAL FUNDS</b>	<b>6,692</b>	<b>29,488</b>	<b>(27,841)</b>	<b>8,339</b>

# Rating base information

The following table shows the total number of rateable properties planned for this long-term plan. The planned growth to the rating units averages 1.5% per year from 2024 to 2041.

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Rateable units	25,511	25,766	26,101	26,493	26,890	27,293	27,703	28,118	28,540	28,968
Non-rateable units	763	771	781	792	804	816	829	841	854	866
FORECAST GROWTH	1.1%	1.0%	1.3%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41
Rateable units	29,403	29,844	30,291	30,746	31,207	31,675	32,150	32,632	33,122	33,619
Non-rateable units	879	893	906	920	933	947	962	976	991	1005
FORECAST GROWTH	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

## Forecast rating units

The following table shows the total number of rateable properties planned for year one of this long-term plan.

	2020/21	2021/22	Total capital value 2020/21 \$000	Total land value 2020/21 \$000	Total forecast capital value 2021/22 \$000	Total forecast land value 2021/22 \$000	Forecast growth
Rateable units	25,233	25,511	15,087,009	7,158,716	19,682,283	10,625,826	
Non-rateable units	746	763	568,211	247,679	732,138	372,957	1.1%
<b>TOTAL</b>	<b>25,979</b>	<b>26,274</b>	<b>15,655,220</b>	<b>7,406,395</b>	<b>20,414,421</b>	<b>10,998,783</b>	



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# Funding impact statements

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# Funding impact statement – rating policies

## Definitions

### Urban/rural rating areas of the district

The maps of the rating areas are available at the Civic Administration Building and on the Council's website.

Kāpiti Coast District Council rate codes and categories	
Urban rating areas of the district	
U1	Paekākāriki urban rating area
	Paraparaumu/Raumati urban rating area
	Waikanae urban rating area
	Ōtaki urban rating area
Rural rating areas of the district	
R1, R2, R3	Paekākāriki rural rating area
	Paraparaumu/Raumati rural rating area
	Waikanae rural rating area
	Ōtaki rural rating area

### Differentials

A differential system has been applied to the rural areas to reflect its lower population density and demand for services. The differentials are:

Kāpiti Coast District Council differentials		
Urban rating area		Percentage of urban rate
U1	All rateable rating units	100%
Rural rating area		Percentage of urban rate
R1	Rural rating units less than 50 hectares excluding those properties in the rural village differential rating area	38%
	Rural rating units equal to or greater than 50 hectares plus rating units less than 50 hectares where a combination of these properties total greater than 50 hectares and form part of one farming operation	22%
R3	Rural rating units which are identified in the rural village differential rating area maps	70%

These differentials will be applied to the districtwide general rate.

At this stage the Council is not inviting ratepayers to make lump sum contributions in relation to any targeted rate.

### Rating unit

The rating unit is determined by the Valuer General. It is generally a property which has one record of title but can include two or more records of title or part records of title, dependant on whether the land is owned by the same person or persons and is used jointly as a single unit and is contiguous.

## Rating definitions

### Separately used or inhabited part of a rating unit

A separately used or inhabited part of a rating unit includes any portion inhabited or used by the owner or a person other than the owner, who has the right to use or inhabit that portion by virtue of a tenancy, lease, licence or other agreement.

This definition includes separately used parts, whether or not actually occupied at any particular time, which are used by the owner for rental (or other form of occupation) on an occasional or long term basis by someone other than the owner.

For the purpose of this definition, vacant premises offered or intended for use or habitation by a person other than the owner and usually used as such are defined as 'used'.

For the avoidance of doubt, a rating unit that has a single use or occupation is treated as having one separately used or inhabited part. A rating unit with one or more vacant lots of land is treated as having one separately used or inhabited part.

Examples of separately used or inhabited parts include rating units that have multiple offices, shops, commercial units, dwellings or flats, rating units with a dwelling with a consented family flat or minor flat, dwellings used as a home and place of business where the above requirements are met.

In relation to motels, camping grounds, hotels, hostels, lodges, licensed hotels and taverns, separately used or inhabited parts of a rating unit include the following where a commercial business provides part of their rating unit:

- for separate use as an entertainment area or for conference activities and/or any type of residential
- accommodation by virtue of an agreement requiring payment of a fee, or
- for accommodation (with or without fixed cooking and food preparation facilities), or
- for parking areas for caravans/mobile homes with an electric power source and access to washing/toilet facilities.

### Accommodation/hospitality

Means rating units used principally or exclusively as motels, camping grounds, hotels, hostels, lodges, licensed hotels and taverns.

### Commercial

Means rating units used principally or exclusively for commercial, industrial, business or utility network purposes.

This includes rating units used for:

- Commercial or industrial purposes
- Retail purposes
- Offices, administrative and/or associated functions including administrative or operational rating units of Central and Local Government
- Accommodation/hospitality
- Utility networks
- Business-related premises used principally for private pecuniary benefit

In situations where a change in use does not require a Council consent, but warrants a change in rating category, the onus is on the ratepayer to inform Council. Any change in use during a rating year will apply from 1 July of the following rating year.

Districtwide water supply rate differential categories	
General	Separately used or inhabited part of a rating unit that is connected to the district's water supply (excluding medium and large scale rating units, and accommodation/hospitality)
Medium scale	Rating unit or separately used or inhabited parts of a rating unit where there are 10 or more, but less than 20 units, whose water is collectively supplied through one or more water meters and individual check meters have not been installed
Large scale	Rating units or separately used or inhabited parts of a rating unit where there are 20 or more units whose water is collectively supplied through one or more water meters and individual check meters have not been installed
Accommodation/ Hospitality	Separately used or inhabited part of a rating unit connected to the district's water supply and used principally or exclusively as motels, camping grounds, hotels, hostels, lodges, licensed hotels and taverns
Serviceable	Rating units not connected to the district's water supply, but within 100 metres of a water main and capable of being connected

Note: The Council does not assess a uniform annual general charge

The funding mechanisms as specified in the 2021/22 financial year will continue for future years, unless otherwise stated or are changed by way of review of the Revenue and Financing Policy and/or consultation on the change to a rating mechanism through long term or annual plan consultation.

Districtwide wastewater disposal rate differential categories	
General	Rating units connected to the sewerage systems with one water closet or urinal other than rating units in the "Community" or "Educational" or "Recreational" or "Large Scale Commercial/Residential" categories. A rating unit used primarily as a residence for one household will not be treated as having more than one water closet
Community	Rating units connected to the sewerage systems and used principally or exclusively as places of religious worship and instruction, marae, hospital and welfare homes, community health services and charitable institutions that provide maintenance or relief
Educational	Rating units connected to the sewerage systems and used exclusively or principally by schools (with the exception of school houses), colleges, polytechnics, children's health camps and early childhood centres
Recreational	Rating units connected to the sewerage systems and used principally or exclusively by recreational, sporting, other community organisations and Council community properties
Large scale commercial/ Residential	Rating units connected to the sewerage systems and used for large scale commercial or residential purposes as characterised by having more than one water closet or urinal and residential rating units connected to the sewerage system and used primarily as a residence for more than one household
Serviceable	Rating units not connected to the sewerage systems but within 30 metres of a sewer main and capable of being connected

## Rate instalment payment dates

All property rates (including the Hautere/Te Horo water supply rate, but excluding the districtwide water supply and volumetric rates) will be payable in four instalments as described below:

Property rate instalment payment dates		
Instalment	Due dates	Penalty dates
Instalment one	9 September 2021	10 September 2021
Instalment two	9 December 2021	10 December 2021
Instalment three	9 March 2022	10 March 2022
Instalment four	9 June 2022	10 June 2022

All payments made will be receipted against the earliest outstanding amount in accordance with authorised accounting procedures.

All water rates (excluding the Hautere/Te Horo water supply rate) will be payable as described below:

## Water rates

All water rates (excluding the Hautere/Te Horo water supply rate) will be invoiced separately on a quarterly basis dependent on when the relevant meter is read. The due dates for each area are specified below. The districtwide water supply fixed rate is invoiced as a daily rate for convenience.

Area	Water meters read during	Due date	Penalty date
Paraparaumu/Raumati/ Raumati Beach/Raumati South/ Paekākāriki	Jul-21	27-Aug-21	30-Aug-21
	Oct-21	26-Nov-21	29-Nov-21
	Jan-22	2-Mar-22	3-Mar-22
	Apr-22	30-May-22	31-May-22
Otaki/Peka Peka/Waikanae Beach	Aug-21	28-Sep-21	29-Sep-21
	Nov-21	6-Jan-22	7-Jan-22
	Feb-22	30-Mar-22	31-Mar-22
	May-22	27-Jun-22	28-Jun-22
Waikanae/Nikau Valley/ Otaihanga/Paraparaumu Beach	Sep-21	28-Oct-21	29-Oct-21
	Dec-21	4-Feb-22	8-Feb-22
	Mar-22	26-Apr-22	27-Apr-22
	Jun-22	29-Jul-22	1-Aug-22

All payments made will be receipted against the earliest water rate outstanding amount in accordance with authorised accounting procedures.

## Penalties

The Council will apply the following penalties on unpaid rates in accordance with Sections 57 and 58 of the Local Government (Rating) Act 2002:

- a charge of ten percent (10%) on so much of any property rate instalment that has been assessed after 1 July 2021 and which remains unpaid after the payment due dates, to be added on the penalty dates;
- a charge of ten percent (10%) on so much of any property rates (including previously applied penalties) assessed before 1 July 2021 which remain unpaid on 1 July 2021. The penalty will be added on 7 July 2021;
- a charge of ten percent (10%) will be added to any portion of a current water rates invoice that remains unpaid after the due date specified. Penalty will be added on the penalty dates shown above.

# Rates for 2021/22

## 1. Funding mechanism: general rate – districtwide

Purposes applied: districtwide general expenses including democratic services, general insurance, emergency management, public toilets and cemeteries, social wellbeing, economic development, environmental sustainability, districtwide coastal protection of the Council's infrastructure, districtwide strategic flood protection and public contribution towards the following regulatory services which are not met by user charges: resource consents, building consents, development management, environmental health, liquor licensing, hazardous substances, environmental monitoring and animal control

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
U1	Rate in \$ of land value	29,196
R1	38% of urban rate in \$ of land value	
R2	22% of urban rate in \$ of land value	
R3	70% of urban rate in \$ of land value	

## 2. Funding mechanism: targeted rate – community facilities rate

Purposes applied: Libraries, parks and reserves, swimming pools, public halls and community centres.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
Whole district	Fixed charge per separately used or inhabited part of a rating unit “base charge”	22,710
All rateable rating units other than accommodation/ hospitality, motels and camping grounds		
Accommodation/ Hospitality (other than motels and camping grounds)	200% base charge per separately used or inhabited part of a rating unit	
Motels and camping grounds	30% base charge per separately used or inhabited part of a rating unit	

## 3. Funding mechanism: targeted rate – districtwide roading capital value rate

Purposes applied: Roading expenditure.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
Whole district	Rate in \$ of capital value	11,767

#### 4. Funding mechanism: targeted rate – districtwide stormwater rate

Purposes applied: Operating and loan servicing costs of stormwater in the district's stormwater drainage areas. Maps showing the district's stormwater drainage areas are available on the Council's website.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
Paekākāriki stormwater drainage area Paraparaumu/ Raumati stormwater drainage area Waikanae stormwater drainage area Ōtaki stormwater drainage area As defined in the drainage rating area maps.	Rate in \$ of capital value	3,112

#### 5. Funding mechanism: targeted rate – districtwide water supply fixed rate

Purposes applied: Water supply system, excluding the Hautere/Te Horo Water scheme. Funding is apportioned fifty to fifty five percent between the districtwide water supply fixed rate and the districtwide water supply volumetric rate

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
General rating units	100% fixed charge per separately used or inhabited part of a rating unit “base charge”	5,727
Medium scale rating units	90% base charge per separately used or inhabited part of a rating unit	
Large scale rating units	80% base charge per separately used or inhabited part of a rating unit	
Accommodation/Hospitality rating units	200% base charge per separately used or inhabited part of a rating unit	
Serviceable rating units	100% base charge per rating unit	

#### 6. Funding mechanism: targeted rate – districtwide water supply volumetric rate

Purposes applied: Water supply system, excluding the Hautere/Te Horo Water scheme. Funding is apportioned fifty to fifty five percent between the districtwide water supply fixed rate and the districtwide water supply volumetric rate

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
All rating units provided with a metered water supply service	Fixed rate per cubic metre of water consumed or supplied	4,859

## 7. Funding mechanism: targeted rate – Hautere/Te Horo water supply rate

Purposes applied: Water supply system for the Hautere/Te Horo water scheme.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
All rating units with a unit allocation to Hautere/Te Horo water supply	Fixed charge per unit of allocation (annual allocation of 1 unit = 1 cubic metre of water per day)	249

## 8. Funding mechanism: targeted rate – districtwide wastewater disposal rate

Purposes applied: Wastewater disposal on rating units in the Waikanae, Paraparaumu, Raumati and Ōtaki rating areas as per the Council's rating area maps.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
General rating units	Fixed charge per rating unit "base charge"	10,312
Community rating units	50% base charge for every water closet or urinal	
Educational rating units	45% base charge for every water closet or urinal	
Recreational rating units	25% base charge for every water closet or urinal	
Large scale commercial/residential rating units	50% base charge for every water closet or urinal	
Serviceable rating units	50% base charge per rating unit	

## 9. Funding mechanism: targeted rate – Paraparaumu/Raumati community rate

Purposes applied: Historic debt servicing costs of roading and stormwater activities, coastal protection, Matai Road industrial area improvements and Paraparaumu/Raumati Community Board expenses, including local grants.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
All rateable rating units in the Paraparaumu/Raumati urban and rural rating areas as per Council's rating area maps	Rate in \$ of capital value	91

#### 10. Funding mechanism: targeted rate – Waikanae community rate

Purposes applied: Historic debt servicing costs of roading and stormwater activities and Waikanae Community Board expenses, including local grants.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
All rateable rating units in the Waikanae urban and rural rating areas as per Council's rating area maps	Rate in \$ of capital value	104

#### 11. Funding mechanism: targeted rate – Ōtaki community rate

Purposes applied: Historic debt servicing costs for roading and stormwater activities. Support for community initiatives of significance to the Ōtaki community, such as grants to the Ōtaki Heritage Bank Preservation Trust to assist with the funding of the museum activities. Ōtaki Community Board expenses, including local grants.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
All rateable rating units in the Ōtaki urban and rural rating areas as per Council's rating area maps	Rate in \$ of capital value	79

#### 12. Funding mechanism: targeted rate – Paekākāriki community rate

Purposes applied: Historic debt servicing costs for roading, stormwater and coastal protection. Loan servicing costs on a loan to the Paekākāriki Community Trust to assist with the refurbishment of St Peters Hall. Paekākāriki Community Board expenses, including local grants.

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
All rateable rating units in the Paekākāriki urban and rural rating areas as per Council's rating area maps	Rate in \$ of capital value	52

#### 13. Funding mechanism: targeted rate – Commercial rate

Purposes applied: A portion of the cost of providing economic development in the Kapiti District. The remainder is funded by the Districtwide General rate

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
All Commercial rating units	Rate in \$ of capital value	650
TOTAL (GST inclusive)		\$88,908



#### 14. Funding mechanism: targeted rate – water conservation device loan rate

Purposes applied: Repayment of interest free water conservation device loans

Categories – rating areas	Rating basis	Revenue sought \$000 (incl. GST)
A targeted rate on those rating units that have received an interest free loan (maximum of \$5,000 per rating unit) for approved water conservation devices from the Council that has not yet been fully repaid	10% of the amount of the original loan plus GST	58

#### Analysis of total rates for 2021/22

	Excl. GST \$000	Incl. GST \$000
Rates (including Hautere, excluding fixed and volumetric water rates)	68,106	78,322
Fixed water rates (Excluding Hautere)	4,980	5,727
Volumetric water rates	4,226	4,859
Total	77,312	88,908
Water conservation device loan	50	58
<b>TOTAL</b>	<b>77,362</b>	<b>88,966</b>

### Paraparaumu/Raumati wards: urban examples 2021/22 rates inclusive of GST

Land value (LV)	Capital value (CV)	Rating year	DW general rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Wastewater charge	Water fixed charge	Water volumetric (based on 255m <sup>3</sup> )	Total rates	Annual rates increase	Annual % change
			LV	LV	CV	Fixed	CV	CV	Fixed					
128,000	350,000	2020/21	561.08	38.76	201.08	702.00	3.99	74.59	407.00	222.00	303.45	2,513.93		
190,000	490,000	2021/22	573.76	—	292.92	806.00	4.51	89.28	440.00	222.00	303.45	2,731.92	217.99	8.67%
260,000	550,000	2020/21	1,139.68	78.73	315.98	702.00	6.27	117.21	407.00	222.00	303.45	3,292.31		
390,000	660,000	2021/22	1,177.72	—	394.55	806.00	6.07	120.25	440.00	222.00	303.45	3,470.04	177.73	5.40%
1,180,000	1,530,000	2020/21	5,172.41	357.30	878.99	702.00	17.44	326.04	407.00	222.00	303.45	8,386.64		
1,280,000	1,850,000	2021/22	3,865.34	—	1,105.93	806.00	17.02	337.07	440.00	222.00	303.45	7,096.81	-1,289.82	-15.38%
<b>Median property</b>														
240,000	510,000	2020/21	1,052.02	72.67	293.00	702.00	5.81	108.68	407.00	222.00	303.45	3,166.63		
370,000	670,000	2021/22	1,117.33	—	400.53	806.00	6.16	122.07	440.00	222.00	303.45	3,417.54	250.91	7.92%

### Paraparaumu/Raumati wards: rural examples 2021/22 rates inclusive of GST (excluding districtwide fixed and volumetric water supply rates)

Land value (LV)	Capital value (CV)	Rating year	DW general rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Total rates	Annual rates increase	Annual % change
			LV	LV	CV	Fixed	CV	CV			
100,000	330,000	2020/21	166.57	30.28	189.59	702.00	3.76	70.32	1,162.52		
150,000	520,000	2021/22	172.13	—	310.86	806.00	4.78	94.74	1,388.51	225.99	19.44%
<b>(Rural less than 50 ha)</b>											
340,000	840,000	2020/21	1,043.26	102.95	482.58	702.00	9.58	—	2,340.36		
510,000	1,080,000	2021/22	1,078.09	—	645.62	806.00	9.94	—	2,539.65	199.29	8.52%
<b>(Rural village)</b>											
1,000,000	1,440,000	2020/21	964.30	302.80	827.28	702.00	16.42	—	2,812.80		
1,250,000	1,740,000	2021/22	830.50	—	1,040.17	806.00	16.01	—	2,692.68	-120.12	-4.27%
<b>(Rural 50 ha or more)</b>											
<b>Median property</b>											
390,000	830,000	2020/21	649.62	118.09	476.84	702.00	9.46	—	1,956.01		
590,000	1,080,000	2021/22	677.03	—	645.62	806.00	9.94	—	2,138.59	182.57	9.33%
<b>(Rural less than 50 ha)</b>											

### Waikanae ward: urban examples 2021/22 rates inclusive of GST

Land value (LV)	Capital value (CV)	Rating year	DW general rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Wastewater charge	Water fixed charge	Water volumetric (based on 255m <sup>3</sup> )	Total rates	Annual rates increase	Annual % change
			LV	LV	CV	Fixed	CV	CV	Fixed					
170,000	410,000	2020/21	745.18	51.48	235.55	702.00	9.31	87.37	407.00	222.00	303.45	2,763.33		
240,000	550,000	2021/22	724.75	—	328.79	806.00	9.85	100.21	440.00	222.00	303.45	2,935.05	171.72	6.21%
285,000	560,000	2020/21	1,249.27	86.30	321.72	702.00	12.71	119.34	407.00	222.00	303.45	3,423.79		
400,000	730,000	2021/22	1,207.92	—	436.39	806.00	13.07	133.01	440.00	222.00	303.45	3,561.84	138.05	4.03%
1,450,000	2,240,000	2020/21	6,355.93	439.06	1,286.88	702.00	50.85	477.34	407.00	222.00	303.45	10,244.51		
1,740,000	2,480,000	2021/22	5,254.45	—	1,482.54	806.00	44.39	451.86	440.00	222.00	303.45	9,004.69	-1,239.82	-12.10%
<b>Median property</b>														
265,000	520,000	2020/21	1,161.60	80.24	298.74	702.00	11.80	110.81	407.00	222.00	303.45	3,297.65		
365,000	690,000	2021/22	1,102.23	—	412.48	806.00	12.35	125.72	440.00	222.00	303.45	3,424.23	126.58	3.84%

### Waikanae ward: Rural examples 2021/22 rates inclusive of GST (excluding districtwide fixed and volumetric water supply rates)

Land value (LV)	Capital value (CV)	Rating year	DW general rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Total rates	Annual rates increase	Annual % change
			LV	LV	CV	Fixed	CV			
180,000	390,000	2020/21	552.31	54.50	224.06	702.00	8.85	1,541.72		
270,000	560,000	2021/22	570.75	—	334.77	806.00	10.02	1,721.55	179.82	11.66%
<b>(Rural village)</b>										
124,000	465,000	2020/21	206.55	37.55	267.14	702.00	10.56	1,223.79		
250,000	670,000	2021/22	286.88	—	400.53	806.00	11.99	1,505.39	281.60	23.01%
<b>(Rural less than 50 ha)</b>										
410,000	410,000	2020/21	682.94	124.15	235.55	702.00	9.31	1,753.94		
570,000	570,000	2021/22	654.08	—	340.75	806.00	10.20	1,811.02	57.09	3.25%
<b>(Rural less than 50 ha)</b>										
600,000	1,120,000	2020/21	578.58	181.68	643.44	702.00	25.42	2,131.12		
700,000	1,390,000	2021/22	465.08	—	830.94	806.00	24.88	2,126.90	-4.22	-0.20%
<b>(Rural over 50 ha)</b>										
2,280,000	3,320,000	2020/21	3,797.80	690.38	1,907.34	1,404.00	75.36	7,874.88		
2,850,000	3,850,000	2021/22	3,270.38	—	2,301.53	1,612.00	68.92	7,252.82	-622.06	-7.90%
<b>(Rural less than 50 ha with 2 SUIP)</b>										
<b>Median property</b>										
410,000	760,000	2020/21	682.94	124.15	436.62	702.00	17.25	1,962.96		
560,000	1,010,000	2021/22	642.60	—	603.78	806.00	18.08	2,070.46	107.50	5.48%

### Ōtaki ward: urban examples 2021/22 rates inclusive of GST

Land value (LV)	Capital value (CV)	Rating year	DW general rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Wastewater charge	Water fixed charge	Water volumetric (based on 255m <sup>3</sup> )	Total rates	Annual rates increase	Annual % change
			LV	LV	CV	Fixed	CV	CV	Fixed					
100,000	295,000	2020/21	438.34	30.28	169.48	702.00	9.32	62.86	407.00	222.00	303.45	2,344.73		
200,000	450,000	2021/22	603.96	—	269.01	806.00	10.80	81.99	440.00	222.00	303.45	2,737.21	392.48	16.74%
205,000	440,000	2020/21	898.60	62.07	252.78	702.00	13.90	93.76	407.00	222.00	303.45	2,955.57		
360,000	600,000	2021/22	1,087.13	—	358.68	806.00	14.40	109.32	440.00	222.00	303.45	3,340.98	385.41	13.04%
265,000	610,000	2020/21	1,161.60	80.24	350.45	702.00	19.28	129.99	407.00	222.00	303.45	3,376.01		
450,000	790,000	2021/22	1,358.91	—	472.26	806.00	18.96	143.94	440.00	222.00	303.45	3,765.52	389.52	11.54%
<b>Median property</b>														
139,000	325,000	2020/21	609.29	42.09	186.71	702.00	10.27	69.26	407.00	222.00	303.45	2,552.07		
240,000	485,000	2021/22	724.75	—	289.93	806.00	11.64	88.37	440.00	222.00	303.45	2,886.14	334.07	13.09%

### Ōtaki ward: rural examples 2021/22 rates inclusive of GST (excluding districtwide fixed and volumetric water supply rates)

Land value (LV)	Capital value (CV)	Rating year	DW general rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Total rates	Annual rates increase	Annual % change
			LV	LV	CV	Fixed	CV			
85,000	300,000	2020/21	141.58	25.74	172.35	702.00	9.48	1,051.15		
170,000	485,000	2021/22	195.08	—	289.93	806.00	11.64	1,302.65	251.50	23.99%
<b>(Rural less than 50 ha)</b>										
175,000	375,000	2020/21	536.97	52.99	215.14	702.00	11.85	1,519.25		
335,000	650,000	2021/22	708.16	—	388.57	806.00	15.60	1,918.33	399.08	26.27%
<b>(Rural village)</b>										
325,000	615,000	2020/21	541.35	98.41	353.32	702.00	19.43	1,714.51		
490,000	800,000	2021/22	562.28	—	478.24	806.00	19.20	1,865.72	151.20	8.82%
<b>(Rural less than 50 ha)</b>										
2,100,000	3,310,000	2020/21	2,025.03	635.88	1,901.60	702.00	104.60	5,369.10		
2,050,000	3,380,000	2021/22	1,362.02	—	2,020.56	806.00	81.12	4,269.70	-1,099.40	-20.48%
<b>(Rural 50 ha or more)</b>										
<b>Median property</b>										
300,000	590,000	2020/21	499.71	90.84	338.96	702.00	18.64	1,650.15		
450,000	800,000	2021/22	516.38	—	478.24	806.00	19.20	1,819.82	169.67	10.28%

# Paekākāriki ward: urban examples 2021/22 rates inclusive of GST

Land value (LV)	Capital value (CV)	Rating year	DW general rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Water fixed charge	Water volumetric (based on 255m³)	Total rates	Annual rates increase	Annual % change
			LV	LV	CV	Fixed	CV	CV					
210,000	450,000	2020/21	920.51	63.59	258.53	702.00	45.09	95.90	222.00	303.45	2,611.06		
275,000	650,000	2021/22	830.45	—	388.57	806.00	50.77	118.43	222.00	303.45	2,719.66	108.60	4.16%
330,000	630,000	2020/21	1,446.52	99.92	361.94	702.00	63.13	134.25	222.00	303.45	3,333.21		
495,000	840,000	2021/22	1,494.80	—	502.15	806.00	65.60	153.05	222.00	303.45	3,547.06	213.85	6.42%
720,000	880,000	2020/21	3,156.05	218.02	505.56	702.00	88.18	187.53	222.00	303.45	5,382.78		
900,000	1,110,000	2021/22	2,717.82	—	663.56	806.00	86.69	202.24	222.00	303.45	5,001.76	-381.02	-7.08%
Median property													
285,000	540,000	2020/21	1,249.27	86.30	310.23	702.00	54.11	115.07	222.00	303.45	3,042.43		
430,000	755,000	2021/22	1,298.51	—	451.34	806.00	58.97	137.56	222.00	303.45	3,277.83	235.50	7.74%



**Paekākāriki ward: rural examples 2021/22 rates inclusive of GST (excluding districtwide fixed and volumetric water supply rates)**

Land value (LV)	Capital value (CV)	Rating year	DW general rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Total rates	Annual rates increase	Annual % change
			LV	LV	CV	Fixed	CV			
265,000	265,000	2020/21	441.41	80.24	152.24	702.00	26.55	1,402.45		
400,000	400,000	2021/22	459.00	—	239.12	806.00	31.24	1,535.36	132.91	9.48%
<b>(Rural less than 50 ha)</b>										
430,000	950,000	2020/21	716.25	130.20	545.78	702.00	95.19	2,189.42		
540,000	1,220,000	2021/22	619.65	—	729.32	806.00	95.28	2,250.25	60.83	2.78%
<b>(Rural less than 50 ha)</b>										
730,000	730,000	2020/21	703.94	221.04	419.39	702.00	73.15	2,119.51		
910,000	910,000	2021/22	604.60	—	544.00	806.00	71.07	2,025.67	-93.84	-4.43%
<b>(Rural over 50 ha)</b>										
960,000	1,540,000	2020/21	1,599.07	290.69	884.73	702.00	154.31	3,630.80		
1,390,000	1,970,000	2021/22	1,595.03	—	1,177.67	806.00	153.86	3,732.55	101.75	2.80%
<b>(Rural less than 50 ha)</b>										
<b>Median property</b>										
412,500	730,000	2020/21	687.10	124.91	419.39	702.00	73.15	2,006.54		
640,000	975,000	2021/22	734.40	—	582.86	806.00	76.15	2,199.40	192.87	9.61%

### Paraparaumu/Raumati Ward Commercial examples 2021/22 rates inclusive of GST (excluding districtwide volumetric water supply rates)

Land value (LV)	Capital value (CV)	Rating year	DW general rate	Commercial rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Wastewater charge	Water fixed charge	Total rates	Annual rates increase	Annual % Change
			LV	CV	LV	CV	Fixed	CV	CV	Fixed				
250,000	530,000	2020/21	1,095.85	153.22	75.70	304.49	702.00	6.04	112.94	407.00	222.00	3,079.24		
325,000	630,000	2021/22	981.44	233.04	—	376.61	806.00	5.80	114.79	440.00	222.00	3,179.67	100.43	3.26%
<b>(Factory – 1 SUIP)</b>														
750,000	2,910,000	2020/21	3,287.55	841.28	227.10	1,671.80	702.00	33.17	620.12	1,628.00	222.00	9,233.02		
970,000	3,740,000	2021/22	2,929.21	1,383.43	—	2,235.77	806.00	34.41	681.43	1,760.00	222.00	10,052.24	819.22	8.87%
<b>(Industrial – 1 SUIP , 8 WCs)</b>														
2,210,000	5,500,000	2020/21	9,687.31	1,590.05	669.19	3,159.75	1,404.00	62.70	1,172.05	3,256.00	444.00	21,445.05		
2,880,000	7,020,000	2021/22	8,697.02	2,596.70	—	4,196.56	1,612.00	64.58	1,279.04	3,520.00	444.00	22,409.91	964.85	4.50%
<b>(Commercial office – 2 SUIP , 16 WCs)</b>														
<b>Median property</b>														
360,000	600,000	2020/21	1,578.02	173.46	109.01	344.70	702.00	6.84	127.86	407.00	222.00	3,670.89		
500,000	850,000	2021/22	1,509.90	314.42	—	508.13	806.00	7.82	154.87	440.00	222.00	3,963.14	292.24	7.96%

### Waikanae Ward Commercial examples 2021/22 rates inclusive of GST (excluding districtwide volumetric water supply rates)

Land value (LV)	Capital value (CV)	Rating year	DW general rate	Commercial rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Wastewater charge	Water fixed charge	Total rates	Annual rates increase	Annual % change
			LV	CV	LV	CV	Fixed	CV	CV	Fixed				
175,000	240,000	2020/21	767.10	69.38	52.99	137.88	702.00	5.45	51.14	407.00	222.00	2,414.94		
230,000	305,000	2021/22	694.55	112.82	—	182.33	806.00	5.46	55.57	440.00	222.00	2,518.73	103.79	4.30%
<b>(Industrial – 1 SUIP)</b>														
440,000	950,000	2020/21	1,928.70	274.65	133.23	545.78	3,159.00	21.57	202.45	3,256.00	444.00	9,965.36		
610,000	1,090,000	2021/22	1,842.08	403.19	—	651.60	3,627.00	19.51	198.60	3,520.00	444.00	10,705.98	740.62	7.43%
<b>(Motel – 15 SUIP )</b>														
1,660,000	2,450,000	2020/21	7,276.44	708.30	502.65	1,407.53	2,808.00	55.62	522.10	610.50	888.00	14,779.12		
2,150,000	2,800,000	2021/22	6,492.57	1,035.72	—	1,673.84	3,224.00	50.12	510.16	660.00	888.00	14,534.41	-244.71	-1.66%
<b>(Commercial – 4 SUIP)</b>														
<b>Median property</b>														
295,000	497,500	2020/21	1,293.10	143.83	89.33	285.81	702.00	11.29	106.02	407.00	222.00	3,260.38		
385,000	615,000	2021/22	1,162.62	227.49	—	367.65	806.00	11.01	112.05	440.00	222.00	3,348.82	88.44	2.71%
<b>(1 SUIP)</b>														

### Ōtaki Ward Commercial examples 2021/22 rates inclusive of GST (excluding districtwide volumetric water supply rates)

Land value (LV)	Capital value (CV)	Rating year	DW general rate	Commercial rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Wastewater charge	Water fixed charge	Total rates	Annual rates increase	Annual % change
			LV	CV	LV	CV	Fixed	CV	CV	Fixed				
90,000	300,000	2020/21	394.51	86.73	27.25	172.35	702.00	9.48	63.93	407.00	222.00	2,085.25		
155,000	385,000	2021/22	468.07	142.41	—	230.15	806.00	9.24	70.15	440.00	222.00	2,388.02	302.77	14.52%
<b>(Industrial – 1 SUIP)</b>														
180,000	490,000	2020/21	789.01	141.66	54.50	281.51	2,106.00	15.48	104.42	610.50	666.00	4,769.08		
290,000	550,000	2021/22	875.74	203.45	—	328.79	2,418.00	13.20	100.21	660.00	666.00	5,265.39	496.30	10.41%
<b>(Retail – 3 SUIP)</b>														
265,000	710,000	2020/21	1,161.60	205.26	80.24	407.90	702.00	22.44	151.30	407.00	222.00	3,359.74		
345,000	910,000	2021/22	1,041.83	336.61	—	544.00	806.00	21.84	165.80	440.00	222.00	3,578.08	218.34	6.50%
<b>(Retail – 1 SUIP)</b>														
<b>Median property</b>														
150,000	350,000	2020/21	657.51	101.19	45.42	201.08	702.00	11.06	74.59	407.00	222.00	2,421.85		
240,000	410,000	2021/22	724.75	151.66	—	245.10	806.00	9.84	74.70	440.00	222.00	2,674.05	252.22	10.41%
<b>(1 SUIP)</b>														

## Paekākāriki Ward Commercial examples 2021/22 rates inclusive of GST (excluding districtwide volumetric water supply rates)

Land value (LV)	Capital value (CV)	Rating year	DW general rate	Commercial rate	DW roading rate	DW roading rate	Community facilities rate	Local community rate	Stormwater charge	Water fixed charge	Total rates	Annual rates increase	Annual % change
			LV	CV	LV	CV	Fixed	CV	CV				
240,000	315,000	2020/21	1,052.02	91.07	72.67	180.97	702.00	31.56	67.13	222.00	2,419.41		
360,000	385,000	2021/22	1,087.13	142.41	—	230.15	806.00	30.07	70.15	222.00	2,587.91	168.50	6.96%
<b>[Retail – 1 SUIP ]</b>													
275,000	630,000	2020/21	1,205.44	182.13	83.27	361.94	2,106.00	63.13	134.25	666.00	4,802.15		
360,000	760,000	2021/22	1,087.13	281.12	—	454.33	2,418.00	59.36	138.47	666.00	5,104.41	302.26	6.29%
<b>[Commercial/Retail – 3 SUIP ]</b>													
860,000	1,330,000	2020/21	1,432.50	384.50	260.41	764.09	702.00	133.27	—	222.00	3,898.76		
1,075,000	1,620,000	2021/22	1,233.56	599.24	—	968.44	806.00	126.52	—	222.00	3,955.76	56.99	1.46%
<b>[Commercial – 1 SUIP ]</b>													
<b>Median property</b>													
200,000	575,000	2020/21	876.68	166.23	60.56	330.34	1,404.00	57.62	122.53	444.00	3,461.96		
300,000	745,000	2021/22	905.94	275.58	—	445.36	1,612.00	58.18	135.74	444.00	3,876.80	414.84	11.98%
<b>[2 SUIP]</b>													

# Funding impact statements – Councilwide

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	26,445	29,575	31,881	33,533	35,279	40,241	41,578	44,430	46,631	49,217	52,119	54,428	56,691	59,609	62,617	64,783	68,710	71,565	74,127	78,803
Targeted rates	49,909	53,730	59,113	61,106	65,120	68,956	71,299	72,424	76,763	78,508	80,145	84,200	87,343	89,547	95,817	98,840	100,646	105,179	108,651	111,007
Grants and subsidies for operating purposes	2,958	2,836	2,603	3,167	3,258	3,352	3,449	3,542	3,644	3,749	4,201	4,322	4,447	4,575	4,707	4,843	4,982	5,126	5,273	5,425
Fees and charges	9,579	9,980	10,452	10,496	10,827	11,166	11,495	11,913	12,274	12,635	13,006	13,388	13,772	14,188	14,606	15,036	15,479	15,936	16,437	16,933
Interest and dividends from investments	611	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550
Local authorities fuel tax, fines, infringement fees, and other	36,970	16,432	30,147	624	684	656	673	714	684	702	772	739	758	834	798	819	901	862	884	973
<b>Total operating funding</b>	<b>126,472</b>	<b>113,103</b>	<b>134,746</b>	<b>109,476</b>	<b>115,718</b>	<b>124,921</b>	<b>129,044</b>	<b>133,573</b>	<b>140,546</b>	<b>145,361</b>	<b>150,793</b>	<b>157,627</b>	<b>163,561</b>	<b>169,303</b>	<b>179,095</b>	<b>184,871</b>	<b>191,268</b>	<b>199,218</b>	<b>205,922</b>	<b>213,691</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	64,501	69,889	70,334	71,852	74,679	80,248	82,763	87,174	90,390	94,311	99,757	102,812	106,133	110,969	114,878	119,139	125,019	128,953	132,980	139,620
Finance costs	8,150	8,346	8,913	9,891	10,743	11,351	11,470	11,573	11,761	11,842	12,239	12,813	13,075	13,454	14,283	14,801	15,113	15,504	15,535	15,800
Internal charges and overheads applied	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>72,651</b>	<b>78,235</b>	<b>79,247</b>	<b>81,743</b>	<b>85,422</b>	<b>91,599</b>	<b>94,233</b>	<b>98,747</b>	<b>102,151</b>	<b>106,153</b>	<b>111,996</b>	<b>115,625</b>	<b>119,208</b>	<b>124,423</b>	<b>129,161</b>	<b>133,940</b>	<b>140,132</b>	<b>144,457</b>	<b>148,515</b>	<b>155,420</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>53,821</b>	<b>34,868</b>	<b>55,499</b>	<b>27,733</b>	<b>30,296</b>	<b>33,322</b>	<b>34,811</b>	<b>34,826</b>	<b>38,395</b>	<b>39,208</b>	<b>38,797</b>	<b>42,002</b>	<b>44,353</b>	<b>44,880</b>	<b>49,934</b>	<b>50,931</b>	<b>51,136</b>	<b>54,761</b>	<b>57,407</b>	<b>58,271</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	14,185	15,034	5,290	6,740	5,774	6,185	6,697	6,691	6,693	7,529	9,400	9,672	9,953	10,242	10,539	10,844	11,159	11,482	11,815	12,158
Development and financial contributions	3,564	4,111	5,533	6,629	7,610	7,800	7,631	7,386	7,585	7,782	7,985	8,192	8,405	8,624	8,848	9,078	9,314	9,556	9,805	10,060
Increase (decrease) in debt	31,361	31,232	30,561	28,259	22,997	18,218	12,439	16,573	13,457	20,019	21,447	22,456	18,580	19,407	13,625	18,096	16,610	14,294	15,460	21,289
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>49,110</b>	<b>50,377</b>	<b>41,384</b>	<b>41,628</b>	<b>36,381</b>	<b>32,203</b>	<b>26,767</b>	<b>30,650</b>	<b>27,735</b>	<b>35,330</b>	<b>38,832</b>	<b>40,320</b>	<b>36,938</b>	<b>38,273</b>	<b>33,012</b>	<b>38,018</b>	<b>37,083</b>	<b>35,332</b>	<b>37,080</b>	<b>43,507</b>
<b>Applications of capital funding</b>																				
Capital expenditure:																				
>to meet additional demand	7,837	6,976	9,034	8,663	7,942	12,695	4,855	12,450	6,728	9,539	5,409	13,143	5,273	6,042	43,844	6,129	2,291	14,560	6,580	7,695
>to improve the level of service	43,032	42,013	32,574	29,508	23,744	19,428	13,681	17,651	14,373	21,604	23,079	24,135	20,307	21,185	15,454	19,978	18,547	16,286	17,511	23,399
>to replace existing assets	22,595	30,386	30,803	33,158	38,189	28,532	23,258	30,716	29,883	27,326	47,214	38,287	34,799	59,799	38,001	46,180	64,506	51,361	43,584	71,223
Increase (decrease) in reserves	29,467	5,870	24,472	(1,968)	(3,198)	4,870	19,784	4,659	15,146	16,069	1,927	6,757	20,912	(3,873)	(14,353)	16,662	2,875	7,886	26,812	(539)
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital funding</b>	<b>102,931</b>	<b>85,245</b>	<b>96,883</b>	<b>69,361</b>	<b>66,677</b>	<b>65,525</b>	<b>61,578</b>	<b>65,476</b>	<b>66,130</b>	<b>74,538</b>	<b>77,629</b>	<b>82,322</b>	<b>81,291</b>	<b>83,153</b>	<b>82,946</b>	<b>88,949</b>	<b>88,219</b>	<b>90,093</b>	<b>94,487</b>	<b>101,778</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(53,821)</b>	<b>(34,868)</b>	<b>(55,499)</b>	<b>(27,733)</b>	<b>(30,296)</b>	<b>(33,322)</b>	<b>(34,811)</b>	<b>(34,826)</b>	<b>(38,395)</b>	<b>(39,208)</b>	<b>(38,797)</b>	<b>(42,002)</b>	<b>(44,353)</b>	<b>(44,880)</b>	<b>(49,934)</b>	<b>(50,931)</b>	<b>(51,136)</b>	<b>(54,761)</b>	<b>(57,407)</b>	<b>(58,271)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

# Funding impact statements – groups of activities

## Prospective funding impact statement – Access and transport

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	202	332	457	667	896	957	993	999	1,051	1,116	1,279	1,665	1,970	1,971	2,100	2,177	2,296	2,331	2,380	2,393
Targeted rates	10,155	8,863	11,274	11,070	12,834	13,425	14,222	14,653	15,903	16,427	16,532	17,064	18,641	19,274	20,883	21,404	23,107	23,532	25,347	25,676
Grants and subsidies for operating purposes	2,235	2,499	2,551	3,114	3,204	3,296	3,392	3,490	3,590	3,694	4,145	4,264	4,387	4,514	4,644	4,778	4,916	5,058	5,204	5,354
Fees and charges	191	152	155	159	163	167	172	176	181	186	191	196	201	206	211	217	222	228	234	240
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	35,658	15,285	29,842	311	319	327	336	345	354	363	373	382	392	402	413	424	435	446	458	469
<b>Total operating funding</b>	<b>48,441</b>	<b>27,131</b>	<b>44,279</b>	<b>15,321</b>	<b>17,416</b>	<b>18,172</b>	<b>19,115</b>	<b>19,663</b>	<b>21,079</b>	<b>21,786</b>	<b>22,520</b>	<b>23,571</b>	<b>25,591</b>	<b>26,367</b>	<b>28,251</b>	<b>29,000</b>	<b>30,976</b>	<b>31,595</b>	<b>33,623</b>	<b>34,132</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	5,118	5,645	5,785	6,922	7,128	7,338	7,557	7,822	8,055	8,297	9,232	9,510	9,798	10,094	10,399	10,713	11,036	11,369	11,713	12,051
Finance costs	2,233	2,311	2,417	2,615	2,764	2,786	2,781	2,774	2,787	2,821	2,963	3,224	3,384	3,430	3,459	3,481	3,466	3,430	3,378	3,291
Internal charges and overheads applied	1,094	1,200	1,266	1,281	1,335	1,323	1,368	1,391	1,438	1,489	1,547	1,601	1,660	1,722	1,786	1,851	1,917	1,986	2,061	2,129
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>8,445</b>	<b>9,156</b>	<b>9,468</b>	<b>10,818</b>	<b>11,227</b>	<b>11,447</b>	<b>11,706</b>	<b>11,987</b>	<b>12,280</b>	<b>12,607</b>	<b>13,742</b>	<b>14,335</b>	<b>14,842</b>	<b>15,246</b>	<b>15,644</b>	<b>16,045</b>	<b>16,419</b>	<b>16,785</b>	<b>17,152</b>	<b>17,471</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>39,996</b>	<b>17,975</b>	<b>34,811</b>	<b>4,503</b>	<b>6,189</b>	<b>6,725</b>	<b>7,409</b>	<b>7,676</b>	<b>8,799</b>	<b>9,179</b>	<b>8,778</b>	<b>9,236</b>	<b>10,749</b>	<b>11,121</b>	<b>12,607</b>	<b>12,955</b>	<b>14,557</b>	<b>14,810</b>	<b>16,471</b>	<b>16,661</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	6,899	13,653	5,290	6,740	5,774	6,185	6,697	6,691	6,693	7,529	9,400	9,672	9,953	10,242	10,539	10,844	11,159	11,482	11,815	12,158
Development and financial contributions	442	510	686	822	944	967	992	1,019	1,047	1,074	1,102	1,131	1,160	1,190	1,221	1,253	1,285	1,319	1,353	1,388
Increase (decrease) in debt	6,132	8,138	6,266	6,130	1,895	1,550	1,591	1,531	2,355	2,689	9,012	9,004	3,737	2,126	2,312	2,258	2,304	3,685	2,469	2,761
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>13,473</b>	<b>22,301</b>	<b>12,242</b>	<b>13,692</b>	<b>8,613</b>	<b>8,702</b>	<b>9,280</b>	<b>9,241</b>	<b>10,095</b>	<b>11,292</b>	<b>19,514</b>	<b>19,807</b>	<b>14,850</b>	<b>13,558</b>	<b>14,072</b>	<b>14,355</b>	<b>14,748</b>	<b>16,486</b>	<b>15,637</b>	<b>16,307</b>
<b>Applications of capital funding</b>																				
<b>Capital expenditure</b>																				
> to meet additional demand	1,570	3,525	614	307	256	431	443	372	529	728	579	596	1,018	631	649	668	687	1,044	728	749
> to improve the level of service	10,517	17,538	8,278	7,380	2,642	2,760	2,833	2,609	3,271	4,274	10,643	10,683	5,464	3,903	4,141	4,140	4,240	5,678	4,519	4,871
> to replace existing assets	5,112	8,499	6,547	10,899	9,996	9,896	10,842	11,157	11,480	11,813	15,418	15,865	16,325	16,799	17,286	17,787	18,303	18,834	19,380	19,942
Increase (decrease) in reserves	36,270	10,714	31,614	(391)	1,908	2,340	2,571	2,779	3,614	3,656	1,652	1,899	2,792	3,346	4,603	4,715	6,075	5,740	7,481	7,406
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital funding</b>	<b>53,469</b>	<b>40,276</b>	<b>47,053</b>	<b>18,195</b>	<b>14,802</b>	<b>15,427</b>	<b>16,689</b>	<b>16,917</b>	<b>18,894</b>	<b>20,471</b>	<b>28,292</b>	<b>29,043</b>	<b>25,599</b>	<b>24,679</b>	<b>26,679</b>	<b>27,310</b>	<b>29,305</b>	<b>31,296</b>	<b>32,108</b>	<b>32,968</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(39,996)</b>	<b>(17,975)</b>	<b>(34,811)</b>	<b>(4,503)</b>	<b>(6,189)</b>	<b>(6,725)</b>	<b>(7,409)</b>	<b>(7,676)</b>	<b>(8,799)</b>	<b>(9,179)</b>	<b>(8,778)</b>	<b>(9,236)</b>	<b>(10,749)</b>	<b>(11,121)</b>	<b>(12,607)</b>	<b>(12,955)</b>	<b>(14,557)</b>	<b>(14,810)</b>	<b>(16,471)</b>	<b>(16,661)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Coastal management

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	2,235	2,310	2,900	2,930	3,346	3,604	3,725	3,822	4,099	4,216	4,182	4,093	4,128	4,152	4,369	4,361	4,415	4,607	4,555	4,587
Targeted rates	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>2,235</b>	<b>2,310</b>	<b>2,900</b>	<b>2,930</b>	<b>3,346</b>	<b>3,604</b>	<b>3,725</b>	<b>3,822</b>	<b>4,099</b>	<b>4,216</b>	<b>4,182</b>	<b>4,093</b>	<b>4,128</b>	<b>4,152</b>	<b>4,369</b>	<b>4,361</b>	<b>4,415</b>	<b>4,607</b>	<b>4,555</b>	<b>4,587</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	995	692	876	419	431	443	458	473	489	504	519	536	552	569	587	605	624	643	663	684
Finance costs	251	342	490	712	879	940	962	984	1,006	1,015	1,037	1,041	1,001	964	928	901	891	873	844	811
Internal charges and overheads applied	531	579	618	630	659	650	672	678	700	725	753	779	808	838	870	901	933	966	1,004	1,036
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>1,777</b>	<b>1,613</b>	<b>1,984</b>	<b>1,761</b>	<b>1,969</b>	<b>2,033</b>	<b>2,092</b>	<b>2,135</b>	<b>2,195</b>	<b>2,244</b>	<b>2,309</b>	<b>2,356</b>	<b>2,361</b>	<b>2,371</b>	<b>2,385</b>	<b>2,407</b>	<b>2,448</b>	<b>2,482</b>	<b>2,511</b>	<b>2,531</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>458</b>	<b>697</b>	<b>916</b>	<b>1,169</b>	<b>1,377</b>	<b>1,571</b>	<b>1,633</b>	<b>1,687</b>	<b>1,904</b>	<b>1,972</b>	<b>1,873</b>	<b>1,737</b>	<b>1,767</b>	<b>1,781</b>	<b>1,984</b>	<b>1,954</b>	<b>1,967</b>	<b>2,125</b>	<b>2,044</b>	<b>2,056</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	217	536	1,187	2,699	52	54	55	57	59	61	63	65	67	69	71	73	75	78	60	62
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>217</b>	<b>536</b>	<b>1,187</b>	<b>2,699</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>57</b>	<b>59</b>	<b>61</b>	<b>63</b>	<b>65</b>	<b>67</b>	<b>69</b>	<b>71</b>	<b>73</b>	<b>75</b>	<b>78</b>	<b>60</b>	<b>62</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	217	536	1,187	2,699	52	54	55	57	59	61	63	65	67	69	71	73	75	78	60	62
> to replace existing assets	3,043	4,646	6,774	6,499	4,639	2,363	2,208	2,462	2,492	1,925	3,288	435	220	691	477	1,493	1,591	1,144	896	895
Increase (decrease) in reserves	(2,585)	(3,949)	(5,858)	(5,330)	(3,262)	(792)	(575)	(775)	(588)	47	(1,415)	1,302	1,547	1,090	1,507	461	376	981	1,148	1,161
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>675</b>	<b>1,233</b>	<b>2,103</b>	<b>3,868</b>	<b>1,429</b>	<b>1,625</b>	<b>1,688</b>	<b>1,744</b>	<b>1,963</b>	<b>2,033</b>	<b>1,936</b>	<b>1,802</b>	<b>1,834</b>	<b>1,850</b>	<b>2,055</b>	<b>2,027</b>	<b>2,042</b>	<b>2,203</b>	<b>2,104</b>	<b>2,118</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(458)</b>	<b>(697)</b>	<b>(916)</b>	<b>(1,169)</b>	<b>(1,377)</b>	<b>(1,571)</b>	<b>(1,633)</b>	<b>(1,687)</b>	<b>(1,904)</b>	<b>(1,972)</b>	<b>(1,873)</b>	<b>(1,737)</b>	<b>(1,767)</b>	<b>(1,781)</b>	<b>(1,984)</b>	<b>(1,954)</b>	<b>(1,967)</b>	<b>(2,125)</b>	<b>(2,044)</b>	<b>(2,056)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>



## Prospective funding impact statement – Community facilities

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	1,021	1,315	1,432	1,433	1,526	1,551	1,541	1,593	1,645	1,569	1,651	1,848	1,934	1,918	2,005	2,031	2,035	2,168	2,266	2,366
Targeted rates	3,515	4,499	4,310	4,557	4,740	4,990	5,022	5,107	5,211	5,183	5,072	4,966	4,991	5,051	5,160	5,190	5,239	5,260	5,365	5,410
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	1,358	1,367	1,486	1,524	1,563	1,603	1,646	1,691	1,737	1,784	1,831	1,880	1,930	1,981	2,034	2,088	2,144	2,201	2,260	2,320
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	5	5	5	5	5	5	5	5	6	6	6	6	6	6	7	7	7	7	7	7
<b>Total operating funding</b>	<b>5,899</b>	<b>7,186</b>	<b>7,233</b>	<b>7,519</b>	<b>7,834</b>	<b>8,149</b>	<b>8,214</b>	<b>8,396</b>	<b>8,599</b>	<b>8,542</b>	<b>8,560</b>	<b>8,700</b>	<b>8,861</b>	<b>8,956</b>	<b>9,206</b>	<b>9,316</b>	<b>9,425</b>	<b>9,636</b>	<b>9,898</b>	<b>10,103</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	2,688	3,305	2,973	3,085	3,169	3,127	3,191	3,317	3,390	3,445	3,669	3,621	3,711	3,848	3,900	4,024	4,195	4,206	4,369	4,472
Finance costs	395	451	482	534	584	616	596	569	549	533	536	567	578	567	552	523	486	460	451	459
Internal charges and overheads applied	1,155	1,309	1,293	1,276	1,396	1,347	1,377	1,385	1,414	1,449	1,491	1,528	1,570	1,612	1,657	1,701	1,747	1,793	1,846	1,890
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>4,238</b>	<b>5,065</b>	<b>4,748</b>	<b>4,895</b>	<b>5,149</b>	<b>5,090</b>	<b>5,164</b>	<b>5,271</b>	<b>5,353</b>	<b>5,427</b>	<b>5,696</b>	<b>5,716</b>	<b>5,859</b>	<b>6,027</b>	<b>6,109</b>	<b>6,248</b>	<b>6,428</b>	<b>6,459</b>	<b>6,666</b>	<b>6,821</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>1,661</b>	<b>2,121</b>	<b>2,485</b>	<b>2,624</b>	<b>2,685</b>	<b>3,059</b>	<b>3,050</b>	<b>3,125</b>	<b>3,246</b>	<b>3,115</b>	<b>2,864</b>	<b>2,984</b>	<b>3,002</b>	<b>2,929</b>	<b>3,097</b>	<b>3,068</b>	<b>2,997</b>	<b>3,177</b>	<b>3,232</b>	<b>3,282</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	3,210	1,131	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	361	417	561	672	771	791	440	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	2,986	3,641	8,662	1,394	2,280	34	120	113	—	—	5	44	3,110	7,256	18	—	—	87	23	32
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>6,557</b>	<b>5,189</b>	<b>9,223</b>	<b>2,066</b>	<b>3,051</b>	<b>825</b>	<b>560</b>	<b>113</b>	<b>—</b>	<b>—</b>	<b>5</b>	<b>44</b>	<b>3,110</b>	<b>7,256</b>	<b>18</b>	<b>—</b>	<b>—</b>	<b>87</b>	<b>23</b>	<b>32</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	6,196	4,772	8,662	1,394	2,280	34	120	113	—	—	5	44	3,110	7,256	18	—	—	87	23	32
> to replace existing assets	6,084	3,546	5,329	5,323	7,325	5,986	3,643	1,887	4,946	2,491	3,731	4,291	2,914	4,856	2,339	1,985	1,589	2,553	3,026	4,146
Increase (decrease) in reserves	(4,062)	(1,008)	(2,283)	(2,027)	(3,869)	(2,136)	(153)	1,238	(1,700)	624	(867)	(1,307)	88	(1,927)	758	1,083	1,408	624	206	(864)
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>8,218</b>	<b>7,310</b>	<b>11,708</b>	<b>4,690</b>	<b>5,736</b>	<b>3,884</b>	<b>3,610</b>	<b>3,238</b>	<b>3,246</b>	<b>3,115</b>	<b>2,869</b>	<b>3,028</b>	<b>6,112</b>	<b>10,185</b>	<b>3,115</b>	<b>3,068</b>	<b>2,997</b>	<b>3,264</b>	<b>3,255</b>	<b>3,314</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(1,661)</b>	<b>(2,121)</b>	<b>(2,485)</b>	<b>(2,624)</b>	<b>(2,685)</b>	<b>(3,059)</b>	<b>(3,050)</b>	<b>(3,125)</b>	<b>(3,246)</b>	<b>(3,115)</b>	<b>(2,864)</b>	<b>(2,984)</b>	<b>(3,002)</b>	<b>(2,929)</b>	<b>(3,097)</b>	<b>(3,068)</b>	<b>(2,997)</b>	<b>(3,177)</b>	<b>(3,232)</b>	<b>(3,282)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Community support

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	2,721	2,966	2,958	2,685	2,774	2,834	2,890	3,004	3,074	3,152	3,248	3,323	3,410	3,513	3,597	3,690	3,801	3,891	3,994	4,111
Targeted rates	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>2,721</b>	<b>2,966</b>	<b>2,958</b>	<b>2,685</b>	<b>2,774</b>	<b>2,834</b>	<b>2,890</b>	<b>3,004</b>	<b>3,074</b>	<b>3,152</b>	<b>3,248</b>	<b>3,323</b>	<b>3,410</b>	<b>3,513</b>	<b>3,597</b>	<b>3,690</b>	<b>3,801</b>	<b>3,891</b>	<b>3,994</b>	<b>4,111</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	2,070	2,143	2,159	2,115	2,183	2,234	2,293	2,411	2,469	2,534	2,612	2,673	2,743	2,829	2,895	2,970	3,063	3,135	3,216	3,317
Finance costs	10	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9
Internal charges and overheads applied	641	814	790	561	582	591	588	584	596	609	627	641	658	675	693	711	729	747	769	785
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>2,721</b>	<b>2,966</b>	<b>2,958</b>	<b>2,685</b>	<b>2,774</b>	<b>2,834</b>	<b>2,890</b>	<b>3,004</b>	<b>3,074</b>	<b>3,152</b>	<b>3,248</b>	<b>3,323</b>	<b>3,410</b>	<b>3,513</b>	<b>3,597</b>	<b>3,690</b>	<b>3,801</b>	<b>3,891</b>	<b>3,994</b>	<b>4,111</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to replace existing assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in reserves	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Corporate

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	2,048	1,932	2,647	5,118	5,381	9,793	10,433	12,891	14,047	15,981	17,812	19,080	19,958	21,980	23,506	24,914	27,675	29,431	30,923	34,589
Targeted rates	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	289	297	304	312	320	328	336	345	355	364	373	383	393	403	414	425	436	447	459	470
Internal charges and overheads recovered	21,879	24,704	25,566	24,774	25,922	26,081	26,630	26,583	27,196	27,893	28,772	29,493	30,363	31,241	32,176	33,082	34,023	34,965	36,090	36,955
Local authorities fuel tax, fines, infringement fees, and other	1,666	1,430	645	648	650	653	655	658	661	664	667	670	673	676	680	683	687	690	694	698
<b>Total operating funding</b>	<b>25,882</b>	<b>28,363</b>	<b>29,162</b>	<b>30,852</b>	<b>32,273</b>	<b>36,855</b>	<b>38,054</b>	<b>40,477</b>	<b>42,259</b>	<b>44,902</b>	<b>47,624</b>	<b>49,626</b>	<b>51,387</b>	<b>54,300</b>	<b>56,776</b>	<b>59,104</b>	<b>62,821</b>	<b>65,533</b>	<b>68,166</b>	<b>72,712</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	16,506	17,951	17,914	18,756	19,652	24,264	25,103	27,893	29,626	31,801	34,163	35,999	37,235	40,028	42,219	43,967	47,294	49,716	51,695	55,666
Finance costs	2,391	2,076	2,067	2,130	2,163	2,180	2,191	2,213	2,239	2,267	2,294	2,324	2,355	2,385	2,417	2,450	2,480	2,504	2,525	2,543
Internal charges and overheads applied	6,420	7,637	7,864	7,474	7,773	7,899	8,044	7,977	8,137	8,327	8,573	8,769	9,009	9,256	9,514	9,765	10,020	10,280	10,595	10,823
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>25,317</b>	<b>27,664</b>	<b>27,845</b>	<b>28,360</b>	<b>29,588</b>	<b>34,343</b>	<b>35,338</b>	<b>38,083</b>	<b>40,002</b>	<b>42,395</b>	<b>45,030</b>	<b>47,092</b>	<b>48,599</b>	<b>51,669</b>	<b>54,150</b>	<b>56,182</b>	<b>59,794</b>	<b>62,500</b>	<b>64,815</b>	<b>69,032</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>565</b>	<b>699</b>	<b>1,317</b>	<b>2,492</b>	<b>2,685</b>	<b>2,512</b>	<b>2,716</b>	<b>2,394</b>	<b>2,257</b>	<b>2,507</b>	<b>2,594</b>	<b>2,534</b>	<b>2,788</b>	<b>2,631</b>	<b>2,626</b>	<b>2,922</b>	<b>3,027</b>	<b>3,033</b>	<b>3,351</b>	<b>3,680</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	3,539	4,800	3,419	2,865	2,400	2,061	2,382	2,093	2,213	2,578	2,299	2,556	2,389	2,644	2,602	2,737	2,581	2,834	2,683	2,828
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>3,539</b>	<b>4,800</b>	<b>3,419</b>	<b>2,865</b>	<b>2,400</b>	<b>2,061</b>	<b>2,382</b>	<b>2,093</b>	<b>2,213</b>	<b>2,578</b>	<b>2,299</b>	<b>2,556</b>	<b>2,389</b>	<b>2,644</b>	<b>2,602</b>	<b>2,737</b>	<b>2,581</b>	<b>2,834</b>	<b>2,683</b>	<b>2,828</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	3,539	4,800	3,419	2,865	2,400	2,061	2,382	2,093	2,213	2,578	2,299	2,556	2,389	2,644	2,602	2,737	2,581	2,834	2,683	2,828
> to replace existing assets	1,186	1,233	1,002	1,093	909	1,093	931	1,171	1,100	1,108	1,022	1,327	1,095	1,247	1,211	1,409	1,206	1,389	1,268	1,550
Increase (decrease) in reserves	(621)	(534)	315	1,399	1,776	1,419	1,785	1,223	1,157	1,399	1,572	1,207	1,693	1,384	1,415	1,513	1,821	1,644	2,083	2,130
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>4,104</b>	<b>5,499</b>	<b>4,736</b>	<b>5,357</b>	<b>5,085</b>	<b>4,573</b>	<b>5,098</b>	<b>4,487</b>	<b>4,470</b>	<b>5,085</b>	<b>4,893</b>	<b>5,090</b>	<b>5,177</b>	<b>5,275</b>	<b>5,228</b>	<b>5,659</b>	<b>5,608</b>	<b>5,867</b>	<b>6,034</b>	<b>6,508</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(565)</b>	<b>(699)</b>	<b>(1,317)</b>	<b>(2,492)</b>	<b>(2,685)</b>	<b>(2,512)</b>	<b>(2,716)</b>	<b>(2,394)</b>	<b>(2,257)</b>	<b>(2,507)</b>	<b>(2,594)</b>	<b>(2,534)</b>	<b>(2,788)</b>	<b>(2,631)</b>	<b>(2,626)</b>	<b>(2,922)</b>	<b>(3,027)</b>	<b>(3,033)</b>	<b>(3,351)</b>	<b>(3,680)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Districtwide planning

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	3,114	3,681	3,604	3,054	3,097	3,060	2,959	2,980	3,014	3,077	3,186	3,236	3,319	3,435	3,493	3,583	3,707	3,769	3,869	3,999
Targeted rates	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>3,114</b>	<b>3,681</b>	<b>3,604</b>	<b>3,054</b>	<b>3,097</b>	<b>3,060</b>	<b>2,959</b>	<b>2,980</b>	<b>3,014</b>	<b>3,077</b>	<b>3,186</b>	<b>3,236</b>	<b>3,319</b>	<b>3,435</b>	<b>3,493</b>	<b>3,583</b>	<b>3,707</b>	<b>3,769</b>	<b>3,869</b>	<b>3,999</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	2,558	3,057	2,944	2,399	2,418	2,369	2,254	2,278	2,297	2,344	2,432	2,466	2,528	2,623	2,660	2,729	2,831	2,871	2,945	3,055
Finance costs	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Internal charges and overheads applied	556	624	660	655	679	691	705	702	717	733	754	770	791	812	833	854	876	898	924	944
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>3,114</b>	<b>3,681</b>	<b>3,604</b>	<b>3,054</b>	<b>3,097</b>	<b>3,060</b>	<b>2,959</b>	<b>2,980</b>	<b>3,014</b>	<b>3,077</b>	<b>3,186</b>	<b>3,236</b>	<b>3,319</b>	<b>3,435</b>	<b>3,493</b>	<b>3,583</b>	<b>3,707</b>	<b>3,769</b>	<b>3,869</b>	<b>3,999</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	1,027	1,053	1,077	1,101	1,125	1,150	1,175	1,201	1,227	1,254	—	—	—	—	—	—	—	—	—	—
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>1,027</b>	<b>1,053</b>	<b>1,077</b>	<b>1,101</b>	<b>1,125</b>	<b>1,150</b>	<b>1,175</b>	<b>1,201</b>	<b>1,227</b>	<b>1,254</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	1,027	1,053	1,077	1,101	1,125	1,150	1,175	1,201	1,227	1,254	—	—	—	—	—	—	—	—	—	—
> to replace existing assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in reserves	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital funding</b>	<b>1,027</b>	<b>1,053</b>	<b>1,077</b>	<b>1,101</b>	<b>1,125</b>	<b>1,150</b>	<b>1,175</b>	<b>1,201</b>	<b>1,227</b>	<b>1,254</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Economic development

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	1,572	2,013	2,208	1,955	1,967	1,978	1,976	1,959	2,001	2,037	2,075	2,121	2,161	2,201	2,252	2,293	2,336	2,391	2,436	2,480
Targeted rates	565	579	594	609	624	639	655	672	689	706	724	742	760	779	799	819	839	860	882	904
Grants and subsidies for operating purposes	449	287	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	10	177	298	317	352	393	439	493	506	520	533	547	561	576	591	606	622	638	655	672
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	31	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>2,627</b>	<b>3,056</b>	<b>3,100</b>	<b>2,881</b>	<b>2,943</b>	<b>3,010</b>	<b>3,070</b>	<b>3,124</b>	<b>3,196</b>	<b>3,263</b>	<b>3,332</b>	<b>3,410</b>	<b>3,482</b>	<b>3,556</b>	<b>3,642</b>	<b>3,718</b>	<b>3,797</b>	<b>3,889</b>	<b>3,973</b>	<b>4,056</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	2,307	2,529	2,522	2,304	2,358	2,413	2,470	2,527	2,587	2,647	2,710	2,773	2,838	2,905	2,973	3,043	3,115	3,189	3,264	3,341
Finance costs	85	116	115	112	108	105	101	97	94	90	86	81	77	73	69	64	59	55	50	45
Internal charges and overheads applied	297	333	350	348	360	367	374	374	382	391	402	411	422	433	445	456	468	480	494	505
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>2,689</b>	<b>2,978</b>	<b>2,987</b>	<b>2,764</b>	<b>2,826</b>	<b>2,885</b>	<b>2,945</b>	<b>2,998</b>	<b>3,063</b>	<b>3,128</b>	<b>3,198</b>	<b>3,265</b>	<b>3,337</b>	<b>3,411</b>	<b>3,487</b>	<b>3,563</b>	<b>3,642</b>	<b>3,724</b>	<b>3,808</b>	<b>3,891</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>(62)</b>	<b>78</b>	<b>113</b>	<b>117</b>	<b>117</b>	<b>125</b>	<b>125</b>	<b>126</b>	<b>133</b>	<b>135</b>	<b>134</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>155</b>	<b>155</b>	<b>155</b>	<b>165</b>	<b>165</b>	<b>165</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	865	250	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	1,950	639	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>2,815</b>	<b>889</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	2,815	889	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to replace existing assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in reserves	(62)	78	113	117	117	125	125	126	133	135	134	145	145	145	155	155	155	165	165	165
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>2,753</b>	<b>967</b>	<b>113</b>	<b>117</b>	<b>117</b>	<b>125</b>	<b>125</b>	<b>126</b>	<b>133</b>	<b>135</b>	<b>134</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>155</b>	<b>155</b>	<b>155</b>	<b>165</b>	<b>165</b>	<b>165</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>62</b>	<b>(78)</b>	<b>(113)</b>	<b>(117)</b>	<b>(117)</b>	<b>(125)</b>	<b>(125)</b>	<b>(126)</b>	<b>(133)</b>	<b>(135)</b>	<b>(134)</b>	<b>(145)</b>	<b>(145)</b>	<b>(145)</b>	<b>(155)</b>	<b>(155)</b>	<b>(155)</b>	<b>(165)</b>	<b>(165)</b>	<b>(165)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Governance

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	3,256	3,782	3,722	3,654	3,787	3,848	3,947	3,958	3,991	4,083	4,241	4,282	4,387	4,555	4,605	4,717	4,897	4,949	5,074	5,263
Targeted rates	339	359	353	377	366	391	384	383	390	397	405	413	420	429	437	445	454	462	471	480
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	—	41	—	—	45	—	—	48	—	—	52	—	—	56	—	—	61	—	—	66
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>3,595</b>	<b>4,182</b>	<b>4,075</b>	<b>4,031</b>	<b>4,198</b>	<b>4,239</b>	<b>4,331</b>	<b>4,389</b>	<b>4,381</b>	<b>4,480</b>	<b>4,698</b>	<b>4,695</b>	<b>4,807</b>	<b>5,040</b>	<b>5,042</b>	<b>5,162</b>	<b>5,412</b>	<b>5,411</b>	<b>5,545</b>	<b>5,809</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	2,175	2,670	2,334	2,417	2,752	2,532	2,612	2,883	2,597	2,671	3,087	2,782	2,861	3,307	2,981	3,066	3,542	3,196	3,287	3,796
Finance costs	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Internal charges and overheads applied	1,459	1,756	1,771	1,657	1,706	1,741	1,766	1,783	1,822	1,865	1,913	1,957	2,006	2,056	2,108	2,159	2,212	2,266	2,326	2,379
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>3,639</b>	<b>4,431</b>	<b>4,109</b>	<b>4,078</b>	<b>4,462</b>	<b>4,277</b>	<b>4,382</b>	<b>4,670</b>	<b>4,423</b>	<b>4,540</b>	<b>5,004</b>	<b>4,743</b>	<b>4,871</b>	<b>5,367</b>	<b>5,093</b>	<b>5,229</b>	<b>5,758</b>	<b>5,466</b>	<b>5,617</b>	<b>6,179</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>(44)</b>	<b>(249)</b>	<b>(34)</b>	<b>(47)</b>	<b>(264)</b>	<b>(38)</b>	<b>(51)</b>	<b>(281)</b>	<b>(42)</b>	<b>(60)</b>	<b>(306)</b>	<b>(48)</b>	<b>(64)</b>	<b>(327)</b>	<b>(51)</b>	<b>(67)</b>	<b>(346)</b>	<b>(55)</b>	<b>(72)</b>	<b>(370)</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to replace existing assets	—	57	—	—	61	—	—	65	—	—	69	—	—	74	—	—	79	—	—	84
Increase (decrease) in reserves	(44)	(306)	(34)	(47)	(325)	(38)	(51)	(346)	(42)	(60)	(375)	(48)	(64)	(401)	(51)	(67)	(425)	(55)	(72)	(454)
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>(44)</b>	<b>(249)</b>	<b>(34)</b>	<b>(47)</b>	<b>(264)</b>	<b>(38)</b>	<b>(51)</b>	<b>(281)</b>	<b>(42)</b>	<b>(60)</b>	<b>(306)</b>	<b>(48)</b>	<b>(64)</b>	<b>(327)</b>	<b>(51)</b>	<b>(67)</b>	<b>(346)</b>	<b>(55)</b>	<b>(72)</b>	<b>(370)</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>44</b>	<b>249</b>	<b>34</b>	<b>47</b>	<b>264</b>	<b>38</b>	<b>51</b>	<b>281</b>	<b>42</b>	<b>60</b>	<b>306</b>	<b>48</b>	<b>64</b>	<b>327</b>	<b>51</b>	<b>67</b>	<b>346</b>	<b>55</b>	<b>72</b>	<b>370</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Parks and open space

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	167	164	225	276	273	292	311	318	335	345	355	354	367	380	389	403	418	423	437	440
Targeted rates	6,912	7,662	8,086	8,539	9,051	9,484	9,828	10,079	10,580	10,817	11,341	11,914	12,407	12,762	13,733	14,621	15,032	15,723	16,090	16,581
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	497	513	529	545	562	580	598	618	638	658	680	702	725	748	773	798	825	852	880	910
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>7,576</b>	<b>8,339</b>	<b>8,840</b>	<b>9,360</b>	<b>9,886</b>	<b>10,356</b>	<b>10,737</b>	<b>11,015</b>	<b>11,553</b>	<b>11,820</b>	<b>12,376</b>	<b>12,970</b>	<b>13,499</b>	<b>13,890</b>	<b>14,895</b>	<b>15,822</b>	<b>16,275</b>	<b>16,998</b>	<b>17,407</b>	<b>17,931</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	4,008	4,249	4,280	4,459	4,618	4,821	5,052	5,173	5,308	5,492	5,688	5,851	6,033	6,246	6,405	6,624	6,857	6,991	7,032	7,255
Finance costs	231	305	435	652	811	973	1,113	1,301	1,525	1,719	1,891	2,141	2,334	2,382	3,011	3,641	3,721	3,910	4,152	4,256
Internal charges and overheads applied	1,752	1,877	1,940	1,956	2,061	2,064	2,116	2,130	2,187	2,246	2,320	2,381	2,455	2,527	2,607	2,681	2,763	2,842	2,936	3,011
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>5,991</b>	<b>6,431</b>	<b>6,655</b>	<b>7,067</b>	<b>7,490</b>	<b>7,858</b>	<b>8,281</b>	<b>8,604</b>	<b>9,020</b>	<b>9,457</b>	<b>9,899</b>	<b>10,373</b>	<b>10,822</b>	<b>11,155</b>	<b>12,023</b>	<b>12,946</b>	<b>13,341</b>	<b>13,743</b>	<b>14,120</b>	<b>14,522</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>1,585</b>	<b>1,908</b>	<b>2,185</b>	<b>2,293</b>	<b>2,396</b>	<b>2,498</b>	<b>2,456</b>	<b>2,411</b>	<b>2,533</b>	<b>2,363</b>	<b>2,477</b>	<b>2,597</b>	<b>2,677</b>	<b>2,735</b>	<b>2,872</b>	<b>2,876</b>	<b>2,934</b>	<b>3,255</b>	<b>3,287</b>	<b>3,409</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	1,533	1,768	2,379	2,851	3,273	3,354	3,442	3,535	3,630	3,724	3,821	3,920	4,022	4,127	4,234	4,344	4,457	4,573	4,692	4,814
Increase (decrease) in debt	1,328	97	415	1,368	839	65	128	379	72	73	88	443	155	83	85	87	2,288	91	1,092	176
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>2,861</b>	<b>1,865</b>	<b>2,794</b>	<b>4,219</b>	<b>4,112</b>	<b>3,419</b>	<b>3,570</b>	<b>3,914</b>	<b>3,702</b>	<b>3,797</b>	<b>3,909</b>	<b>4,363</b>	<b>4,177</b>	<b>4,210</b>	<b>4,319</b>	<b>4,431</b>	<b>6,745</b>	<b>4,664</b>	<b>5,784</b>	<b>4,990</b>
<b>Applications of capital funding</b>																				
<b>Capital expenditure</b>																				
> to meet additional demand	1,848	623	6,850	5,153	2,680	7,233	2,785	10,035	5,070	7,924	4,309	10,918	895	4,602	40,378	4,796	789	12,903	5,164	3,766
> to improve the level of service	1,328	97	415	1,368	839	65	128	379	72	73	88	443	155	83	85	87	2,288	91	1,092	176
> to replace existing assets	1,072	2,589	1,607	1,468	1,799	1,165	969	1,132	1,190	1,401	1,566	4,762	1,251	1,679	1,398	1,652	1,599	1,226	2,341	1,077
Increase (decrease) in reserves	198	464	(3,893)	(1,477)	1,190	(2,546)	2,144	(5,221)	(97)	(3,238)	423	(9,163)	4,553	581	(34,670)	772	5,003	(6,301)	474	3,380
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>4,446</b>	<b>3,773</b>	<b>4,979</b>	<b>6,512</b>	<b>6,508</b>	<b>5,917</b>	<b>6,026</b>	<b>6,325</b>	<b>6,235</b>	<b>6,160</b>	<b>6,386</b>	<b>6,960</b>	<b>6,854</b>	<b>6,945</b>	<b>7,191</b>	<b>7,307</b>	<b>9,679</b>	<b>7,919</b>	<b>9,071</b>	<b>8,399</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(1,585)</b>	<b>(1,908)</b>	<b>(2,185)</b>	<b>(2,293)</b>	<b>(2,396)</b>	<b>(2,498)</b>	<b>(2,456)</b>	<b>(2,411)</b>	<b>(2,533)</b>	<b>(2,363)</b>	<b>(2,477)</b>	<b>(2,597)</b>	<b>(2,677)</b>	<b>(2,735)</b>	<b>(2,872)</b>	<b>(2,876)</b>	<b>(2,934)</b>	<b>(3,255)</b>	<b>(3,287)</b>	<b>(3,409)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Recreation and leisure

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	649	917	1,167	1,020	1,083	1,079	1,130	1,096	1,160	1,221	1,270	1,286	1,337	1,436	1,830	1,824	1,880	1,932	1,991	1,984
Targeted rates	9,009	9,335	10,329	11,024	11,541	12,174	12,544	12,726	13,125	13,453	13,725	14,136	14,414	14,909	15,519	15,888	16,198	16,676	16,933	17,246
Grants and subsidies for operating purposes	274	50	52	53	54	56	57	52	54	55	57	58	60	61	63	64	66	68	70	71
Fees and charges	1,703	1,811	1,857	1,903	1,951	2,000	2,053	2,136	2,193	2,250	2,309	2,369	2,431	2,494	2,559	2,626	2,694	2,764	2,868	2,953
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	75	66	46	47	48	49	51	64	66	68	70	71	73	75	77	79	81	83	86	88
<b>Total operating funding</b>	<b>11,710</b>	<b>12,179</b>	<b>13,451</b>	<b>14,047</b>	<b>14,677</b>	<b>15,358</b>	<b>15,835</b>	<b>16,074</b>	<b>16,598</b>	<b>17,047</b>	<b>17,431</b>	<b>17,920</b>	<b>18,315</b>	<b>18,975</b>	<b>20,048</b>	<b>20,481</b>	<b>20,919</b>	<b>21,523</b>	<b>21,948</b>	<b>22,342</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	7,551	7,566	8,136	8,205	8,510	8,809	9,063	9,312	9,665	9,982	10,295	10,534	10,857	11,161	11,536	11,913	12,341	12,651	13,072	13,455
Finance costs	550	598	765	933	997	1,064	1,080	1,039	1,006	978	920	852	826	942	1,010	933	845	746	639	546
Internal charges and overheads applied	2,127	2,294	2,384	2,413	2,568	2,551	2,604	2,579	2,632	2,691	2,774	2,834	2,915	2,992	3,079	3,158	3,244	3,325	3,430	3,501
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>10,228</b>	<b>10,458</b>	<b>11,285</b>	<b>11,551</b>	<b>12,075</b>	<b>12,424</b>	<b>12,747</b>	<b>12,930</b>	<b>13,303</b>	<b>13,651</b>	<b>13,989</b>	<b>14,220</b>	<b>14,598</b>	<b>15,095</b>	<b>15,625</b>	<b>16,004</b>	<b>16,430</b>	<b>16,722</b>	<b>17,141</b>	<b>17,502</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>1,482</b>	<b>1,721</b>	<b>2,166</b>	<b>2,496</b>	<b>2,602</b>	<b>2,934</b>	<b>3,088</b>	<b>3,144</b>	<b>3,295</b>	<b>3,396</b>	<b>3,442</b>	<b>3,700</b>	<b>3,717</b>	<b>3,880</b>	<b>4,423</b>	<b>4,477</b>	<b>4,489</b>	<b>4,801</b>	<b>4,807</b>	<b>4,840</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	89	145	118	87	349	68	89	68	143	227	115	106	121	108	322	309	127	87	126	332
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>89</b>	<b>145</b>	<b>118</b>	<b>87</b>	<b>349</b>	<b>68</b>	<b>89</b>	<b>68</b>	<b>143</b>	<b>227</b>	<b>115</b>	<b>106</b>	<b>121</b>	<b>108</b>	<b>322</b>	<b>309</b>	<b>127</b>	<b>87</b>	<b>126</b>	<b>332</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	89	145	118	87	349	68	89	68	143	227	115	106	121	108	322	309	127	87	126	332
> to replace existing assets	766	1,956	3,297	1,246	909	921	765	882	898	1,099	1,174	1,024	902	1,199	1,567	1,200	1,184	1,075	993	1,403
Increase (decrease) in reserves	716	(235)	(1,131)	1,250	1,693	2,013	2,323	2,262	2,397	2,297	2,268	2,676	2,815	2,681	2,856	3,277	3,305	3,726	3,814	3,437
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>1,571</b>	<b>1,866</b>	<b>2,284</b>	<b>2,583</b>	<b>2,951</b>	<b>3,002</b>	<b>3,177</b>	<b>3,212</b>	<b>3,438</b>	<b>3,623</b>	<b>3,557</b>	<b>3,806</b>	<b>3,838</b>	<b>3,988</b>	<b>4,745</b>	<b>4,786</b>	<b>4,616</b>	<b>4,888</b>	<b>4,933</b>	<b>5,172</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(1,482)</b>	<b>(1,721)</b>	<b>(2,166)</b>	<b>(2,496)</b>	<b>(2,602)</b>	<b>(2,934)</b>	<b>(3,088)</b>	<b>(3,144)</b>	<b>(3,295)</b>	<b>(3,396)</b>	<b>(3,442)</b>	<b>(3,700)</b>	<b>(3,717)</b>	<b>(3,880)</b>	<b>(4,423)</b>	<b>(4,477)</b>	<b>(4,489)</b>	<b>(4,801)</b>	<b>(4,807)</b>	<b>(4,840)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>



## Prospective funding impact statement – Regulatory services

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	4,894	4,899	5,235	5,360	5,561	5,587	5,804	5,755	5,943	5,999	6,247	6,304	6,563	6,633	6,846	6,977	7,196	7,335	7,585	7,707
Targeted rates	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	4,878	4,998	5,146	5,055	5,219	5,381	5,518	5,701	5,890	6,080	6,275	6,477	6,675	6,900	7,122	7,350	7,586	7,830	8,081	8,341
Internal charges and overheads recovered	449	649	669	651	621	635	650	660	675	691	709	726	744	763	782	802	822	843	865	885
Local authorities fuel tax, fines, infringement fees, and other	147	155	159	163	167	171	176	143	147	151	155	159	163	167	172	176	181	185	190	195
<b>Total operating funding</b>	<b>10,368</b>	<b>10,701</b>	<b>11,209</b>	<b>11,229</b>	<b>11,568</b>	<b>11,774</b>	<b>12,148</b>	<b>12,259</b>	<b>12,655</b>	<b>12,921</b>	<b>13,386</b>	<b>13,666</b>	<b>14,145</b>	<b>14,463</b>	<b>14,922</b>	<b>15,305</b>	<b>15,785</b>	<b>16,193</b>	<b>16,721</b>	<b>17,128</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	6,385	6,355	6,639	6,763	6,976	7,106	7,388	7,524	7,821	7,969	8,283	8,441	8,772	8,940	9,238	9,466	9,785	10,031	10,364	10,625
Finance costs	11	7	3	—	(3)	(6)	(8)	(10)	(13)	(15)	(17)	(20)	(22)	(24)	(26)	(28)	(30)	(32)	(33)	(35)
Internal charges and overheads applied	3,943	4,311	4,545	4,457	4,592	4,673	4,765	4,743	4,847	4,967	5,120	5,245	5,395	5,547	5,710	5,867	6,030	6,194	6,390	6,538
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>10,339</b>	<b>10,673</b>	<b>11,187</b>	<b>11,220</b>	<b>11,565</b>	<b>11,773</b>	<b>12,145</b>	<b>12,257</b>	<b>12,655</b>	<b>12,921</b>	<b>13,386</b>	<b>13,666</b>	<b>14,145</b>	<b>14,463</b>	<b>14,922</b>	<b>15,305</b>	<b>15,785</b>	<b>16,193</b>	<b>16,721</b>	<b>17,128</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>29</b>	<b>28</b>	<b>22</b>	<b>9</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	11	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>11</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	11	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to replace existing assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in reserves	29	28	22	9	3	1	3	2	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>40</b>	<b>28</b>	<b>22</b>	<b>9</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(29)</b>	<b>(28)</b>	<b>(22)</b>	<b>(9)</b>	<b>(3)</b>	<b>(1)</b>	<b>(3)</b>	<b>(2)</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Stormwater

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	1,589	1,750	1,794	1,881	1,944	2,021	2,131	2,253	2,353	2,426	2,532	2,670	2,838	2,967	3,031	3,096	3,227	3,363	3,464	3,630
Targeted rates	2,581	3,091	3,205	3,353	3,487	3,810	3,970	4,048	4,405	4,543	4,704	5,116	5,317	5,529	5,989	6,171	6,384	6,960	7,146	7,368
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>4,170</b>	<b>4,841</b>	<b>4,999</b>	<b>5,234</b>	<b>5,431</b>	<b>5,831</b>	<b>6,101</b>	<b>6,301</b>	<b>6,758</b>	<b>6,969</b>	<b>7,236</b>	<b>7,786</b>	<b>8,155</b>	<b>8,496</b>	<b>9,020</b>	<b>9,267</b>	<b>9,611</b>	<b>10,323</b>	<b>10,610</b>	<b>10,998</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	1,877	2,303	2,208	2,266	2,331	2,491	2,570	2,581	2,665	2,747	2,833	2,921	3,012	3,105	3,202	3,302	3,405	3,510	3,620	3,732
Finance costs	902	920	942	1,006	1,043	1,095	1,176	1,267	1,333	1,374	1,448	1,552	1,685	1,779	1,805	1,833	1,924	2,020	2,079	2,202
Internal charges and overheads applied	292	321	338	344	358	355	367	373	386	399	415	429	445	461	478	495	512	530	550	568
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>3,071</b>	<b>3,544</b>	<b>3,488</b>	<b>3,616</b>	<b>3,732</b>	<b>3,941</b>	<b>4,113</b>	<b>4,221</b>	<b>4,384</b>	<b>4,520</b>	<b>4,696</b>	<b>4,902</b>	<b>5,142</b>	<b>5,345</b>	<b>5,485</b>	<b>5,630</b>	<b>5,841</b>	<b>6,060</b>	<b>6,249</b>	<b>6,502</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>1,099</b>	<b>1,297</b>	<b>1,511</b>	<b>1,618</b>	<b>1,699</b>	<b>1,890</b>	<b>1,988</b>	<b>2,080</b>	<b>2,374</b>	<b>2,449</b>	<b>2,540</b>	<b>2,884</b>	<b>3,013</b>	<b>3,151</b>	<b>3,535</b>	<b>3,637</b>	<b>3,770</b>	<b>4,263</b>	<b>4,361</b>	<b>4,496</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	150	173	233	279	320	328	337	346	355	365	374	384	394	404	414	425	436	448	459	471
Increase (decrease) in debt	4,823	5,262	4,999	5,115	3,902	5,868	5,536	6,030	4,417	6,002	4,688	8,019	6,942	5,076	4,893	5,977	7,338	5,468	5,863	10,516
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>4,973</b>	<b>5,435</b>	<b>5,232</b>	<b>5,394</b>	<b>4,222</b>	<b>6,196</b>	<b>5,873</b>	<b>6,376</b>	<b>4,772</b>	<b>6,367</b>	<b>5,062</b>	<b>8,403</b>	<b>7,336</b>	<b>5,480</b>	<b>5,307</b>	<b>6,402</b>	<b>7,774</b>	<b>5,916</b>	<b>6,322</b>	<b>10,987</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	536	585	555	568	434	652	615	670	491	667	521	891	771	564	544	664	815	608	651	1,168
> to improve the level of service	4,823	5,262	4,999	5,115	3,902	5,868	5,536	6,030	4,417	6,002	4,688	8,019	6,942	5,076	4,893	5,977	7,338	5,468	5,863	10,516
> to replace existing assets	864	594	1,054	2,479	2,013	1,773	1,145	2,123	2,359	1,978	3,081	2,216	2,642	3,626	2,850	4,006	3,558	3,548	3,384	2,942
Increase (decrease) in reserves	(151)	291	135	(1,150)	(428)	(207)	565	(367)	(121)	169	(688)	161	(6)	(635)	555	(608)	(167)	555	785	857
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>6,072</b>	<b>6,732</b>	<b>6,743</b>	<b>7,012</b>	<b>5,921</b>	<b>8,086</b>	<b>7,861</b>	<b>8,456</b>	<b>7,146</b>	<b>8,816</b>	<b>7,602</b>	<b>11,287</b>	<b>10,349</b>	<b>8,631</b>	<b>8,842</b>	<b>10,039</b>	<b>11,544</b>	<b>10,179</b>	<b>10,683</b>	<b>15,483</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(1,099)</b>	<b>(1,297)</b>	<b>(1,511)</b>	<b>(1,618)</b>	<b>(1,699)</b>	<b>(1,890)</b>	<b>(1,988)</b>	<b>(2,080)</b>	<b>(2,374)</b>	<b>(2,449)</b>	<b>(2,540)</b>	<b>(2,884)</b>	<b>(3,013)</b>	<b>(3,151)</b>	<b>(3,535)</b>	<b>(3,637)</b>	<b>(3,770)</b>	<b>(4,263)</b>	<b>(4,361)</b>	<b>(4,496)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Sustainability and resilience

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	1,258	1,588	1,574	1,613	1,704	1,662	1,706	1,716	1,775	1,822	1,852	1,914	1,997	2,077	2,135	2,177	2,213	2,286	2,370	2,391
Targeted rates	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	611	621	631	634	650	666	683	702	721	740	759	779	799	820	841	863	886	909	933	957
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>1,869</b>	<b>2,209</b>	<b>2,205</b>	<b>2,247</b>	<b>2,354</b>	<b>2,328</b>	<b>2,389</b>	<b>2,418</b>	<b>2,496</b>	<b>2,562</b>	<b>2,611</b>	<b>2,693</b>	<b>2,796</b>	<b>2,897</b>	<b>2,976</b>	<b>3,040</b>	<b>3,099</b>	<b>3,195</b>	<b>3,303</b>	<b>3,348</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	1,049	1,303	1,233	1,249	1,281	1,243	1,277	1,294	1,331	1,366	1,390	1,427	1,466	1,505	1,545	1,586	1,629	1,673	1,718	1,764
Finance costs	88	88	89	101	117	120	115	110	105	99	93	91	94	90	81	71	61	57	52	41
Internal charges and overheads applied	588	661	696	702	726	721	744	757	782	809	840	869	901	933	967	1,002	1,037	1,073	1,113	1,150
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>1,725</b>	<b>2,052</b>	<b>2,018</b>	<b>2,052</b>	<b>2,124</b>	<b>2,084</b>	<b>2,136</b>	<b>2,161</b>	<b>2,218</b>	<b>2,274</b>	<b>2,323</b>	<b>2,387</b>	<b>2,461</b>	<b>2,528</b>	<b>2,593</b>	<b>2,659</b>	<b>2,727</b>	<b>2,803</b>	<b>2,883</b>	<b>2,955</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>144</b>	<b>157</b>	<b>187</b>	<b>195</b>	<b>230</b>	<b>244</b>	<b>253</b>	<b>257</b>	<b>278</b>	<b>288</b>	<b>288</b>	<b>306</b>	<b>335</b>	<b>369</b>	<b>383</b>	<b>381</b>	<b>372</b>	<b>392</b>	<b>420</b>	<b>393</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to replace existing assets	132	637	49	106	439	102	81	75	114	56	48	342	391	35	68	45	46	437	40	42
Increase (decrease) in reserves	12	(480)	138	89	(209)	142	172	182	164	232	240	(36)	(56)	334	315	336	326	(45)	380	351
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>144</b>	<b>157</b>	<b>187</b>	<b>195</b>	<b>230</b>	<b>244</b>	<b>253</b>	<b>257</b>	<b>278</b>	<b>288</b>	<b>288</b>	<b>306</b>	<b>335</b>	<b>369</b>	<b>383</b>	<b>381</b>	<b>372</b>	<b>392</b>	<b>420</b>	<b>393</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(144)</b>	<b>(157)</b>	<b>(187)</b>	<b>(195)</b>	<b>(230)</b>	<b>(244)</b>	<b>(253)</b>	<b>(257)</b>	<b>(278)</b>	<b>(288)</b>	<b>(288)</b>	<b>(306)</b>	<b>(335)</b>	<b>(369)</b>	<b>(383)</b>	<b>(381)</b>	<b>(372)</b>	<b>(392)</b>	<b>(420)</b>	<b>(393)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Tangata whenua

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	911	1,092	1,095	988	1,015	1,021	1,041	1,060	1,085	1,074	1,055	1,081	1,109	1,137	1,166	1,195	1,226	1,256	1,289	1,321
Targeted rates	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>911</b>	<b>1,092</b>	<b>1,095</b>	<b>988</b>	<b>1,015</b>	<b>1,021</b>	<b>1,041</b>	<b>1,060</b>	<b>1,085</b>	<b>1,074</b>	<b>1,055</b>	<b>1,081</b>	<b>1,109</b>	<b>1,137</b>	<b>1,166</b>	<b>1,195</b>	<b>1,226</b>	<b>1,256</b>	<b>1,289</b>	<b>1,321</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	720	858	863	810	829	833	853	875	896	881	856	878	901	923	946	970	995	1,019	1,045	1,072
Finance costs	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Internal charges and overheads applied	191	234	232	178	186	188	188	185	189	193	199	203	208	214	220	225	231	237	244	249
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>911</b>	<b>1,092</b>	<b>1,095</b>	<b>988</b>	<b>1,015</b>	<b>1,021</b>	<b>1,041</b>	<b>1,060</b>	<b>1,085</b>	<b>1,074</b>	<b>1,055</b>	<b>1,081</b>	<b>1,109</b>	<b>1,137</b>	<b>1,166</b>	<b>1,195</b>	<b>1,226</b>	<b>1,256</b>	<b>1,289</b>	<b>1,321</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in debt	3	3	166	170	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>3</b>	<b>3</b>	<b>166</b>	<b>170</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
> to improve the level of service	3	3	166	170	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4
> to replace existing assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in reserves	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>3</b>	<b>3</b>	<b>166</b>	<b>170</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Prospective funding impact statement – Wastewater

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Targeted rates	8,727	9,794	10,717	10,853	11,341	12,032	12,242	12,269	13,080	13,149	13,491	14,429	14,488	14,738	15,875	15,997	14,929	15,715	16,250	16,561
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Internal charges and overheads recovered	1,439	1,498	1,585	1,631	1,695	1,714	1,762	1,787	1,842	1,902	1,968	2,030	2,098	2,169	2,242	2,316	2,391	2,469	2,554	2,632
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>10,166</b>	<b>11,292</b>	<b>12,302</b>	<b>12,484</b>	<b>13,036</b>	<b>13,746</b>	<b>14,004</b>	<b>14,056</b>	<b>14,922</b>	<b>15,051</b>	<b>15,459</b>	<b>16,459</b>	<b>16,586</b>	<b>16,907</b>	<b>18,117</b>	<b>18,313</b>	<b>17,320</b>	<b>18,184</b>	<b>18,804</b>	<b>19,193</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	4,781	5,139	5,348	5,276	5,562	5,798	5,991	6,091	6,379	6,472	6,782	7,052	7,098	7,327	7,637	7,722	8,017	8,301	8,543	8,632
Finance costs	(6)	19	38	32	8	(58)	(162)	(284)	(399)	(529)	(649)	(761)	(881)	(994)	(1,062)	(1,131)	(1,182)	(1,169)	(1,167)	(1,155)
Internal charges and overheads applied	1,763	1,874	1,995	2,043	2,132	2,133	2,195	2,208	2,274	2,344	2,430	2,504	2,591	2,678	2,772	2,862	2,958	3,053	3,165	3,256
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>6,538</b>	<b>7,032</b>	<b>7,381</b>	<b>7,351</b>	<b>7,702</b>	<b>7,873</b>	<b>8,024</b>	<b>8,015</b>	<b>8,254</b>	<b>8,287</b>	<b>8,563</b>	<b>8,795</b>	<b>8,808</b>	<b>9,011</b>	<b>9,347</b>	<b>9,453</b>	<b>9,793</b>	<b>10,185</b>	<b>10,541</b>	<b>10,733</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>3,628</b>	<b>4,260</b>	<b>4,921</b>	<b>5,133</b>	<b>5,334</b>	<b>5,873</b>	<b>5,980</b>	<b>6,041</b>	<b>6,668</b>	<b>6,764</b>	<b>6,896</b>	<b>7,664</b>	<b>7,778</b>	<b>7,896</b>	<b>8,770</b>	<b>8,860</b>	<b>7,527</b>	<b>7,999</b>	<b>8,263</b>	<b>8,460</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	176	203	273	327	375	385	395	405	416	427	438	449	461	473	485	498	511	524	538	552
Increase (decrease) in debt	350	1,207	995	3,963	431	381	1,361	263	61	360	1,576	1,625	1,675	1,727	1,781	1,836	1,893	1,961	2,133	2,643
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding</b>	<b>526</b>	<b>1,410</b>	<b>1,268</b>	<b>4,290</b>	<b>806</b>	<b>766</b>	<b>1,756</b>	<b>668</b>	<b>477</b>	<b>787</b>	<b>2,014</b>	<b>2,074</b>	<b>2,136</b>	<b>2,200</b>	<b>2,266</b>	<b>2,334</b>	<b>2,404</b>	<b>2,485</b>	<b>2,671</b>	<b>3,195</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	447	1,927	935	1,509	1,510	1,345	218	1,373	639	220	-	-	-	-	-	-	-	5	37	126
> to improve the level of service	350	1,207	995	3,963	431	381	1,361	263	61	360	1,576	1,625	1,675	1,727	1,781	1,836	1,893	1,961	2,133	2,643
> to replace existing assets	3,181	4,585	3,221	1,481	2,758	3,263	1,258	2,259	3,340	3,032	3,374	3,462	3,581	4,121	7,439	5,004	7,203	8,442	6,859	8,810
Increase (decrease) in reserves	176	(2,049)	1,038	2,470	1,441	1,650	4,899	2,814	3,105	3,939	3,960	4,651	4,658	4,248	1,816	4,354	835	76	1,905	76
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital Funding</b>	<b>4,154</b>	<b>5,670</b>	<b>6,189</b>	<b>9,423</b>	<b>6,140</b>	<b>6,639</b>	<b>7,736</b>	<b>6,709</b>	<b>7,145</b>	<b>7,551</b>	<b>8,910</b>	<b>9,738</b>	<b>9,914</b>	<b>10,096</b>	<b>11,036</b>	<b>11,194</b>	<b>9,931</b>	<b>10,484</b>	<b>10,934</b>	<b>11,655</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(3,628)</b>	<b>(4,260)</b>	<b>(4,921)</b>	<b>(5,133)</b>	<b>(5,334)</b>	<b>(5,873)</b>	<b>(5,980)</b>	<b>(6,041)</b>	<b>(6,668)</b>	<b>(6,764)</b>	<b>(6,896)</b>	<b>(7,664)</b>	<b>(7,778)</b>	<b>(7,896)</b>	<b>(8,770)</b>	<b>(8,860)</b>	<b>(7,527)</b>	<b>(7,999)</b>	<b>(8,263)</b>	<b>(8,460)</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>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Prospective funding impact statement – Water

	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000
<b>Sources of operating funding</b>																				
General rate, uniform annual general charge, rates penalties	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Targeted rates	8,802	10,270	10,998	11,513	11,952	12,852	13,303	13,397	14,322	14,808	15,160	16,466	16,987	17,197	18,584	19,509	19,713	21,284	21,509	22,175
Grants and subsidies for operating purposes	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Fees and charges	42	44	45	46	47	48	50	51	52	54	55	56	58	59	61	62	64	66	68	69
Internal charges and overheads recovered	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Local authorities fuel tax, fines, infringement fees, and other	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total operating funding</b>	<b>8,844</b>	<b>10,314</b>	<b>11,043</b>	<b>11,559</b>	<b>11,999</b>	<b>12,900</b>	<b>13,353</b>	<b>13,448</b>	<b>14,374</b>	<b>14,862</b>	<b>15,215</b>	<b>16,522</b>	<b>17,045</b>	<b>17,256</b>	<b>18,645</b>	<b>19,571</b>	<b>19,777</b>	<b>21,350</b>	<b>21,577</b>	<b>22,244</b>
<b>Applications of operating funding</b>																				
Payment to staff and suppliers	3,713	4,125	4,120	4,407	4,479	4,426	4,631	4,720	4,813	5,160	5,205	5,348	5,728	5,558	5,754	6,438	6,289	6,452	6,435	6,705
Finance costs	1,003	1,099	1,056	1,051	1,258	1,523	1,511	1,501	1,519	1,478	1,626	1,709	1,632	1,847	2,028	2,050	2,379	2,637	2,555	2,782
Internal charges and overheads applied	959	1,028	1,077	1,082	1,125	1,135	1,166	1,178	1,212	1,248	1,291	1,329	1,373	1,416	1,463	1,509	1,557	1,606	1,661	1,708
Other operating funding applications	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of operating funding</b>	<b>5,675</b>	<b>6,252</b>	<b>6,253</b>	<b>6,540</b>	<b>6,862</b>	<b>7,084</b>	<b>7,308</b>	<b>7,399</b>	<b>7,544</b>	<b>7,886</b>	<b>8,122</b>	<b>8,386</b>	<b>8,733</b>	<b>8,821</b>	<b>9,245</b>	<b>9,997</b>	<b>10,225</b>	<b>10,695</b>	<b>10,651</b>	<b>11,195</b>
<b>SURPLUS/DEFICIT OF OPERATING FUNDING</b>	<b>3,169</b>	<b>4,062</b>	<b>4,790</b>	<b>5,019</b>	<b>5,137</b>	<b>5,816</b>	<b>6,045</b>	<b>6,049</b>	<b>6,830</b>	<b>6,976</b>	<b>7,093</b>	<b>8,136</b>	<b>8,312</b>	<b>8,435</b>	<b>9,400</b>	<b>9,574</b>	<b>9,552</b>	<b>10,655</b>	<b>10,926</b>	<b>11,049</b>
<b>Sources of capital funding</b>																				
Grants and subsidies for capital expenditure	3,212	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Development and financial contributions	902	1,041	1,401	1,678	1,927	1,975	2,026	2,081	2,137	2,193	2,250	2,308	2,368	2,430	2,493	2,558	2,624	2,692	2,762	2,834
Increase (decrease) in debt	8,906	5,710	3,259	3,369	9,719	6,987	—	4,835	2,906	6,773	3,599	591	381	314	1,538	4,817	—	—	1,006	1,934
Gross proceeds from sale of assets	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Lump sum contributions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Other dedicated capital funding	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total sources of capital funding</b>	<b>13,020</b>	<b>6,751</b>	<b>4,660</b>	<b>5,047</b>	<b>11,646</b>	<b>8,962</b>	<b>2,026</b>	<b>6,916</b>	<b>5,043</b>	<b>8,966</b>	<b>5,849</b>	<b>2,899</b>	<b>2,749</b>	<b>2,744</b>	<b>4,031</b>	<b>7,375</b>	<b>2,624</b>	<b>2,692</b>	<b>3,768</b>	<b>4,768</b>
<b>Applications of capital funding</b>																				
Capital expenditure																				
> to meet additional demand	3,435	317	79	1,126	3,064	3,033	795	—	—	—	—	739	2,589	245	2,273	—	—	—	—	1,886
> to improve the level of service	12,118	5,710	3,259	3,369	9,719	6,987	—	4,835	2,906	6,773	3,599	591	381	314	1,538	4,817	—	—	1,006	1,934
> to replace existing assets	1,154	2,043	1,922	2,562	7,341	1,971	1,416	7,503	1,964	2,422	14,444	4,562	5,476	25,472	3,366	11,599	28,148	12,714	5,397	30,330
Increase (decrease) in reserves	(518)	2,743	4,190	3,009	(3,341)	2,787	5,860	627	7,003	6,747	(5,101)	5,143	2,615	(14,852)	6,254	533	(15,972)	633	8,291	(18,333)
Increase (decrease) in investments	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
<b>Total applications of capital Funding</b>	<b>16,189</b>	<b>10,813</b>	<b>9,450</b>	<b>10,066</b>	<b>16,783</b>	<b>14,778</b>	<b>8,071</b>	<b>12,965</b>	<b>11,873</b>	<b>15,942</b>	<b>12,942</b>	<b>11,035</b>	<b>11,061</b>	<b>11,179</b>	<b>13,431</b>	<b>16,949</b>	<b>12,176</b>	<b>13,347</b>	<b>14,694</b>	<b>15,817</b>
<b>SURPLUS/DEFICIT OF CAPITAL FUNDING</b>	<b>(3,169)</b>	<b>(4,062)</b>	<b>(4,790)</b>	<b>(5,019)</b>	<b>(5,137)</b>	<b>(5,816)</b>	<b>(6,045)</b>	<b>(6,049)</b>	<b>(6,830)</b>	<b>(6,976)</b>	<b>(7,093)</b>	<b>(8,136)</b>	<b>(8,312)</b>	<b>(8,435)</b>	<b>(9,400)</b>	<b>(9,574)</b>	<b>(9,552)</b>	<b>(10,655)</b>	<b>(10,926)</b>	<b>(11,049)</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>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>

## Depreciation and Amortisation – groups of activities

Activity	Year 1 21/22 \$000	Year 2 22/23 \$000	Year 3 23/24 \$000	Year 4 24/25 \$000	Year 5 25/26 \$000	Year 6 26/27 \$000	Year 7 27/28 \$000	Year 8 28/29 \$000	Year 9 29/30 \$000	Year 10 30/31 \$000	Year 11 31/32 \$000	Year 12 32/33 \$000	Year 13 33/34 \$000	Year 14 34/35 \$000	Year 15 35/36 \$000	Year 16 36/37 \$000	Year 17 37/38 \$000	Year 18 38/39 \$000	Year 19 39/40 \$000	Year 20 40/41 \$000	20 Years \$000
Access And Transport	7,965	7,584	8,675	9,996	11,217	11,701	12,863	13,289	14,576	15,123	16,545	17,230	18,975	19,586	21,317	21,918	23,778	24,300	26,236	26,708	329,582
Coastal Management	533	742	937	1,169	1,377	1,570	1,634	1,687	1,904	1,972	1,872	1,738	1,766	1,781	1,985	1,954	1,967	2,124	2,044	2,056	32,812
Community Facilities	1,860	2,257	2,519	2,623	2,684	3,059	3,050	3,125	3,246	3,114	2,863	2,983	3,002	2,929	3,096	3,067	2,997	3,177	3,232	3,283	58,166
Corporate	637	748	1,452	1,966	2,159	2,129	2,190	1,869	1,887	1,979	2,067	2,173	2,262	2,104	2,276	2,394	2,499	2,695	2,825	3,154	41,465
Economic Development	0	92	117	117	117	126	126	126	135	135	135	144	144	144	155	155	155	165	165	165	2,618
Governance	5	5	5	5	5	5	5	5	2	—	—	—	—	—	—	—	—	—	—	—	42
Parks And Open Spaces	1,760	2,013	2,219	2,293	2,396	2,499	2,456	2,410	2,533	2,363	2,478	2,597	2,676	2,735	2,873	2,876	2,933	3,255	3,288	3,409	52,062
Recreation And Leisure	1,631	1,841	2,210	2,496	2,601	2,934	3,087	3,145	3,295	3,396	3,442	3,701	3,717	3,880	4,423	4,477	4,489	4,802	4,805	4,841	69,213
Regulatory Services	29	28	23	11	3	2	2	2	—	—	—	—	—	—	—	—	—	—	—	—	100
Stormwater Management	1,223	1,388	1,541	1,618	1,697	1,888	1,989	2,081	2,374	2,449	2,541	2,885	3,013	3,152	3,534	3,638	3,769	4,262	4,360	4,495	53,897
Sustainability & Resilience	149	164	194	202	238	254	264	270	294	305	307	327	359	394	412	411	405	428	459	435	6,271
Wastewater Management	4,078	4,544	5,010	5,132	5,333	5,873	5,980	6,041	6,669	6,765	6,896	7,664	7,778	7,895	8,770	8,859	7,527	7,999	8,264	8,460	135,537
Water Management	3,571	4,346	4,880	5,019	5,138	5,817	6,044	6,049	6,830	6,976	7,093	8,137	8,312	8,434	9,400	9,575	9,551	10,655	10,926	11,048	147,801
<b>GRAND TOTAL</b>	<b>23,440</b>	<b>25,753</b>	<b>29,782</b>	<b>32,648</b>	<b>34,966</b>	<b>37,856</b>	<b>39,688</b>	<b>40,098</b>	<b>43,744</b>	<b>44,577</b>	<b>46,238</b>	<b>49,580</b>	<b>52,004</b>	<b>53,036</b>	<b>58,240</b>	<b>59,323</b>	<b>60,070</b>	<b>63,861</b>	<b>66,605</b>	<b>68,055</b>	<b>929,564</b>





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# Prudence benchmarks

Disclosure statement against financial prudence regulations

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# Disclosure statement against financial prudence regulations

## Local Government (Financial Reporting and Prudence) Regulations 2014

### Background

New Zealand local authorities have had a statutory obligation to manage their affairs in a financially prudent manner since 2002. However, there has been little discussion of what financial prudence means or how it is appropriately measured. Notwithstanding this, the Department of Internal Affairs considers the Financial Prudence Regulations have the potential to make a significant contribution to improving public understanding of local authority finances and improving local authority financial management.

The Financial Prudence Regulations mandate benchmarks for three components of financial prudence:

- affordability
- sustainability
- predictability.

Please note that predictability benchmarks are not required to be disclosed in Long-term Plans.

Furthermore, the regulations require two indicators of affordability. Whilst no formal regulation is required for these, they are equally important to achieving the intended outcomes and are included for clarity.

The five benchmarks are described in the table below, including their rationale.

## Long-term plan disclosure statement for period commencing 1 July 2021

### What is the purpose of this statement?

The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The Council is required to include this statement in its long-term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

### Rates affordability benchmark

The Council meets its affordability benchmark if:

- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increases equal or are less than each quantified limit on rates increase.

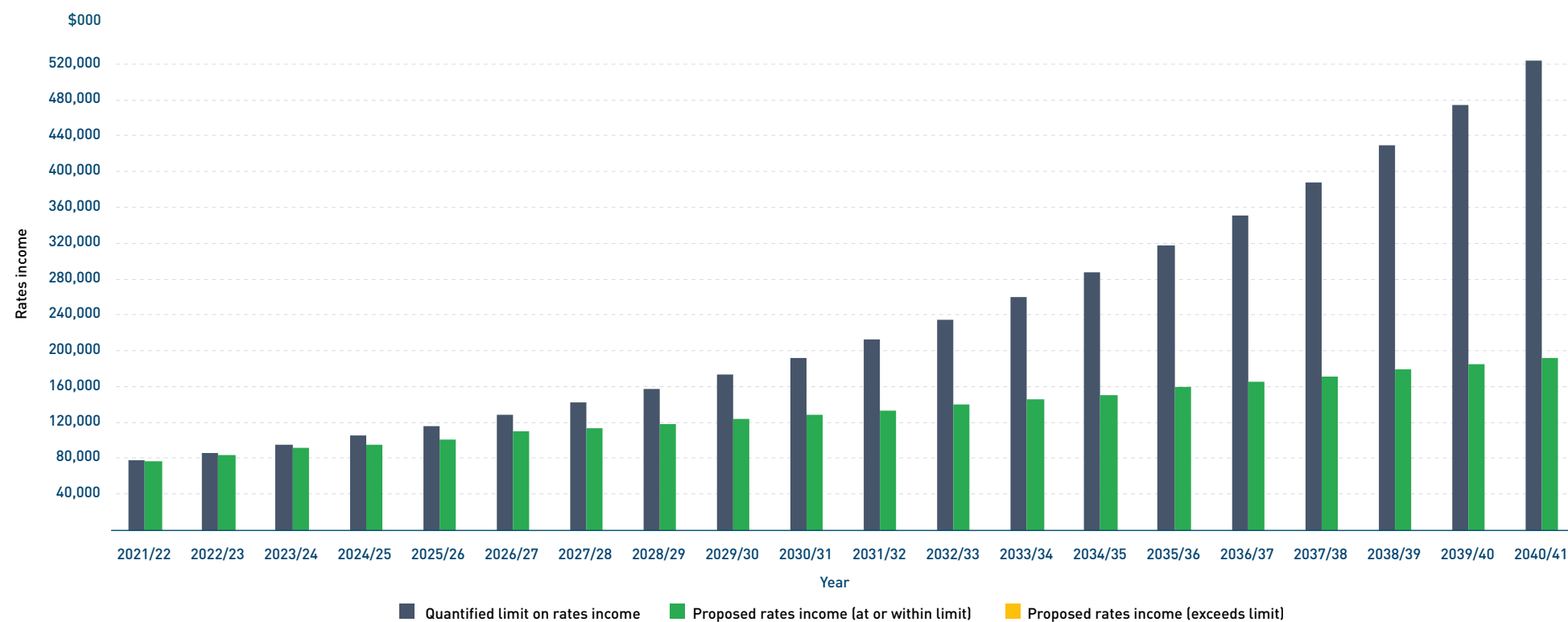
Component	Benchmark/indicator	Benchmark rationale
Affordability benchmarks	1 Rates affordability benchmark	Rates revenue complies with the limits set in the council's financial strategy.
	2 Debt affordability benchmark	Debt complies with the limits set in the council's financial strategy.
Sustainability benchmarks	3 Balanced budget benchmark	Operating revenue, excluding development and financial contributions and revenue from revaluations, exceeds operating expenditure.
	4 Essential services benchmark	Capital expenditure on the five network infrastructure services <sup>1</sup> exceeds depreciation on those five services.
	5 Debt servicing benchmark	Interest expense is less than 10% of operating revenue, as defined in the balanced budget benchmark, except for local authorities with projected population growth greater than or equal to New Zealand's projected population growth. For those local authorities, the benchmark is 15% of operating revenue.

Note 1 – Network services means infrastructure related to water supply, sewerage, treatment and disposal of sewage, stormwater drainage, flood protection and control works, and the provision of roads and footpaths.

## Rates (income) affordability

The graph below compares the Council's planned rates with a quantified limit on rates contained in the financial strategy included in this long-term plan. The Council meets the rates affordability

benchmark if its planned rates income equals or is less than each quantified limit on rates. The quantified limit on average annual rates increases is between 3.0% to 9.0% (after growth) against the preceding financial year.



## Rates (increases) affordability

The following graph compares the Council's planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan.

The Council meets the rates affordability benchmark if its planned rates increases equal or are less than each quantified limit on rates increases.

The quantified limit on average annual rates increases is between 3.0% to 9.0% (after growth) against the preceding financial year.

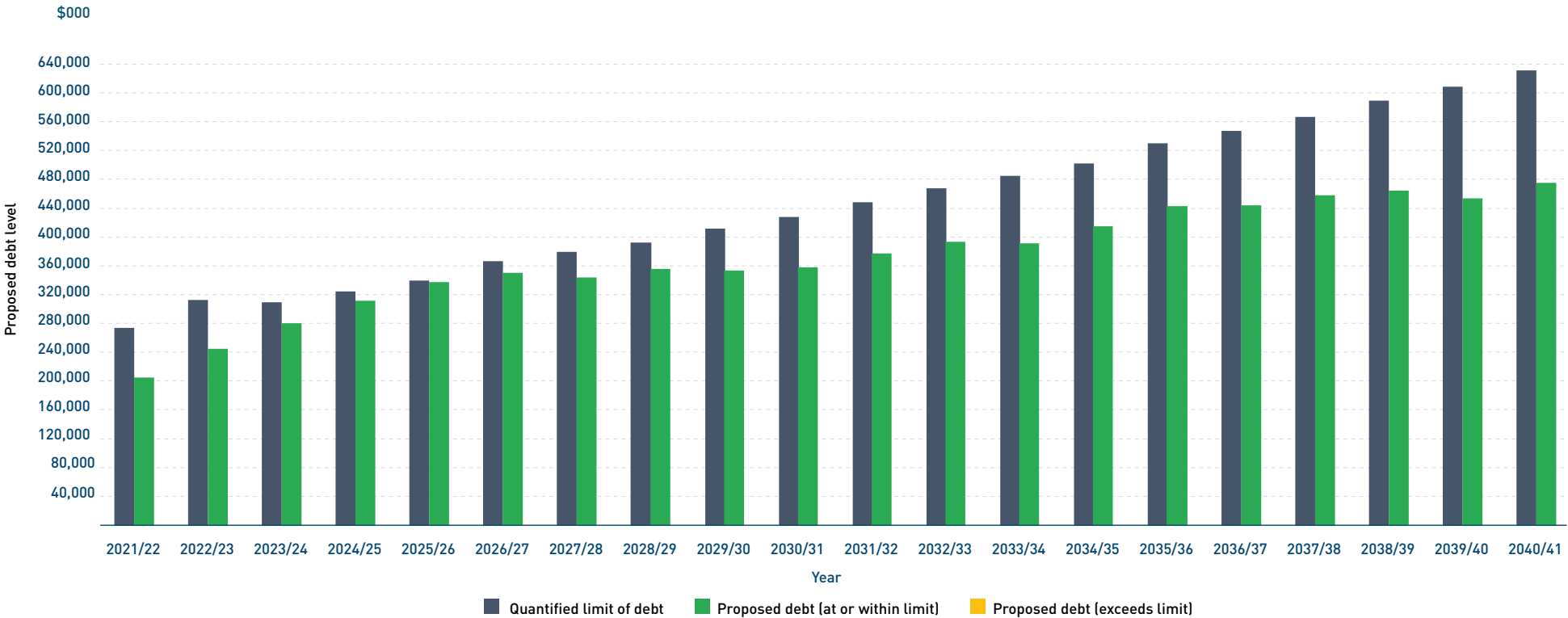


# Debt affordability benchmark

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

The following graph compares the council’s planned net debt with a quantified limit on borrowing contained in the financial strategy included in the long-term plan.

The quantified limit for net planned debt for this long-term plan is 280% of total operating income. Total operating income excludes unrealised gains/ losses on derivatives and capital contributions (such as developer contributions and vested assets).

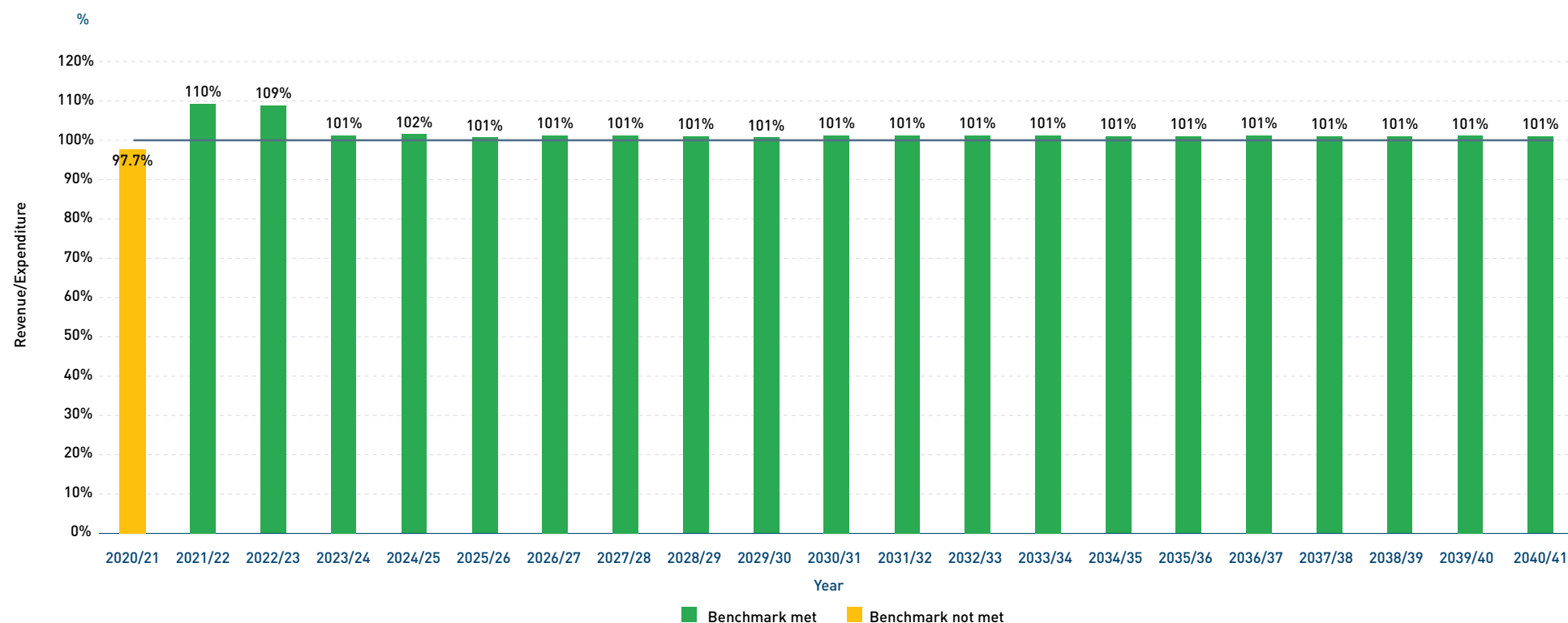


## Balanced budget benchmark

The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.

The following graph displays the council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant and equipment) as a proportion

of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).



## Essential services benchmark

The Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.

The following graph displays the Council's planned capital expenditure on network services as a proportion of expected depreciation on network services.





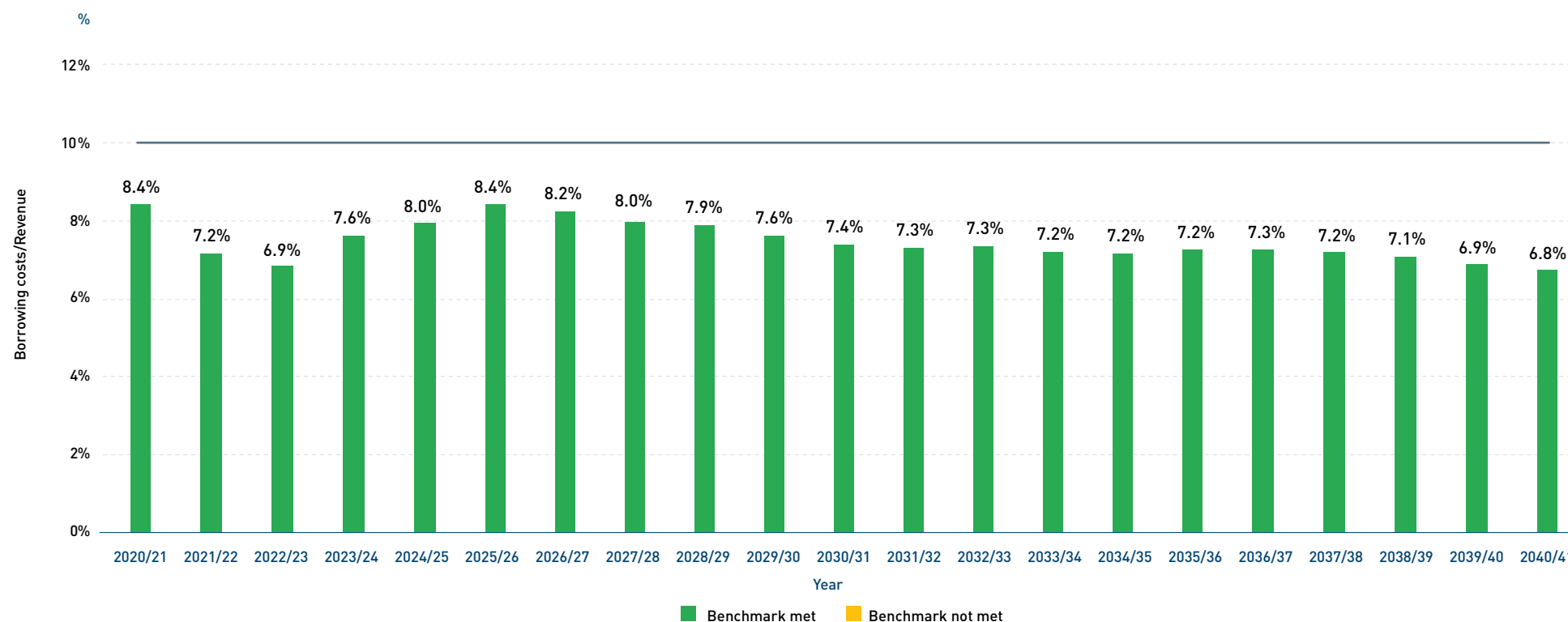
## Debt servicing benchmark

The following graph displays the Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial

contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).

Because Statistics New Zealand projects the district's population will grow more slowly than the

national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.





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# Statement concerning balancing of budget

The Council is required under the Local Government Act 2002 to ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses. The Council may set projected operating revenues at a different level from that required, if the Council resolves that it is financially prudent to do so. The operating revenues include all revenue budgeted to fund operating expenses but excludes income received for capital purposes such as development contributions, vested assets and capital grants.

In assessing a financially prudent position, consideration is to be given to:

- The Council's financial strategy which now, after six years of tightly imposed financial constraints, seeks to invest for the growth that is anticipated to eventuate across the district;
- The projected cost of maintaining our levels of service provision set out in the twenty year plan;
- The projected revenue available to fund our planned expenses associated with maintaining the service capacity and integrity of assets throughout their useful life;

- Our decision making needs to balance the interests of our range of residents, both now and into the future. We need to be aware of the various communities of interest – whether geographic or demographic – and ensure we understand what they want and what we can deliver;
- Any changes that we make need to be implemented in slow and steady increments, so that our community has certainty and stability.

## Non-funded depreciation

In previous long-term plans the Council has opted not to fully fund depreciation, on the basis that the asset renewals and rates funding thereof was not required until later. In the eight years prior to 2015/16 cumulative non-funded depreciation grew from \$900,000 to almost \$19 million.

From 2015/16, this non-funding was planned to reduce, with the intention of gradually reducing the shortfall over subsequent years. This however creates an accumulated shortfall in rates funding, which has to be subsidised by new debt. Due to COVID-19 pressure on the community and across New Zealand, to keep rates as affordable as possible, the Council made the unprecedented decision to reduce the funding gap further in 2020/21 as originally planned. The longer the funding gap remains, the greater the accumulated

subsidised debt will be, and is expected to peak at \$53 million in 2023/24.

To help the community to recover from COVID-19 and best prepare for the growth anticipated across the district over the next 20 years, we still need to close the non-funded depreciation gap to create the debt headroom, necessary to invest in and prepare for this growth and best respond to unplanned shocks in the future.

So, like all the key decisions relating to this financial strategy, there is a need to find a balance – to close the non-funded depreciation gap as fast as is practical, but without creating undue pressure on other costs, and on rates. We have been progressively closing this gap since the implementation of the new financial strategy for the 2015–35 LTP and we plan to be fully funding depreciation by 2024/25. During 2021/22 0.9% of the planned rates increase relates to closing the depreciation funding gap.

## Water rates

Water rates are in a closed account which means that we ensure that water rates are only used to cover the cost of providing water services. We'll continue to manage future cost fluctuations with a gentle upward movement in rates spread over the next few years, noting that we are not proposing to increase the fixed or variable water rates above the

levels set in 2019/20 for another year. This reflects a prudent approach given the three waters reform work that is currently underway from central government. The water rates shortfall in any given year will be offset by general rates to ensure no change in borrowings occurs.

### Accelerated loan repayments

Given we don't have surplus assets to sell, additional debt repayments are primarily sourced from rates, by way of a rates surplus. The accelerated loan repayments will help to ensure that the Council has sufficient borrowings capacity when the significant replacement of Council's water and waste water network occurs from approximately 2040.

The planned annual levels of non-funding of depreciation and the future accelerated annual loan repayments are set out in the table below.

	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Unfunded depreciation/accelerated loan repayments (funded by rates)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
<b>TOTAL INCREASE/(DECREASE) IN BORROWINGS</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Unfunded depreciation/(accelerated loan repayments after fully funding depreciation)	2,500	1,500	500	(500)	(500)	(500)	(500)	(500)	(500)	(500)
<b>TOTAL INCREASE/(DECREASE) IN BORROWINGS</b>	<b>2,500</b>	<b>1,500</b>	<b>500</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>	<b>(500)</b>

# Statement of compliance

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The elected members and management of Kapiti Coast District Council confirm that all the relevant statutory requirements of part 6 of the Local Government Act 2002 have been complied with.

We accept responsibility for the preparation of the long-term plan and the prospective financial statements presented, including the assumptions underlying the statements.

In our opinion, the Long-term Plan 2021-41 provides a reasonable basis for integrated decision-making, including participation by the community, and subsequent accountability to the community about the Council's activities.

K Gurunathan  
Mayor, Kāpiti Coast District  
(Date)

Wayne Maxwell  
Chief Executive  
(Date)

Sean Mallon  
Deputy Chief Executive  
Group Manager, Infrastructure services  
(Date)

## Report from the Council's auditor

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## Te Reo Māori in our long-term plan

Kāpiti is rich in Māori heritage and we are proud that we have a high number of speakers of Te Reo Māori in our district. The Council shares our iwi partners' aspirations to promote Te Reo Māori to everyone in the community, so we are using more Te Reo Māori words and names and phrases in our activities and documents.



This list provides meanings and information about terms we've incorporated in the plan – some of which are familiar, and some less so.

A great source of further information is Te Papa Kupu Māori Dictionary, or Māori Dictionary online. [maoridictionary.co.nz](http://maoridictionary.co.nz)

#### **Awa**

- River, stream, creek

#### **Hapū**

- Sub tribe, kinship group, clan, and primary political unit in traditional Māori society

#### **Iwi**

- Extended kinship group, tribe, nation, large group of Māori descended from a common ancestor and associated with a distinct territory. We have three iwi in our district considered as Mana Whenua: Te Āti Awa ki Whakarongotai, Ngāti Raukawa ki te Tonga and Ngāti Toa Rangatira

#### **Kaupapa Māori**

- Māori approach, principles and ideas that act as a foundation for action

#### **Korero**

- Conversation, discussion, or meeting

#### **Kotahitanga**

- Unity, togetherness, solidarity, collective action

Council has set up an Economic Development Kotahitanga Board to oversee the delivery of the Economic Development Strategy.

#### **Mahi**

- Work or an activity

#### **Mana whenua**

- The local tribes which have authority over the land. Territorial rights associated with possession and occupation of tribal lands

#### **Mātāwaka**

- Kinship group

#### **Takutai Kāpiti**

- Sea coast, shore, Kāpiti sea coast

We have given this name to our coastal adaptation programme.

#### **Tangata whenua**

- People of the land, a general term given to the indigenous people of Aotearoa New Zealand

#### **Taonga**

- Anything prized and valued including socially or culturally valuable objects, resources, phenomena

#### **Te Whakaminenga o Kāpiti**

- The confederation of Kāpiti

The Te Whakaminenga o Kāpiti partnership reflects Council's long-standing relationship with iwi/Mana whenua.

#### **Te Tiriti o Waitangi**

- Māori version of the Treaty of Waitangi signed by Māori

Local iwi were early signatories of Te Tiriti o Waitangi (the Māori version) as opposed to the translated English version.

#### **Wairua**

- The spirit or the soul

#### **Whakatauākī and whakataukī**

- Proverbs or significant sayings

#### **Whānau**

- Extended family, family group, a familiar term of address to a number of people

#### **Whenua**

- Land, territory, domain, placenta, afterbirth, ground, nation, start, country

### **The whakataukī that is part of the Council logo**

#### **Me huri whakamuri, ka titiro whakamua**

- Drawing from our past to inform our future

### **The phrase the Council has chosen to describe the vision of our long-term plan**

#### **Toitū te whenua, toitū te wai, toitū te tangata, toitū Kāpiti**

- Sustaining of the land, water, people, Kāpiti district

### **Te Ao Māori principles/values in our Te Kaupapa Mātua (pā harakeke illustration) and community outcomes framework**

#### **Kaitiakitanga**

- Sustaining the environment and the people

#### **Manaakitanga**

- Supporting each other

#### **Pūkengatanga**

- Preserving, creating, teaching and knowledge

#### **Ūkaipōtanga**

- Identity

#### **Whanaungatanga**

- Connectedness

### **The Te Reo Māori name we have given for each of our activity areas. Our activities and services section pages X-X.**

**Mahere ā-rohe** - districtwide planning

**Mana whakahaere** - governance

**Ngā hapai hapori** - community support

**Ngā papa rehia me nga papa tākaro** - parks and open space

**Paheko rangapū** - corporate

**Putanga me te waka** - access and transport

**Ratonga whakaritenga** - regulatory services

**Ruhanui** - recreation and leisure

**Toitūtanga – me te manawaroatanga** - sustainability and resilience

**Wai** - water

**Wai āwhā** - stormwater

**Wai para** - wastewater

**Whakahaere takutai** - coastal management

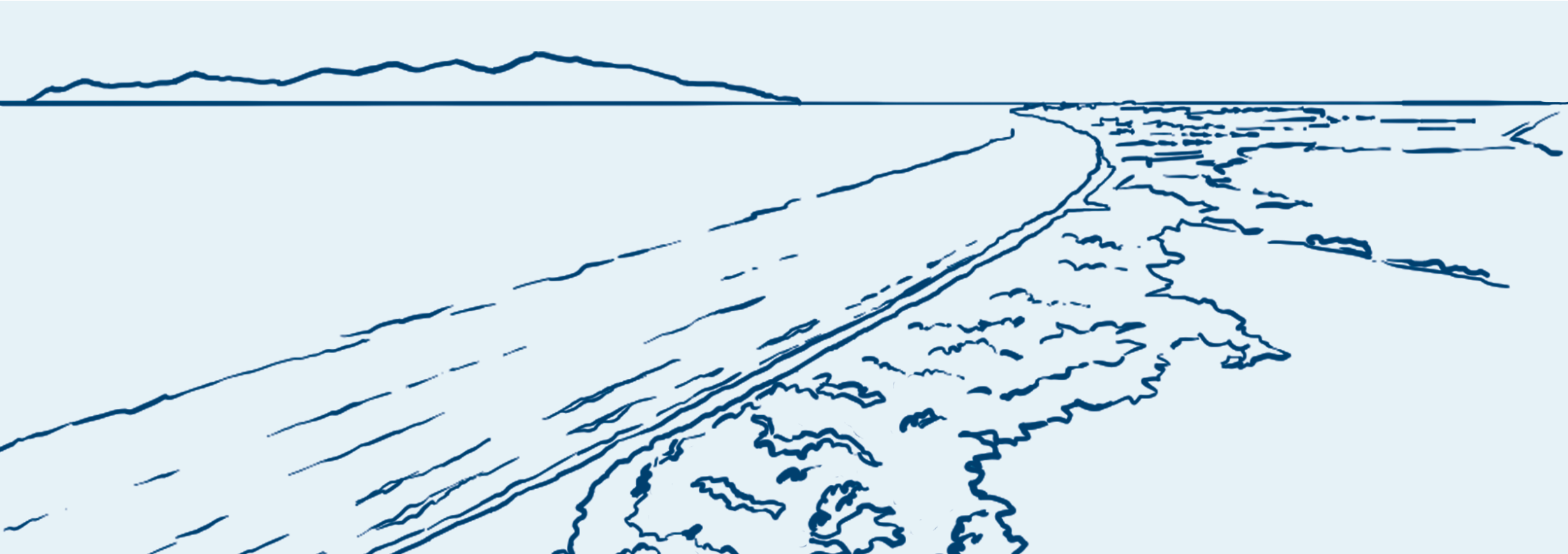
**Whakawhanake umanga** - economic development

**Whare tapere hapori** - community facilities

# Outline of Part Two – supporting information

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- Financial strategy
- Infrastructure strategy
- Significance and engagement policy
- Rates remission policy
- Development contributions policy
- Revenue and financing policy
- Significant forecasting assumptions
- Council-controlled organisations
- Detailed schedule of capital spending
- Schedule of user fees and charges



## **Long-term Plan 2021–41**

### **Securing our future**