Waimate
District Council

Agenda

**Notice is hereby given of
a LTP Workshop**

Tuesday 6 August 2024

To follow the Open Workshop

Function Room
Waimate Events Centre
Paul Street
Waimate

Order Of Business

Order Of Business

Workshops are an informal public forum for staff to bring items to inform Councillors which if undertaken at a Council or Committee meeting could take a significant amount of time and therefore restrict other business from being transacted.

Workshops cannot make decisions. They can give guidance to staff (for example to prepare a report covering various options).

There are no legal requirements relating to a quorum.

Standing Orders do not apply.

REPORTS

1   GENERAL BUSINESS

1.1   LONG TERM PLAN 2025/34 UPDATE AND REVIEW

Author:	**Shey Taylor, Strategic Planner/Policy Advisor**
Authoriser:	**Carolyn Johns, Community and Strategy Group Manager**
Attachments:	**1. Draft LTP Performance Measures 2025-34** ⇩ 🔴 **2. Survey Based Performance Measures Analysis** ⇩ 🔴 **3. Draft Wellbeing Indicator Review LTP 2025-34** ⇩ 🔴 **4. Draft Forecasting and Assumptions LTP 2025-34** ⇩ 🔴

PURPOSE

1.   To inform Council of the work that has begun on the development of the Long-Term Plan 2025/34.

2.   To review, update, and amend previously completed work to be included in the LTP 2025/34, including:

     a.   Performance Measures and Targets
     b.   Wellbeing Indicators
     c.   Forecasting Assumptions and Risk.

BACKGROUND

Transition from LTP 2024/34 to LTP 2025/34

3.   Work on the LTP 2025/34 has started with the review and re-evaluation of previously approved work from the deferred LTP.

Deferred LTP 2024 work carried forward – already to Council Workshop (2023)

- Activities and Groups of Activities
- Community Outcomes
- Council Vision
- Review rating categories, boundaries

Deferred LTP 2024 work – already to Council Workshop (2023) – now to be reviewed by Managers (2024) and reviewed by Council.

- Performance Measures and Targets
- Key Items for Consultation
- Levels of Service
- Forecasting Assumptions and Risk
- Wellbeing indicators

Deferred LTP 2024 work to be reviewed at Council Workshop

- AMPs
   - Water
   - Stormwater
   - Wastewater

> o   Roading – Council Workshopped 2023
> o   Parks and Reserves – Council Workshopped 2023
>
> **LTP Policies Review for Council Workshop**
> -   Significance and Engagement Policy – Council Workshopped 2023
> -   Revenue and Financing Policy
> -   Financial Contributions Policy
> -   Liability Management Policy
> -   Rates Remission Policy
> -   Investment Policy

4.   Current status of the LTP 2025/34 timetable:

   a.   Budgeting was initiated in June with input screens being opened for managers:

   i.   EBE and Overhead Allocations reviewed

   ii.   CE Budget evaluation underway

   iii.   Draft budget 1 scheduled for Council workshop on 20 August.

   b.   Asset Revaluation:

   i.   Preliminary draft has been produced and on track for completion.

Performance Measures and Targets

5.   Streamline measures:

   a.   Quality over quantity

   b.   Targets should be based on clear rational.

6.   Re-evaluate survey-based performance targets:

   a.   Current targets must be reviewed with benchmarking context

   b.   Target vs actual differentials are outside of excusable parameters

   c.   Significant effect on staff hours and variance reporting.

Wellbeing Indicators

   a.   Re-evaluate measures based on 3 years of reporting

   b.   Focus on reliable and available data.

Forecasting Assumptions and Risk

   a.   Assumptions updated to reflect 9-year LTP window.

OUTCOME

7.   For Council to provide input and guidance on:

   a.   Performance Measures and Targets,

   b.   Wellbeing Indicators, and

   c.   Forecasting Assumptions and Risk.

Water Supply

What we do:	Council provides a regular supply of water to the designated Waimate urban area and the six rural areas of Waimate to serve drinking, commercial and fire protection uses.

1. Provide safe drinking water			
How we do it:	⬜ Manage and monitor all water supplies under requirement of Drinking Water Standards ⬜ Monitor ongoing regulatory change for water supply activities ⬜ Implement Water Safety Plans for drinking water schemes		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Extent of compliance with Drinking Quality Assurance Rules (T1, 2, 3 Bacteria Rules) – Bacterial Compliance (M)*	Bacterial compliance - All schemes	Bacterial compliance - All schemes
	Extent of compliance with Drinking Quality Assurance Rules (T1, 2, 3 Protozoal Rules) – Protozoal Compliance (M)*	Protozoal compliance - All Schemes	Protozoal compliance - All Schemes

* Modified for to take in account of the new Drinking Quality Assurance Rules 2022. Part 4 of the Drinking-water Standards for New Zealand 2005 (Revised 2018) is an obsolete standard (ended 13 November 2022).

What we do:	Council provides a regular supply of water to the designated Waimate urban area and the six rural areas of Waimate to serve drinking, commercial and fire protection uses.

1. Provide safe drinking water			
How we do it:	⬜ Manage and monitor all water supplies under requirement of Drinking Water Standards ⬜ Monitor ongoing regulatory change for water supply activities ⬜ Implement Water Safety Plans for drinking water schemes		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Extent of compliance with Drinking Quality Assurance Rules. (M) 4.4 T1 Treatment Rules; 4.5 D1.1 Distribution System Rule; 4.7.1 T2 Treatment Monitoring Rules; 4.7.2 T2 Filtration Rules; 4.7.3 T2 UV Rules; 4.7.4 T2 Chlorine Rules; 4.8 D2.1 Distribution System Rule; 4.10.1 T3 Bacterial Rules; 4.10.2 T3 Protozoal Rules; and 4.11.5 D3.29 Microbiological Monitoring Rule.	Full compliance – All schemes	Full compliance – All schemes

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2. Provide a continuous, appropriate and safe water system throughout the District with excellent customer service

How we do it:	☐ Manage, monitor and test all water supplies ☐ Respond to service failures and faults ☐ Provide a customer service request system 24 hours a day 7 days a week		

How we measure performance		Year 1—3 Target	Year 4—9 Target
	Median attendance and resolution times for urgent and non-urgent callouts for water supply faults or unplanned interruptions to the urban network* (M)	Attendance to urgent callout - ≤ 1 hour	Attendance to urgent callout - ≤ 1 hour
		Resolution for urgent callout - ≤ 24 hours	Resolution for urgent callout - ≤ 24 hours
		Attendance to non-urgent callout - ≤24 hours	Attendance to non-urgent callout - ≤24 hours
		Resolution for non-urgent callout - 72 hours	Resolution for non-urgent callout - 72 hours
	Total number of complaints received about: 1. drinking water clarity 2. drinking water taste 3. drinking water odour 4. drinking water pressure or flow 5. continuity of supply 6. Council's response to these issues (M)	Urban water supply: <10 complaints per 1000 connections Rural water supply: ≤ 40 complaints per 1000 connections	Urban water supply: <10 complaints per 1000 connections Rural water supply: ≤ 40 complaints per 1000 connections
	Percentage of residents receiving the service satisfied with water supply services	≥ ~~86~~68%	≥ ~~86~~70%

*Attendance: from the time Council receives notification to the time that service personnel reach site
Resolution: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption.

3. Provide reliable, efficient and well planned water infrastructure and services that meets the needs of the community

How we do it:	☐ Monitor demand on all water supplies ☐ Manage growth of network ☐ Monitor condition and performance of water supply reticulation and assets and analyse data to predict asset failure/identify priority improvements required ☐ Complete capital expenditure programme associated with developing the network ☐ Minimise the disruptions to water supplies ☐ Provide a restricted supply of water to customers on rural water schemes ☐ Implement leak detection and reduction programme		

How we measure performance		Years 1—3 Target	Years 4—9 Target
	The average consumption of drinking water per day per resident within the Waimate district (M)	Average consumption ≤ 300 litres per person per day	Average consumption ≤ 300 litres per person per day
	Percentage of real water loss from Council's network reticulation systems (M)	Real water loss ≤ 25%	Real water loss ≤ 20%

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	Estimated assumed water loss per connection per day	Estimated assumed water loss <150L per connection per day	Estimated assumed water loss <100L per connection per day
	Reactive maintenance (system failure) or programed work in the Waimate urban area that exceed 8 hours of not supplying drinking water to the community or a consumer.	< 1 per year	< 1 per year
	Reactive maintenance (system failure) or programed work in the Rural Water Supplies that exceed 3 days of not supplying drinking water to the community or a consumer.	< 1 per year	< 1 per year

Note: This performance measure is still based on the DIA's Non-financial Performance Measure Rules 2013.

As Part of the Water Services Act 2021, new requirements to monitor and report on the environmental performance of drinking water, wastewater and stormwater networks, and their operators is being implemented.

The first environmental performance reporting will be for drinking water, and the reporting period for Drinking Water Network Environmental Performance Measures commences this year (2022/23) and is to be submitted by 30 September 2023.

To the best of our understanding and known information, there is intention to repeal the Non-financial Performance Measure Rules 2013 as part of the broader suite of reforms. However as far as known at the time of preparing these measures for the LTP, the legislation to enact this has not been passed yet.

Therefore, there is potential that these measures will be superseded during the term of this LTP.

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Stormwater

What we do:	Council provides stormwater drainage systems for the removal of surface water following rainfall events. In Waimate urban catchments this surface water is removed by a piped stormwater drainage system and existing kerb and channel networks.

1. Maintain reliable stormwater network services

How we do it:	☐ Maintain stormwater systems and respond to service failures ☐ Develop and implement system for recording flooding events ☐ Monitor demand and manage growth of network ☐ Collection and disposal of stormwater via stormwater systems ☐ Monitor condition and performance of stormwater reticulation and assets		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Number of flooding events that occur in our systems (M)	0	0
	Number of habitable floors affected in flooding events in the district (M) (per 1000 properties connected)	0	0

2. Deliver stormwater services according to required environmental standards

How we do it:	☐ Manage and monitor stormwater systems under conditions of resource consents ☐ Monitor ongoing regulatory changes to stormwater activities ☐ Develop a Demand Management Plan for the Stormwater activity ☐ Update and review Risk Management Strategy ☐ Investigate options for stormwater treatment ☐ Develop stormwater quality monitoring systems ☐ Apply for and receive stormwater resource consents within necessary period		
How we		Years 1—3 Target	Years 4—9 Target
measure performance	Compliance with Resource Consents for discharge from stormwater system (M)	No abatement notices, infringement notices, enforcement orders and convictions	No abatement notices, infringement notices, enforcement orders and convictions
	~~Reduce peak flow for the Park Road catchment~~	~~>10% reduction by 2026~~	

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3. Maintain excellent customer service for stormwater systems			
How we do it:	☐ Provide a customer service request system 24 hours a day, 7 days a week ☐ Maintain stormwater system and respond to service failures or faults in a timely manner		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Median response time to attend a flooding event.* (M)	≤120 minutes	≤120 minutes
	Number of complaints received about the performance of the stormwater system (M)	≤1.5 per 1000 properties	≤1 per 1000 properties

* Flooding event means an event where stormwater enters a habitable floor. Measured from the time of notification to the time that service personnel reach the site.

Note: This performance measure is still based on the DIA's Non-financial Performance Measure Rules 202413.

As Part of the Water Services Act 2021, new requirements to monitor and report on the environmental performance of drinking water, wastewater and stormwater networks, and their operators is being implemented.

The Stormwater Network Environmental Performance Measures has not been developed yet.

~~To the best of our understanding and known information, there is intention to repeal the Non-financial Performance Measure Rules 2013 as part of the broader suite of reforms. However as far as known at the time of preparing these measures for the LTP, the legislation to enact this has not been passed yet.~~

~~Therefore, there is potential that these measures could be superseded during the term of this LTP.~~

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Sewerage

What we do:	Council provides a piped waste water collection system, a sewerage treatment plant and disposal system that safety removes sewage from urban homes in Waimate. It is Council policy to implement programmes for the relocation of wastewater disposal areas from riverbeds, wetlands or the margins of rivers, lakes and the coast and to implement programmes to reduce, and eventually cease the discharge of waste from the Council's sewage reticulation and treatment systems into natural waterways.

1. Maintain reliable sewerage network services

How we do it:	☐ Maintain wastewater schemes and respond to service failures ☐ Monitor demand and manage growth of network ☐ Monitor condition and performance of wastewater reticulation and assets ☐ Ongoing pipe investigation programme ☐ Public education (ie wipes disposal)		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Number of dry weather overflows from the sewerage system (M)	≤2 per 1000 connections	≤2 per 1000 connections
	~~Number of blockages in Councils urban sewer transmission reticulation.~~	~~≤4~~	~~≤4~~

2. Deliver sewer services according to required environmental standards

How we do it:	☐ Manage and monitor sewerage treatment and disposal system under conditions of resource consent ☐ Monitor quality of effluent ☐ Monitor ongoing regulatory change for wastewater activities ☐ Treatment and disposal of domestic and industrial wastewater via the wastewater schemes ☐ Update and review Risk Management Strategy		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Compliance with Resource Consents for discharge from sewerage system (M)	No abatement notices, infringement notices, enforcement orders and convictions	No abatement notices, infringement notices, enforcement orders and convictions

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3. Maintain excellent customer service for sewerage system			
How we do it:	☐ Provide a customer service request system 24 hours a day, 7 days a week ☐ Investigate and rectify sewer services and wastewater odour complaints ☐ Maintain wastewater schemes and respond to service failures of faults ☐ Manage the collection, treatment and disposal of domestic and industrial wastewater		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Median attendance and resolution times to sewerage overflows resulting from blockages or other faults* (M)	Median attendance time ≤60 minutes Median resolution time ≤12 hours	Median attendance time ≤60 minutes Median resolution time ≤12 hours
	Total complaints received about: 1. Sewer odour 2. Sewerage system faults 3. Sewerage system blockages 4. The WDC response to sewerage system issues (M)	≤3 complaints per 1000 connections	≤3 complaints per 1000 connections
	People receiving the service are satisfied with sewerage services	≥~~97~~90%	≥~~97~~90%

* Attendance: from the time Council receives notification to the time that service personnel reach site
Resolution: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption.

As Part of the Water Services Act 2021, new requirements to monitor and report on the environmental performance of drinking water, wastewater and stormwater networks, and their operators is being implemented.

Currently the Wastewater (Sewerage) Network Environmental Performance Measures are being developed. The release date is unknown.

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Waste management

What we do:	Waste Management provides a range of refuse and recycling collection and management services for urban and rural areas of the district for households and businesses. We operate a resource recovery park to process and sell recyclable materials and transfer residual waste to landfill in Timaru. Council provides education regarding recycling and waste minimisation. In accordance with the Waste Minimisation Act 2008 , Council completes a Waste Management and Minimisation Plan every six years that assesses the provision of existing services and provides options for the delivery of future services.

1. Convenient and accessible waste management services

How we do it:	☐ Provide a range of refuse and recycling collection and disposal services for urban and rural areas for households and businesses ☐ Manage and maintain all aspects of the waste operation including a competitive tender process and management of waste contract ☐ Provision of customer service request system 24 hours a day, 7 days a week ☐ Provide a resource recovery park according to set hours of opening		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Residents receiving the service are satisfied with waste management services	≥~~75~~77%	≥~~75~~77%
	Receptacles for kerbside recycling & refuse collection are picked up as per service contract	≤20 receptacles per collection day deemed as missed collections	≤20 receptacles per collection day deemed as missed collections

2. Council manages the waste management services wisely

How we do it:	☐ Manages waste facilities under the conditions of the Resource Consent ☐ Apply for renewal of waste consents as required ☐ Monitor ongoing regulatory change for waste activities ☐ Waste is diverted from the landfill to the resource recovery park		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Compliance with Resource Consent conditions	Full compliance	Full compliance
	Reduce the percentage of residual waste to landfill	<30%	<30%

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3. Public information and programmes promote waste minimisation and appropriate sorting of waste			
How we do it:	□ Provide opportunities for the public, community organisations and businesses to learn about waste minimisation, including talks, tours, business support and event support □ Provide and disseminate written educational material to promote services available, waste minimisation and appropriate sorting of waste □ Conduct audits of kerbside collection for appropriate recycling □ Promote waste minimisation programmes □ Zero Waste programme		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Percentage of organics and recyclables in refuse collection bin from audits	Organic Waste ≤22% Recyclables ≤22%	Organic Waste ≤22% Recyclables ≤22%

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Roading and Footpaths

What we do:	The purpose of this activity is to provide for the safe, convenient and efficient movement of people and goods around and through the district. This is achieved by providing a network of roads, footpaths, bridges, signs and markers, streetlights and associated drainage systems. The Roading Activity is managed by Waimate District Councils Roading Team, who manage most aspects of the activity internally, although the physical maintenance of the Roading assets is externally contracted. New Zealand Transport Agency Waka Kotahi (NZTA) is Councils co-investment partner for roading and the works programme which is approved on a three yearly cycle in the National Land Transport Plan.

1. Provide quality roads and footpaths

How we do it:	☐ Planned and Reactive maintenance ☐ Replacement (renewal) of assets ☐ Manage Inspection and condition rating of network assets asset data ☐ Manage Road Assessment and Maintenance Management (RAMM) data. ☐ Work collaboratively with neighbouring Councils. ☐ Undertake Activity Management planning to demonstrate that the roading assets are operated and maintained in a sustainable and cost effective manner. ☐ Investigate improvement projects and long term network needs

How we measure performance		Years 1—3 Target	Years 4—9 Target
	Resident satisfaction with sealed roads	≥66 40%	≥66 40%
	Resident satisfaction with unsealed roads	≥55 35%	≥55 35%
	Average quality of ride on a sealed local roads (M)	Smooth Travel Exposure: 93%	Smooth Travel Exposure: 93%

2. Respond to customer complaints and requests in a timely manner

How we do it:	☐ Provide customer service request system 24 hours a day, 7 days a week ☐ Investigate and rectify roading and footpaths complaints

How we measure performance		Years 1—3 Target	Years 4—9 Target
	Percentage of customer service requests relating to roads and footpaths responded to within 10 working days (M)	≥95%	≥95%

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3. Provide a safe transport environment

How we do it:	□ Conduct safety audits on aspects of the district's roading network □ Deliver quality community road safety campaigns with Timaru and Mackenzie Districts to improve road behaviour and awareness □ Monitor road accident statistics and locations □ Ensure appropriate traffic management ~~plans are~~ is in place for all road works sites which effect roads and footpaths □ Ensure that private activities undertaken on the road corridor don't adversely compromise road safety or the road condition □ License and monitor all cow crossings

How we measure performance		Years 1—3 Target	Years 4—9 Target
	The change from the previous year in the number of fatalities and serious injury crashes on local road network (M)	Number of fatalities and serious injury crashes is less than the previous year on an annual basis	Number of fatalities and serious injury crashes is less than the previous year on an annual basis

4. Provide well maintained footpaths

How we do it:	□ Inspection and condition rating of footpath assets □ Manage footpath renewals and maintenance projects □ Determine future footpath projects based on defined prioritisation approach and future demand

How we measure performance		Years 1—3 Target	Years 4—9 Target
	Resident Satisfaction with footpaths	≥58%	≥58%
	Percentage of footpaths that fall within a condition rating of "fair", 1-3* (M)	≥85%	≥90%

* As detailed in the Roading Asset Management Plan

5. Provide adequate asset renewal

How we do it:	~~□ Monitor and inspect the state of the roading network, including traffic counts, pavement roughness and condition~~ □ ~~Renewals implemented at the right time with the right treatment~~ - Plan renewals based on the asset's age, condition, and performance information. - ~~Renewals implemented at the right time with the right treatment~~

How we measure performance		Years 1—3 Target	Years 4—9 Target
	Percentage of the sealed local road network that is resurfaced (M)	>~~≥5.25%~~ 5.0%	>~~≥5.25%\~~ 5.0%
	~~Annual quantity of metal spread on unsealed roads~~	~~13,000m3~~	~~13,000m3~~

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District planning and regulatory services

What we do:	District Planning and Regulatory Services includes the following activities provided by Council: Building Control; Dog and Animal Control; Environmental Services and Resource Management. This group is concerned with monitoring and enforcement functions across a wide cross-section of statutes, focusing on the protection of community health, safety and amenity. Another major function of the group is processing consents under the Building Act 2004 and the Resource Management Act 1991.

1. Perform statutory functions as required

How we do it:	☐ Administer legislative requirements under District Planning and Regulatory Services related legislation ☐ Meet requirements to remain accredited as a Building Consent Authority ☐ Review District Plan, bylaws and related policies ☐ Monitor ongoing legislative and regulatory changes		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Retain accreditation as Building Consent Authority	Associated audit processes ensure accreditation retained	Associated audit processes ensure accreditation retained
	District Plan and bylaws reviewed within statutory timeframe	100% reviewed and adopted within statutory timeframe	100% reviewed and adopted within statutory timeframe

2. Deliver timely, efficient processing of consents and related statutory requirements

How we do it:	☐ Process and grant building and resource consents ☐ Process and issue Land Information Memorandums (LIMs) and Project Information Memorandums (PIMs) ☐ Process and issue other Building Act requirements (eg notices to fix) ☐ Process Resource Management Act requirements (eg alterations to designations) ☐ Review District Plan, bylaws and related policies		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Building consent processing within statutory timeframes and average processing time	100% of building consents granted within 20 working days	100% of building consents granted within 20 working days
	Resource Consent processing to take place within statutory timeframes and average processing time	100% processed within 20 working days (non-notified) or 70 working days (notified)	100% processed within 20 working days (non-notified) or 70 working days (notified)
	District Plan and bylaws reviewed within statutory timeframe	100% reviewed and adopted within statutory timeframe	100% reviewed and adopted within statutory timeframe

3. Investigate and respond to public complaints

How we do it:	☐ Respond to regulatory service complaints in a timely fashion ☐ Provision of customer service request system 24 hours a day, 7 days a week		
How we measure		Years 1—3 Target	Years 4—9 Target
	Response to food hygiene related complaints	All complaints actioned within 48 hours	All complaints actioned within 48 hours

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| performance | Response to late night party noise | All complaints actioned within 2 hours | All complaints actioned within 2 hours |
| | Response to environmental complaints | All complaints actioned within 10 working days | All complaints actioned within 10 working days |

4. Resource Consents are monitored to ensure compliance

How we do it:	☐ Monitor and enforce conditions of notified and non-notified Resource Consents
	☐ Monitor effects of development on the environment
	☐ Provide policy advice on planning and development in the District to ensure adherence to the Waimate District Plan and Resource Management Act 1991

How we measure performance		Years 1—3 Target	Years 4—9 Target
	Compliance with resource consents	≥ 40 consents monitored annually	≥ 40 consents monitored annually

5. Protect the public from dog and animal related nuisances and dangers

How we do it:	☐ Investigate and respond to dog and animal related complaints
	☐ Enforce Council bylaws and policy pertaining to dogs
	☐ Statutory review of bylaws and policy pertaining to dogs
	☐ Impound dangerous and wandering dogs and animals
	☐ Maintain a safe pound
	☐ Maintain a register of dogs in the District
	☐ Provide public education on responsible ownership of dogs

How we measure performance		Years 1—3 Target	Years 4—9 Target
	Response to wandering stock and animal related complaints	All complaints actioned within 2 hours	All complaints actioned within 2 hours
	Response to dog attacks on people and stock	Initial contact with all complainants within 1 hours of attack notified	Initial contact with all complainants within 1 hours of attack notified
	~~Percentage of known dogs in the district registered by 1 December~~	~~≥95%~~	~~≥95%~~

6. Provide quality customer services that meet the expectations of the community

| How we do it: | ☐ Provide high quality building and resource planning customer services to community |

How we measure performance		Years 1—3 Target	Years 4—9 Target
	Satisfaction with building services	~~85~~80%	~~85~~80%
	Satisfaction with resource consent services	~~85~~80%	~~85~~80%

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Community services

What we do:	This group of activities involves promoting the social, cultural and economic development of our communities to ensure they have a good quality of life. This includes providing and administering community grants; providing high quality library and information centre facilities; promoting economic development in the district and marketing the district, and improving community awareness and preparedness for emergency events and leading the community through such events as they happen.

1. Provide quality community services that meet the expectations of the community

How we do it:	▯ Provide high quality library services to the community and visitors ▯		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Resident satisfaction with library services	≥91%	≥91%
	All grants administered by Council are fully subscribed.	All grants fully subscribed	All grants fully subscribed

2. Improve individual, community and business awareness of the risks from hazards and assist them to build resilience to emergency events

How we do it:	▯ Educate and inform the public and businesses about the risks to their communities from hazards via presentations, media campaigns and printed material in order to improve community resilience ▯ Review Civil Defence Plan ▯ Identify hazards that require research for risk reduction and assist in the delivery of results from research as part of ongoing community education ▯ Provide training for volunteers and staff so they can respond to emergency events in a manner that supports our communities ▯ Monitor hazard information and events as they progress		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Percentage of residents who feel Council has provided them with enough information to be able to cope when there is an emergency	≥80%	≥80%
	Number of emergency management community engagement activities	10 per year	10 per year
	Number of climate change community engagement activities	10 per year	10 per year

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3. Manage and promote funding grants

How we do it:	☐ manage and promote councils community funding, creative community schemes, and sports New Zealand rural travel fund ☐ grant accountability forms collected to ensure appropriate use of funds ☐ promote the availability of all council funding opportunities		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	All grants administered by Council are fully subscribed.	All grants fully subscribed	All grants fully subscribed

3. Civil Defence Emergency Management personnel appropriately trained and prepared to assist community in the event of an emergency

How we do it:	☐ Civil Defence Emergency management personnel and partner agencies participate in in-house/regional/national exercises ☐ Civil Defence Emergency management personnel attend training courses		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Annual Group exercise	1 annually	1 annually
	Civil Defence Emergency Management training sessions offered to EOC staff	6 training opportunities per year	6 training opportunities per year

4. Support economic development in the District

How we do it:	☐ Maintain a business-friendly Council approach to customer relations ☐ Ensure economic development is a priority in decision-making ☐ Implement the Economic Development Strategy action items ☐ Support local events		
How we measure performance		Years 1—3 Target	Years 4—9 Target
	Number of local events supported by Council annually Provide up to date economic data to local businesses	≥ 40 events Updated Annually	≥ 40 events Updated Annually
	Positive perception of living in Waimate District*	≥9388%	≥9388%

*As measured in biennial survey

5. Provide quality Information and Library services, Programmes and material are accessible to district residents, schools and visitors

How we do it:	☐ Ensure information and library services are open to the community and visitors with consistent and appropriate opening hours ☐ Ensure information centre is stocked with a variety of quality local information ☐ Provide access to physical collections at the library facilities and online ☐ Provide a wide range of high-quality library material ☐ Produce and promote an annual programme of library exhibitions on a range of subject material ☐ Provide quality library services to the community and visitors

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How we measure performance		Years 1—3 Target	Years 4—9 Target
	~~Educational programmes provided~~Exhibitions on display at the library ~~annually~~	≥6 ~~programmes~~ exhibitions	≥6 ~~programmes~~ exhibitions
	Number of visits to Explore Waimate website	≥ 30,000	≥ 30,000
	Resident satisfaction with library services	≥~~91~~81%	≥~~91~~81%

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Community facilities

What we do:	Community Facilities is about providing facilities for sport, recreation and cultural activities, affordable community housing and buildings and facilities that enable us to provide a range of services to the community. The activities included in this group are: Camping, Cemeteries, Event Centre, Parks and Public Spaces, Property and Swimming Pool.

1. Provide high quality community facilities that meet the expectations of the community

How we do it:	- Ensure community facilities are accessible to the community and visitors - Provide clean, safe and well maintained public toilets, camp sites and cemeteries - Annual maintenance and health and safety programmes for public toilets, camp sites, cemeteries, swimming pool and Event Centre - Facilities are open to the community and visitors with consistent and appropriate opening hours

How we measure performance:		Year 1—3 Target	Year 4—9 Target
	Resident satisfaction with public toilets	≥~~55~~70%	≥~~55~~70%
	Resident satisfaction with camping facilities	≥~~75~~80%	≥~~75~~80%
	Resident satisfaction with cemetery facilities and services	≥~~76~~80%	≥~~76~~80%
	Resident satisfaction with parks and public spaces	≥~~89~~80%	≥~~89~~80%
	Resident satisfaction with swimming pool facilities	≥~~83~~73%	≥~~83~~73%
	Resident satisfaction with Event Centre facilities	75%	75%
	~~Camping facilities are well maintained and tidy~~	~~Respond to service requests within 10 working days~~	~~Respond to service requests within 10 working days~~
	~~Cemeteries are well maintained~~	~~Respond to service requests within 10 working days~~	~~Respond to service requests within 10 working days~~

2. Provide safe community facilities for the community and visitors

How we do it:	- Maintain facilities, parks, playgrounds and buildings to established standards - Periodic replacement or refurbishment of plant to maintain existing level of service - Ensure Health and Safety plans are in place for all community facilities - Annual cleaning , maintenance and health and safety audits for public toilets, camp sites, cemeteries, swimming pool and Event Centre

How we measure performance		Year 1—3 Target	Year 4—9 Target
	Community facilities meet legislative safety requirements (Local Government Centre, Library, Regent Theatre, Event Centre)	Building Warrant of Fitness (WOF), Fire Regulations and Licence requirements are current	Building Warrant of Fitness (WOF), Fire Regulations and Licence requirements are current
	All Council playgrounds are inspected by an external agency	1 inspection every two years	1 inspection every two years
	Maintain Pool Safe accreditation	Accreditation	Accreditation

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		maintained	maintained

3. Community Housing units are tenanted and well managed

How we do it:	☐ Maintain a waiting list, interview and place prospective tenants according to Council's eligibility criteria ☐ Manage issues associated with the community housing portfolio ☐ Respond to unit maintenance requests ☐ Provide low cost Community Housing		
How we measure performance		Year 1—3 Target	Year 4—9 Target
	Occupancy rate of Community Housing units	90% or greater occupancy	90% or greater occupancy
	~~Rent charge for Community Housing units is equal to, or less than market rental~~	~~Equal to, or less than market rental~~	~~Equal to, or less than market rental~~

Organisation and governance

What we do:	This group of activities supports and guides all activities carried out by Council. The activity enables Council to function and provide stable, transparent, effective, efficient and accountable local governance to the District. The group administers all financial aspects of Council activities, customer services and administrative support as well as providing support for elected representatives and leading the strategic planning and direction of Council.

1. Provide good quality governance for the community in an open and transparent manner

How we do it:	- Lead, govern and make decisions about the overall direction of the Council on behalf of the community - Carry out regular Council meetings and workshops which are open to the public - Develop and implement planned policy review programme - Maintain relationships with iwi - Fulfil the purpose of Local Government and all statutory obligations, as set by the Local Government Act 2002 and other relevant legislation - Prepare and adopt statutory planning and reporting documents as required (Annual Plan, Annual Report and Long Term Plan) - Conduct elections, by-elections and Representation Reviews as required

How we measure performance		Year 1—3 Target	Year 4—9 Target
	Ordinary Council meetings and open workshops are live streamed, recorded and made available to public	100% live streamed recorded and recordings made available to public	100% live streamed and recordings made available to the public
	Compliance with Local Government Act planning and accountability for the Long Term Plan, Annual Report and Annual Plan, if required)	100% of Audit opinions are unmodified	100% of Audit opinions are unmodified
	Response time to Local Government Official Information and Meeting Act (LGOIMA) requests	100% responded to within statutory timeframe	100% responsed to within statutory timeframe
	Residents are satisfied with performance of elected members	≥84%	≥84%

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2. Advocate for and Communicate with the community		
How we do it:	⬜ Provide opportunities for community engagement, including public forums, informal consultation and Special Consultative Procedures (SCPs) ⬜ Communicate Council work to the community via WDC website, print and social media ⬜ Prepare submissions on issues that will, or may impact the Waimate District community ⬜ ~~Maintain an up-to-date website which is available 24 hours a day, 7 days a week~~	

How we measure performance		Year 1—3 Target	Year 4—9 Target
	Resident satisfaction with sufficiency of the information supplied by Council	≥75%	≥75%
	Number of community engagement meetings offered ~~organised~~ by Elected Members ~~Council~~	≥10	≥10

Survey Based Performance Measures Analysis

Water Supply							
Measure	Current Targets		2023 Survey	Benchmarking		Proposed Targets	
	1-3 Years	4-10 Years	Actuals	Average	Top	1-3 Years	4-10 Years
Percentage of residents receiving the service satisfied with water supply services.	≥ 86%	≥ 86%	66%	68%	74%	68%	70%

Sewerage							
Measure	Current Targets		2023 Survey	Benchmarking		Proposed Targets	
	1-3 Years	4-10 Years	Actuals	Average	Top	1-3 Years	4-10 Years
People receiving the service are satisfied with sewerage services	≥97%	≥97%	91%*	73%	91%*	90%	90%

Waste Management							
Measure	Current Targets		2023 Survey	Benchmarking		Proposed Targets	
	1-3 Years	4-10 Years	Actuals	Average	Top	1-3 Years	4-10 Years
Residents receiving the service are satisfied with waste management services	≥75%	≥75%	77%	67%	85%	77%	77%

Roading and Footpaths							
Measure	Current Targets		2023 Survey	Benchmarking		Proposed Targets	
	1-3 Years	4-10 Years	Actuals	Average	Top	1-3 Years	4-10 Years
Resident satisfaction with sealed roads	≥66%	≥66%	40%*	26%	40%*	40%	40%
Resident satisfaction with unsealed roads	≥55%	≥55%	35%*	25%	35%*	35%	35%
Resident satisfaction with footpaths	≥58%	≥58%	44%	47%	63%	44%	44%

Survey Based Performance Measures Analysis

Organizations and Governance							
Measure	Current Targets		2023 Survey Actuals	Benchmarking		Proposed Targets	
	1-3 Years	4-10 Years		Average	Top	1-3 Years	4-10 Years
Satisfaction with building services	85%	85%	89%*	53%	89%*	85%	85%
Satisfaction with resource consent services	85%	85%	83%	46%	84%	80%	80%
Resident satisfaction with sufficiency of the information supplied by Council	≥75%	≥75%	50%	X	X	60%	65%

Community Services							
Measure	Current Targets		2023 Survey Actuals	Benchmarking		Proposed Targets	
	1-3 Years	4-10 Years		Average	Top	1-3 Years	4-10 Years
Resident satisfaction with library services	≥91%	≥91%	76%	79%	96%	81%	81%
Percentage of residents who feel Council has provided them with enough information to be able to cope when there is an emergency	≥80%	≥80%	52%	N/A	N/A	60%	60%
Positive perception of living in Waimate District	≥93%	≥93%	88%	N/A	N/A	88%	88%

Community Facilities							
Measure	Current Targets		2023 Survey Actuals	Benchmarking		Proposed Targets	
	1-3 Years	4-10 Years		Average	Top	1-3 Years	4-10 Years
Resident satisfaction with public toilets	≥55%	≥55%	66%	56%	68%	70%	70%
Resident satisfaction with camping facilities	≥75%	≥75%	82%	N/A	N/A	80%	80%
Resident satisfaction with cemetery facilities and services	≥76%	≥76%	83%	74%	84%	80%	80%
Resident satisfaction with parks and public spaces	≥89%	≥89%	83%	73%	86%	80%	80%
Resident satisfaction with swimming pool facilities	≥83%	≥83%	73%	68%	84%	73%	73%

Survey Based Performance Measures Analysis

Resident satisfaction with Event Centre facilities	75%	75%	76%	N/A	N/A	75%	75%

Organizations and Governance							
Measure	Current Targets		2023 Survey Actuals	Benchmarking		Proposed Targets	
	1-3 Years	4-10 Years		Average	Top	1-3 Years	4-10 Years
Residents are satisfied with performance of elected members	≥84%	≥84%	55%	47%	58%	?	?

Wellbeing Indicator Review LTP 2025/34

Economic	**Result 2021/22**	**Result 2022/23**	**Result 2023/24**	**Source**
Gross domestic product (GDP) per capita	$50,666 (as of 2020)	$61,298 (2022)	$66,107.14 (2023)	Infometrics
Major road traffic accidents	4 (2 serious, 2 fatal) (2022)	5 (4 serious, 1 fatal) (2023)	3 (3 serious, 0 fatal) (2024)	WDC Roading
~~Compliant water and wastewater schemes~~	~~1 of 9 water schemes and our wastewater scheme is compliant~~	~~0 of 9 water schemes and our wastewater scheme is compliant~~	~~0 of 9 water schemes and our wastewater scheme is compliant~~	~~WDC Asset Manager~~
Number of building consents issued	64 (2022)	251 (2023)	184 (2024)	WDC Building Control
Dollar figure spent by visitors in the district	$12m (2020)	$10m (2022)	$22.2m (2023)	Infometrics
~~Average accommodation occupancy rate~~	~~24.4% (2019)~~	~~24.4% (2019)~~	~~24.4% (2019)~~	~~Mbie.govt.nz~~
Export growth (Annual % Change)	7.7% (2021)	27.1% (2022)	28.6% (2023)	Infometrics
Social	**Result 2021/22**	**Result 2022/23**	**Result 2023/24**	**Source**
Percentage of school leavers by NCEA level 1	71.1% (2019)	86.7% (2021)	75.6% (2022)	Mbie.govt.nz
~~Percentage of residents tertiary educated~~	~~21.3%~~	~~57% (2020)~~	~~60%~~	~~Education Counts~~
~~Employment rate~~	~~57.5% (2021)~~	~~64% (2022)~~	~~45.8% (2024)~~	~~Mbie.govt.nz~~
Unemployment Rate	3.5% (2021)	2.9% (2022)	2.6% (2023)	Infometrics
Mean household income	$82,000 (2019)	79,373 (2023)	$100,107 (2024)	Infometrics
Housing affordability (Home Value to Income Ratio)	5.3 (2022)	5.5 (2023)	4.4 (2024)	Infometrics
Housing Affordability (Mortgage payment proportion of income)	27.2% (2022)	32.2% (2023)	30.6% (2024)	Infometrics
~~Average weekly rent~~	~~$293 (2021)~~	~~$357 (2023)~~	~~$368 (2024)~~	~~Mbie.govt.nz~~

Rent Affordability (Rent to Income Proportion)	17.4% (2022)	19.1% (2023)	19.3% (2024)	Infometrics
Life expectancy	Male 80, Female 83.5 (2019)	83.3 (2020)	83.3 (2021)	Infometrics
Percentage of residents considering the district a great place to live in	85% (2021 survey)	88% (2023 survey)	88% (2023 survey)	Resident Survey 2023
Percentage of residents feeling safe at home	To be surveyed in 2023	Not measured	Not Measured	Resident Survey 2023
Crime rate (victimisation of unlawful entry with intend/burglary)	319 crimes per 10,000 population (2019)	300 crimes per 10,000 population (2022)	271.4 crimes per 10,000 population (2023)	Mbie.govt.nz
Environmental	**Result 2021/22**	**Result 2022/23**	**Result 2023/24**	**Source**
Water quality of monitored lakes, rivers, and swimming spots	For the 13 monitored sites: 2 x Excellent, 1x Good, 4x Fair, 3x Unsuitable for swimming, 2x Poor, 1x Data not available	For the 13 monitored sites: 2 x Excellent, 1x Good, 5x Fair, 2x Unsuitable for swimming, 1x Poor, 2x Data not available	For the 8 monitored sites:	lawa.org.nz
Number of drinking waters supplies that comply with water standards	1 of 9 water schemes is compliant	0 of 9 water schemes is compliant	0 of 9 water schemes is compliant	WDC Asset Manager
Landfill waste - kilograms per capita	32.91 kg/capita (2018)	27.26 kg/capita (2023)	84 kg/capita (2024)	WDC Waste Management Officer
Rate of transition of WDC-owned vehicles to hybrid/electric engines	24 fleet vehicles as at 30 June 2022, with 2 hybrid/electric	24 fleet vehicles as at 30 June 2022, with 2 hybrid/electric = 8% of the fleet. 26 fleet vehicles as at 30 June 2023, with 5 hybrid/electric = 19% of the fleet	26 fleet vehicles as at 30 June 2024, with 5 hybrid/electric = 19% of the fleet	WDC fleet vehicle manager, the Corporate Service Manager

Estimated Council Co2 Emissions			959 Tonnes (2023)	
Cultural	**Result 2021/22**	**Result 2022/23**	**Result 2023/24**	**Source**
Percentage of Te Reo Maori speakers	1.4% (2018)	1.4% (2018)	1.4% (2018)	Stats.govt.nz (Census)
Ethnic diversity	91.8% (Euro), 7.4% (Maori), 5.2% (Asian) 1.2% Pacific, 0.6% MELAA*	91.8% (Euro), 7.4% (Maori), 5.2% (Asian) 1.2% Pacific, 0.6% MELAA*	88.4% (Euro), 8.7% (Maori), 6.5% (Asian) 1.5% Pacific, .9% MELAA*	Stats.govt.nz (Census)
Number of creative and cultural activities receiving grants offered administered by Council	6 (2021/22)	7 (2022/23)	15 (2023/24)	WDC Community Support
Library Membership (Active)			2,957 members 35.2% of population	WDC Library

2025-2034 LTP SIGNIFICANT FORECASTING ASSUMPTIONS

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
POPULATION CHANGE						
The Waimate District population will observe a gradual increase by 4.7% between 2023-2033. It is assumed that this increase will generate a relative impact on population-related metrics, such as the quantity of rateable properties.	Rationale Ltd.	Population growth either significantly exceeds that of the projected percentage or is significantly below the projected percentage.	Low	If population accelerates significantly above the given assumption, existing infrastructure may not be suitable to cope with the extra demand.	Council will monitor population measures provided for the district, and will respond to significant variations to assumptions, where possible.	All activity groups
DEMOGRAPHIC CHANGES						
Between 2020-2030, the district's population retains its comparatively high mean age, while observing a gradual and mild reduction in the mean age level, with the age group of 45-49 years likely to be the most frequent by 2030.	Rationale Ltd.	The demographic make-up of the Waimate District changes significantly.	Low	If the district's demographic changes significantly from the predicted range, the existing infrastructure and services may not meet the needs of the relevant demographic classes.	Council will monitor demographic measures provided for the district and respond to significant variations to assumptions, where possible.	All activity groups
OIL PRICE						
Oil prices are increasingly volatile and more likely to be influenced by global political and economic events. Prices are unlikely to reliably stabilise for any extended length of time.	WDC	There is a risk that fuel demand will be different to that assumed, and that significant changes in market price occur with greater frequency and/or greater severity.	Moderate	Increased fuel costs would have a particular impact on the costs of road maintenance, renewal, and improvement. This may affect Council's ability to carry out planned work without additional funding. It may also increase demand for alternative methods of transport.	Council will monitor the impact of fuel price on spending and aim to optimise spending.	All activity groups
CLIMATE CHANGE						
Changes in our climate are projected to continue into the future. The severity, impact and frequency of these changes depend on global efforts to curb greenhouse gas emissions. Projections indicate that Canterbury should expect warmer temperatures, an increasing number of hot days, and wider temperature ranges. The frequency of extreme weather events is projected to increase along with associated costs to economic, community wellbeing and environmental sustainability as a result.	WDC Ministry for the Environment National Institute of Water and Atmospheric Research Environment Canterbury	Environmental changes may accelerate at a rate higher than predicted, and/or the socio-economic consequences of adaptation measures may exceed the anticipated range.	Moderate	If environmental changes were to accelerate, Council's infrastructure assets would be significantly impacted. This would result in further modifications or more regular repairs to relevant assets.	Council is currently undertaking the development of a climate resilience strategy aimed at consistent monitoring, active mitigation, and pre-emptive adaptation efforts. This strategy is being built on the foundation of extensive engagement, education, and feedback to address the unique challenges faced by Waimate. This engagement includes seven community workshops based on key economic, social, environmental, and cultural activities relevant to Waimate's future.	All activity groups

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
WAKA KOTAHI NEW ZEALAND TRANSPORT AGENCY (NZTA) REVENUE						
Roading expenditure comprises a significant portion of Waimate District Council's total expenditure, therefore using a significant portion of Council's overall rate take. The majority of Council's expenditure on the district's roads is eligible to attract an assistance rate from the Waka Kotahi New Zealand Transport Agency (NZTA). It is further assumed that the funding assistance rate received by Council for qualifying roading expenditure for maintenance and improvement projects is set at 68% for 2024-27.*	Waka Kotahi NZTA	The subsidy rate may be subject to change, along with any variation in criteria for inclusion in subsidized works programmes.	Moderate	Changes to the funding priorities of NZTA remain outside Council control. Minor variations would impact significantly on forecasted financials.	Any impact of changes to the NZTA funding assistance rate will be applied to the relevant Annual Plan.	Roading and Footpaths
*Normal funding assistance rates	Waka Kotahi NZ Transport Agency (nzta.govt.nz)					
EMERGENCY EVENT						
Disruptive or destructive emergency events such as earthquakes, extreme weather events, and pandemics may occur to damage, disable, or destroy community infrastructure (for example, district roads, bridges, water supplies, among others), or community activities. It is further assumed that the cost of correcting such damage is met either by Council or its insurance providers, or by possible special government grants.	WDC NEMA National Emergency Management Advisor Ministry for Environment	Inability to recover or continue business following a major event. Inability to provide intended level of service to affected areas.	Moderate	If a major emergency event did occur, Council have some insurance for its infrastructure, and assistance would be offered from Central Government. To pay for additional emergency work not covered by the above, Council would increase internal/external borrowings.	Council undertakes business continuity plans for its own operation and coordinates Civil Defence planning for the district. In doing so, Council attempts to prepare itself and the district for such events.	All activity groups
NEW ZEALAND WATER SERVICE DELIVERY						
Delivery of 3 waters assets and infrastructure (water, sewer, and stormwater) remain under Council ownership for the life of the plan.	WDC Central Government	Legislation changes under urgency in Parliament that must be implemented immediately.	High	Changes are required to be implemented more quickly than anticipated.	Council closely monitors any and all developments and responds accordingly.	Rural Water Supply, Urban Water Supply, Sewer, Stormwater
RESOURCE CONSENTS						
The conditions of resource consents held by Council may be changed, and that Council will obtain the necessary resource consents for planned projects.	WDC	There is a risk that resource consent conditions are altered significantly.	Moderate	Advanced warning of likely changes is expected. The financial effect of any change to resource consent requirements would depend on the change.	Council will monitor the development of relevant standards and review the impact of any significant changes.	Roading and Footpaths, Sewerage, Stormwater, Waste Management, Urban Water Supply, Rural Water Supply
WATER SCHEMES VIABILITY						
Elevated pricing for rural water schemes, and particularly the stock water element, may result in the relinquishment of water allocations. Sourcing of stock water from existing irrigation schemes may mean that pricing within individual supplies increases as a result.	WDC	Increased cost associated with water allocations under existing and proposed service delivery models	Moderate	No new irrigation schemes are currently planned within the district and the existing command areas only cover a small proportion of the overall footprint of the Waimate District Council Rural Water Supplies.	Council will monitor sold volumes (allocations) and review charging structures if necessary to mitigate the overall risk for the district. Council is actively engaging with central government to mitigate the impact of this risk.	Rural Water Supply

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ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
USEFUL LIVES OF SIGNIFICANT ASSETS AND DEPRECIATION						
~~It is assumed reassessments of the useful lives of significant assets during the ten year period covered by this Long Term Plan will continue every three years. The detail of useful lives for each asset category is covered in the Statement of Accounting Policies.~~ The useful lives of significant assets are based on the useful lives as identified in the Statement of Accounting Policies. It is assumed that these useful lives are retained for the nine year period covered by this Long Term Plan. In practice useful lives are re-assessed at a minimum of every three years in line with asset revaluations.	New Zealand Asset Management Support WDC asset revaluations	There is a risk that assets will wear out more quickly than forecasted and require replacement earlier than planned	Moderate	If assets require replacement earlier than first considered, capital expenditure projects may need to be brought forward.	Regular review of the useful life of each asset category reduces the risk of significant inaccuracies.	Roading and Footpaths, Rural Water Supply, Urban Water Supply
REVALUATION OF NON-CURRENT ASSETS						
Council conducts asset revaluations every three years. The Long Term Plan assumes the following percentage increases to book value, for each of the following class of assets: Land: +10% Buildings: +15% Utilities (Water Schemes, wastewater, stormwater, Sanitation): +8% Roading: +6%	WDC	Revaluations will somewhat differ from those projected carrying values of the assets and depreciation expense.	Moderate	Variation in values is expected to be low unless the valuation methodology changes.	Regular revaluation of non-current assets reduces the risk of significant valuation shifts.	Roading and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage, Property
FUNDS FOR FUTURE REPLACEMENT OF SIGNIFICANT ASSETS						
In general, councils have some flexibility in the policies they may set with regard to sources of funds for the future replacement of significant assets. Council's flexibility centres on whether we should collect depreciation monies from ratepayers during the lifetime of the asset to build up a reserve that can fund the replacement of the asset when it comes to the end of its useful life, or when the asset comes to the end of its useful life which would compel Council to rely on borrowed money to replace it. Council considers that the most sensible approach is to collect depreciation during the life of an asset, therefore having reserve funds on hand at the time replacement is needed. See Council's 'Revenue and Financing Policy' and the 'Financial Strategy'.	WDC	Sufficient funds may not be available to pay for planned asset replacement.	Low	Funds may need to be borrowed or rated for, which may be a burden to either the Council or ratepayers in the future.	Council develops Asset Management Plans that determine the timing of asset replacements. Council uses these to forecast and prepare for future funding requirements.	Property, Roading and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage

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ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
RETURN ON INVESTMENT- ALPINE ENERGY						
Alpine Energy's FY2025-2027 Statement of Corporate Intent includes a Dividend Policy whereby the Directors are not indicating any dividends to shareholders for the 3 years of the SCI. It is therefore assumed that the company ~~Alpine Energy will not provide a return to shareholders for the duration of the 2025-34 Long-Term Plan.~~ returns will be in line with the ~~company's FY2024-2026 Statement of Corporate Intent which includes a Dividend Policy of 6c per share. Thereafter it is assumed the dividend will remain at 6c.~~	WDC

Alpine Energy | There is a risk that returns on investments will be higher ~~or lower~~ than forecasted. | Low | Should dividends be received, Council finances will be more favourable than anticipated to the extent of that dividend. This unanticipated income would contribute to the activity reserve balance and may result in positive cash-flow enabling consideration of higher levels of service. ~~Council is aware of the potential for future Electricity Distribution Services Default Price-Quality Path Determinations to influence the company's ability to earn income. If revenues are suppressed for a sustained period, the company will be unlikely to maintain dividends at the proposed level. Prioritization on investment in various areas of the company's operations may also influence the company's income.~~ | No management of this risk is required as any variation will be favourable to Council.
~~plans to continue to reduce its reliance on any dividend income that presently supports core operational activity.~~ | Investments and Finance |
| **FORESTRY ASSETS VALUES** | | | | | | |
| It is assumed that the forestry asset values will increase annually over a rotation cycle of 30 years. | Laurie Forestry Limited

WDC | The value of forestry assets may sharply increase or decrease. | Moderate | A change in the value of the forestry asset will change Council's financial performance in the year of change occurring. However, it will not have a direct impact on the level of rates or expenditure. | Annual revaluation of forestry reduces the risk of significant valuation shifts. | Investments and Finance |
| **CAPITAL DELIVERY** | | | | | | |
| Council plan to deliver 100% of all capital projects over the life of the Long-Term Plan. The financial model was developed based on this assumption. | WDC | There is a risk that improved levels of service in the Water Supply area will be delayed.

There is a risk that the capital projects will not be completed in any given year and carried over to subsequent years. | Moderate | Variation to planned improved levels of service for the Water Supply area, where any delay in projects relating to Drinking Water Standards New Zealand compliance will result in maintaining current levels of service.

If projects are not completed on time, or are deferred, there may be reduced operational costs and depreciation expense impacts.

There could also be an increase in required budget to complete the project if delayed. | Council is aware of material sourcing and has addressed this issue by sourcing materials early and maintaining stock levels.
Procurement is now completed through the Government Electronic Tenders System (GETS), notifying the wider contracting / consulting market of upcoming projects.
In anticipation of a large capital programme in Year 1 (2025), a portion of these projects are likely to be tendered by 30 June 2024, or very early in the 2024/25 financial year.
Due to the nature of the rates smoothing profile for the Water Supply activity, any delay in project completion will have no effect on the funding and rates required as planned. | Water Supply & all other activities |
| **RETURN ON INVESTMENTS - OTHER** | | | | | | |
| It is assumed that Council's cash investments will generate returns from 3.~~00~~95% - 3~~4~~.71~~42~~% based on the current economic climate.
It is further assumed that the returns from Council's forestry investments for the duration of the Long Term Plan will be reflective of market conditions present at the time of preparation of this document. | Bancorp

Laurie Forestry Limited

WDC | Returns on investments will be higher or lower than forecasted. | Moderate | Higher interest rates received on cash investments or increased investment income could result in positive cash-flow enabling consideration of higher levels of service or reduced expenditure. Council does not heavily rely on interest revenue for running its operations, therefore the impact of lower investment returns on delivery of Council services would be minimal. Similarly, Council does not use its forestry investment returns to fund other Council operations or activities. | ~~Council sets and maintains its internal interest to provide certainty to internal capital reserves.~~ Council will manage its external investments to optimise returns (as described in the Council's Investment Policy).

Council will monitor the forestry market's conditions and review the impact of any significant change in forecasted returns through each subsequent Annual Plan process. | Investments and Finance |

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ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
INFLATION						
Council, along with many other New Zealand Councils, calculates and applies inflation factors to its Long-Term Plan ~~10-year~~ budget forecast, using predictions of future inflation levels from New Zealand [economic research company] Business and Economic Research Ltd (BERL).	Business and Economic Research Ltd.	Inflation will be higher or lower than anticipated.	Moderate	A difference between the inflation rates experienced and those assumed will change the cost base of Council, and therefore impact funding requirements.	Council has endorsed the rates produced by BERL as the most appropriate basis for accounting for the impact of inflation and preparing the Long Term Plan. In the event of significant changes to the underlying costs supporting work in the activity areas, mitigation planning will feature in the Annual Plan. Activity areas, mitigation planning will feature in the Annual Plan.	All activity groups

Year	Roading %	3 Waters %	Other Operational Expenditure %	Capital Expenditure %
June 2026	2.0	2.5	2.2	2.2
June 2027	2.3	2.7	2.3	2.4
June 2028	2.3	2.6	2.3	2.3
June 2029	2.2	2.5	2.2	2.2
June 2030	2.1	2.3	2.1	2.1
June 2031	2.0	2.3	2.0	2.1
June 2032	2.0	2.2	2.0	2.0
June 2033	2.0	2.1	1.9	2.0
June 2034	1.9	2.1	1.9	1.9

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
BORROWING COSTS						
Interest costs are estimated to range between 4.~~49~~5% - 5.~~164~~2% This refers to the ~~internal cost of borrowing, along with the~~ expected external cost of debt facilities where costs are not known and are required to be projected.	WDC Bancorp Local Government Funding Agency	Interest rates will differ significantly from those estimated.	Moderate	If borrowing costs are greater than those assumed, Council may need to increase its rates or reduce its expenditure. Conversely, lower costs may mean rates required to fund Council operations are lower than they would otherwise have been.	Council will monitor its applicable interest rates and adjust ~~it~~ through the Annual Plan process to reflect a level best aligned to its actual anticipated external borrowing rate, utilizing the advice of its Treasury Advisors ~~and ability to generate returns on internal debt~~.	Investment and Finance
UNIDENTIFIED LIABILITIES						
It is assumed that Council does not have any unidentified liabilities.	WDC	There is a risk of an unexpected liability occurring. For example, a claim against Council.	Low	If an unidentified liability arises it may increase Council's expenditure. This risk is mitigated by the Council's Risk Management and Insurance Policies.	Regular review of liabilities reduces against the risk of items being unidentified.	All activity groups

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