

Westland District Council Te Kahui o Poutini



Draft Long Term Plan 2021 - 2031

DRAFT

Cautionary Note

The forecast financial statements in the Council Plan 2021 – 31 outline how Council will be funded for the next 10 years and how that money will be spent. They are based on estimates of costs into the future. It is likely that changes will be needed as events alter and actual quotes for work are obtained. The information in the forecast financial statements is prepared to meet the requirements of the Local Government Act 2002 and may not be appropriate for purposes other than those described below.

Statement of Responsibility

The forecast financial statements are prepared on the basis of best-estimate assumptions as to future events which Council expects to take place as at **XX XXX 2021**. Actual results are likely to vary from the information presented and the variations may be material.

Authorisation for issue

This document was authorised for issue by the Council on **XX XX 2021**

Purpose of preparation

The Local Government Act 2002 requires Council to have a Long-Term Plan at all times. The Westland District Long-Term Plan (“Council Plan 2021 – 31”) was adopted on **XX XX 2021**.

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

Image Acknowledgement

With thanks to Westland Arts Incorporated for the use of artists submissions to the inaugural Te Tai Poutini Art Awards.



Te Tai o Poutini Art Awards is a regional art competition that showcases and supports local artists, and celebrates excellence in West Coast visual arts.

The inaugural Art Awards were developed and run by Westland Arts Incorporated, with funding from an ‘Arts Continuity Grant’ from Creative NZ as part of the Government’s Covid-19 response package.

Image credits and background information

See pp 336 - 338

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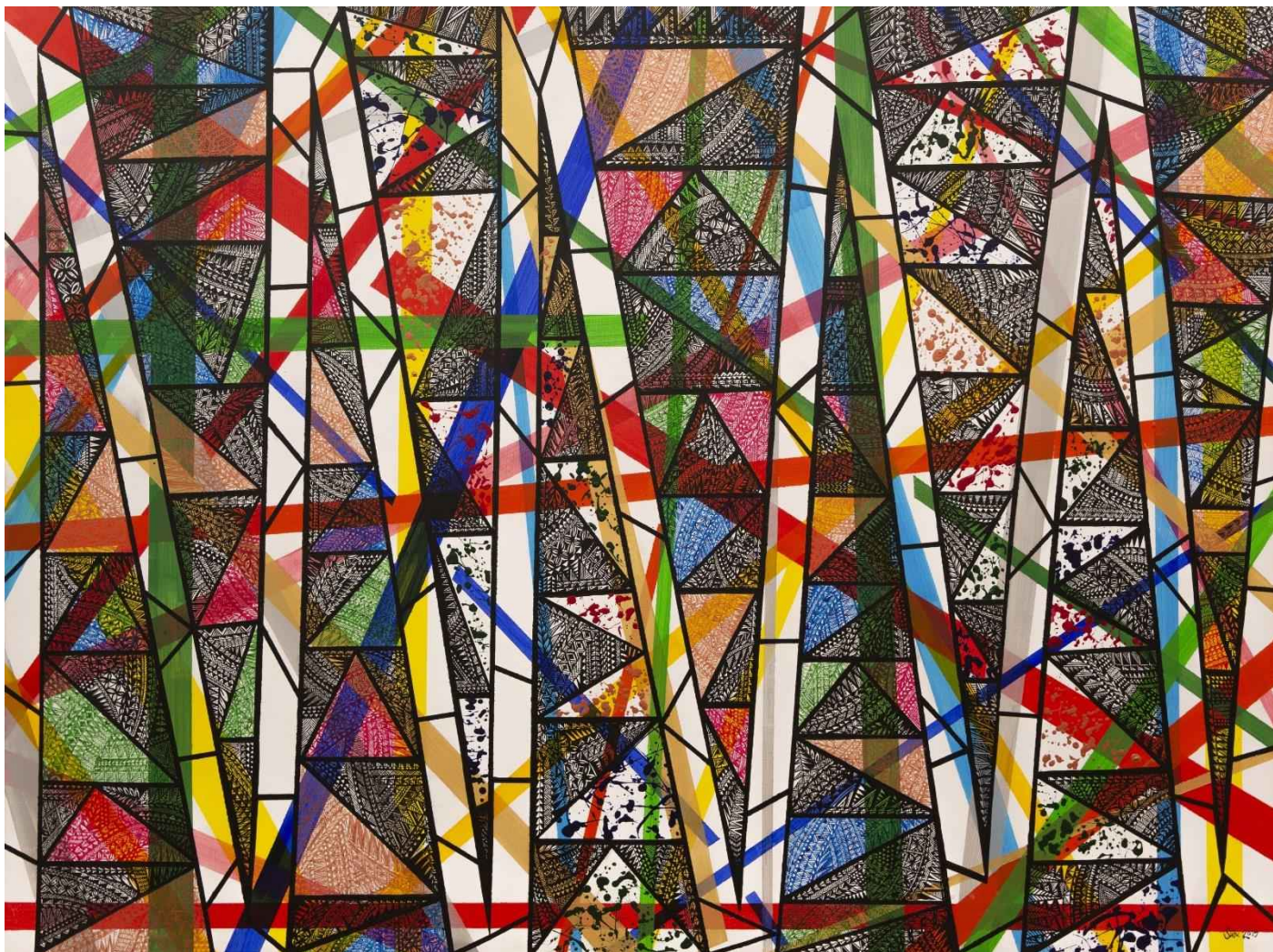
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Message from the Mayor



Westland moves into the next 10 years with many exciting opportunities and a number of uncertainties to consider and the 10-year plan reflects this. We have spent the past year in the midst of a global pandemic, which has had a significant effect on our communities. This plan looks forward to continuing the resilience work we started in the last Long Term Plan and helping to rebuild our communities as we see the return of tourism to New Zealand.

The moves by central government to centralise services and to change the way New Zealand operates to reduce the impacts of climate change will have impacts on our communities. We expect there to be greater costs to our residents and ratepayers over the 10 years of this plan. We want to ensure that communities still have a voice and local democracy remains intact.

Where we can, we will be working with central government to take advantage of additional funding to assist us to improve services we have previously underinvested in, improve compliance with legislation, and to help us rebuild as a district. As a community we have historically underinvested in the services that council provides; but these services deliver value for money when compared against other day-to-day activities, so it is important that we begin to fund them sufficiently. We have proposed transferring our Elderly Housing assets to our Council Controlled Organisation, Destination Westland Limited, as they have staff with the knowledge to improve the portfolio and improve the level of service provided through this activity.

Our Chief Executive has worked over the last three years to recruit a skilled staff who are delivering or exceeding Council's expectations in most areas of the business. We intend to ensure that talented staff are retained to continue to build a great community.

I'm very optimistic about the next 10 years in Westland. We have a strong communities with plenty of talent and opportunities for the district to succeed.

I commend to you the long-term plan for the next 10 years.

A handwritten signature in black ink, appearing to read 'Bruce Smith'. The signature is written in a cursive, flowing style.

Bruce Smith, Mayor of the Westland District Council

Message from the Chief Executive

We head into this Long Term Plan in a very different environment than we did the 2018 Long Term Plan. While Council still faces many of the same challenges that we did three years ago, we face great uncertainty following the outbreak of Covid-19 around the world and the ongoing effects of this terrible virus.

With the district's reliance on tourism and the borders currently closed, we expect recovery to take a long time and some of our towns may not be the same as they once were. In the short to medium-term, we do not expect the situation to change, but we are motivated to see the district diversify and reduce reliance on tourism in our economy. As technology in the district continues to improve, there are opportunities to move towards a more knowledge-based economy and to attract skilled people who are looking for a different pace of life. We are confident that when the borders re-open, tourists will increase, however it will take time for visitor numbers to grow.



Council is highly focussed on resilience so that the district can withstand the effects of climate change and natural disasters, and look after our residents with good quality infrastructure. Going into this Long Term Plan we have been able to take advantage of funding opportunities to improve the delivery of 3 waters and improve our assets in this area.

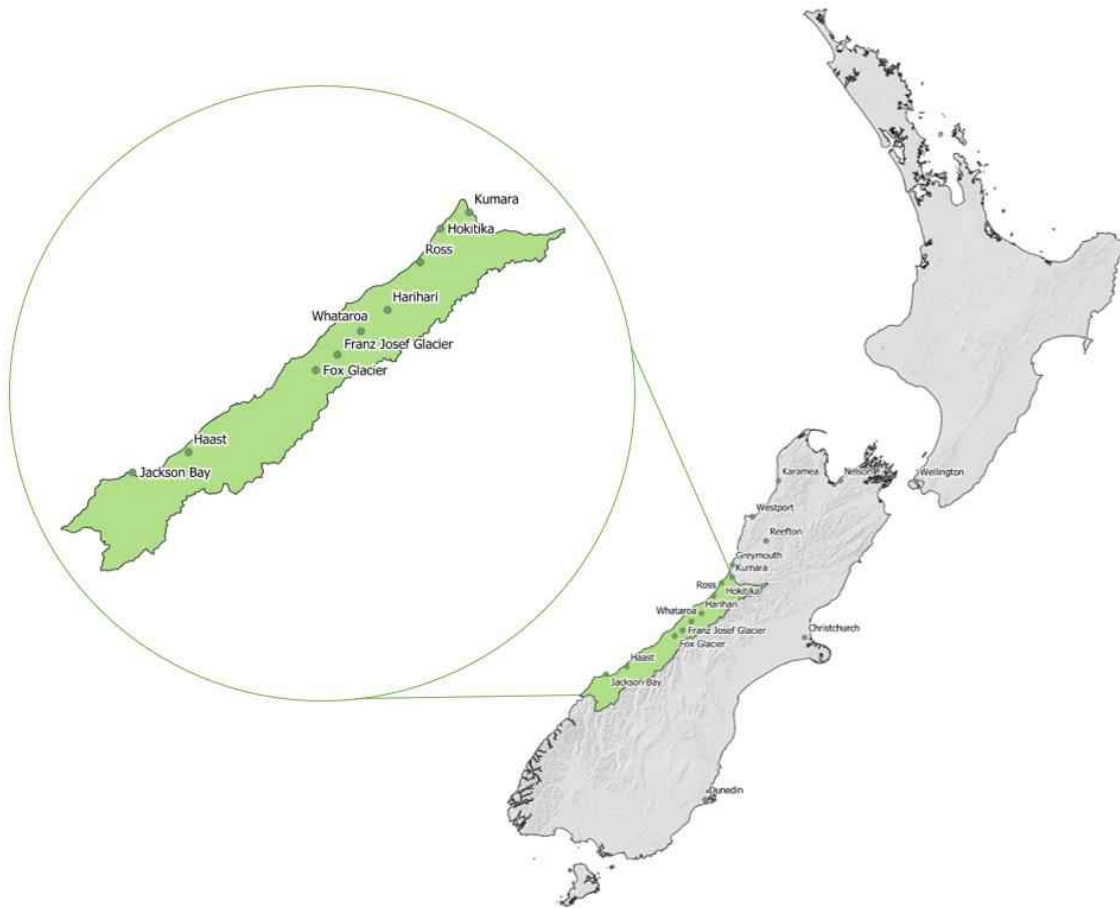
As a Council we also face the challenges of central government's continuing reforms and the uncertainties they bring. We are in the midst of changes to the Resource Management Act and legislation governing how we deliver our 3 waters services. Recent proposals by the Climate Change Commission could have a dramatic effect on the Westland District through economic and population changes. These reforms will significantly impact what we do as a Council, how we do it and how the community affords our services.

Council plans to continue to offer a quality level of service in all of our activities, and where funding allows will look to improve services over the life of the Plan. We want a district with quality infrastructure that can continue to grow and thrive, with an assurance that we are resilient in the face of whatever challenges we face.

A handwritten signature in black ink, appearing to read 'Simon Bastion'. The signature is stylized with a large, circular flourish at the beginning.

Simon Bastion, Chief Executive

Westland District: History and Major Towns



History

Westland District is a political subdivision on the West Coast of New Zealand's South Island. The District covers a long thin strip of land spanning approximately 450 kilometres in length between the Southern Alps and the Tasman Sea. Westland is one of the most sparsely populated parts of New Zealand, with an area of 1,186,272 hectares and a population of 8,640 people (2018 Census, Stats NZ). Approximately 33% of the population (2,960) lives in Hokitika. The remaining 66% live in small villages and rural areas such as Ross, Franz Josef and Haast.

In its early years of European settlement, Westland's fame was due to the gold rushes of the 1860s. After the discovery of gold in the Taramakau valley in 1864, prospectors started arriving at the Hokitika River mouth, the closest anchorage to the diggings. At that time, Hokitika was part of Canterbury province. The town was laid out by surveyor John Rochfort, and many street names commemorate Canterbury politicians of this period.

In 1864, a roadway between the East Coast and West Coast was surveyed by Arthur Dudley Dobson, and Arthur's Pass was constructed within a year. This remains the main access route today.

During 1865, a flood of gold prospectors and traders arrived, and the town was occupied and booming within less than a year. While most miners lived close to the diggings where they worked, Hokitika was the town they went to for supplies, recreation and to sell gold. For a short period, Hokitika had a population of over 4,000. As gold mining declined, it dropped to 2,000 by the end of the 19th century. The river port at Hokitika was hazardous, and was barely used after the main gold rushes.

When the gold rush subsided, Hokitika became a service town for forestry and farming in the first part of the 20th century. State Highway 6 from Greymouth to Hokitika was sealed (one lane only) for the first time in preparation for Queen Elizabeth II and the Duke of Edinburgh's visit to the West Coast in January 1954. The southern opening of State

Highway 6 through South Westland and over the Haast Pass in 1965 gradually led to an expansion in the number of tourists.

With the growth of accommodation and outdoor recreation, tourism continues to grow in importance, with drawcards such as the Glaciers, Hokitika Gorge and popular events such as the Hokitika Wildfoods Festival. Westland is also known for pounamu that can be both bought and carved here.

Major Towns

Hokitika

Hokitika is the hub of Westland and is a small town with a welcoming, cosmopolitan vibe. Home of the annual Wildfoods Festival and many other popular events including an annual Children's Day celebration, the Driftwood and Sand exhibition on Hokitika beach and Midwinter Lantern Parade. Hokitika has a vibrant arts community and is the only town on the entire West Coast which is serviced by Air New Zealand flights. Many popular bushwalks, lakes and outdoor attractions are within a short distance of Hokitika including Lake Kaniere, Dorothy Falls, Hokitika Gorge and Lake Mahinapua. Hokitika is also the centre of dairy processing on the West Coast. Westland Milk Products has the only milk processing plant on the West Coast.

Ōtira

Ōtira is a small locality on the western side of Arthur's Pass, 79.2km east of Hokitika. Originally founded for construction workers on the Ōtira tunnel, it became a settlement for railway workers. The town was sold by the railways in 1999, and in the 2010s only a few dozen residents remain. It is mainly a base for tramping and mountaineering.

Kumara

Kumara is a township on the west side of the Taramakau River, 28 km North of Hokitika. The Arahura-Kumara population is about 1260 people (Stats NZ, 2018 Census).

Kumara's most famous resident was Richard Seddon, who opened a hotel and became mayor. He later moved into national politics and became the Premier of New Zealand from 1893 to 1906, an unmatched five terms.

Gold was discovered relatively late in Kumara (in 1876). Over the next 20 years huge water races and sludge channels were constructed, primarily by Chinese miners (including in the adjacent settlement of Dillmanstown). Mining declined in the late 1890s, but dredging continued in the Taramakau valley until the 1960s.

Kumara has experienced a renaissance in recent years and new businesses have been established. Kumara is now part of the West Coast Wilderness Trail, which is a popular tourist attraction for cyclists. The Kumara Racing Club (established 1887) is still going strong and hosts the Kumara Races on the second Saturday in January which is the largest event in the town.

Kumara Junction is 7 km north-west of Kumara, at the intersection of State Highway 6 with State Highway 73. It is the starting point of the annual Coast to Coast Race, held in early February, which crosses the South Island, and includes cycling, mountain running and kayaking.

Arahura

Arahura is home to about a small number of residents, most of whom are affiliated with Te Runanga o Ngati Waewae. The nearby Arahura River is also home to several rare blue ducks (Whio) which have been hatched and then released into the river by the Department of Conservation as part of their efforts to boost the numbers of this endangered species.

Ross

Ross is a small historic town that is 31 km south of Hokitika. Ross was the centre of one of New Zealand's richest alluvial goldfields in the late 19th century, with extensive underground mining and sluicing claims. Nowadays, Ross is a start and endpoint for the West Coast Wilderness Trail, and new businesses and tourism enterprises have emerged.

Hari Hari

Hari Hari is a farming township on the Wanganui River flats, 73 km south of Hokitika.

For much of the 20th century the town was a forestry centre, supporting several sawmills.

Australian Guy Menzies completed the first solo trans-Tasman flight on 7 January 1931, landing upside down in a swamp at Hari Hari. The flight took 11 hours 45 minutes, and is commemorated in a memorial at Hari Hari.

Nowadays the Hari Hari area's main industry is agriculture.

South Westland Area School, based in Hari Hari, provides education for pupils from years 1–13 from the surrounding region.

Whataroa

Whataroa is a small rural locality on the south side of the Whataroa River, 103 km south-west of Hokitika (population: 660 in Whataroa and Harihari, Stats NZ, 2018 Census). Whataroa is a base for guided nature tours over summer months. The only New Zealand breeding colony of kōtuku (white herons) is on the banks of the Waitangiroto River. They arrive about September each year and, after breeding, leave around January. The colony is a nature reserve, requiring an entry permit. An exposed Alpine Fault can also be found in Whataroa with tours available.

Ōkārito

Ōkārito is a coastal settlement on the edge of Ōkārito Lagoon, 135 km south-west of Hokitika. Ōkārito grew up as a gold-rush town in 1865–66, with a population of 1,250 in May 1866. Nowadays a small community remains, including a camping ground and a kayak tour operator. Ōkārito is an environmentally-conscious community and although it welcomes tourists it is keen to reduce the environmental footprint.

The Glaciers and Westland Tai Poutini National Park

The Glaciers and Westland Tai Poutini National Park are possibly the best-known features of Westland. The Tai Poutini National Park extends from the highest peaks of the Southern Alps to the sea.

The glaciers (although retreating) are popular with tourists who can take guided tours on to the ice, and book flights over the spectacular glacial scenery.

Lake Matheson, where the mountains can be seen reflected on the lake surface on a calm morning, is well known.

The park has many walking tracks, and there are Department of Conservation visitor centres in Franz Josef and Fox Glacier townships.

The glacial lakes of Lakes Paringa and Moeraki are popular fishing spots and Paringa is the site of a West Coast salmon farm.

The townships of Franz Josef, Fox Glacier and Bruce Bay had a combined population of 1120 at the 2018 Census.

Franz Josef

Franz Josef is a township on the north side of the Waiho River, 136 km south-west of Hokitika. One of the busiest and fastest-growing tourist centres on the West Coast, it has up to 6,000 tourists a night in peak tourist season. The town is vulnerable to natural hazards including Alpine Fault earthquakes and the danger of flooding and erosion from the Waiho River. Franz Josef's popular tourist attractions include the Glacier Hot Pools, owned by Ngai Tahu, as well as glacier treks and helicopter flights.

Fox Glacier

Fox Glacier is a tourist town on the north bank of the Fox River, 161 km south-west of Hokitika. Although smaller and quieter than Franz Josef, it is growing in popularity and provides accommodation and facilities for visitors to the southern part of Westland's Tai Poutini National Park.

Bruce Bay

Bruce Bay is a small coastal settlement near the mouth of the Mahitahi River, 46 km south of Fox Glacier. In 2005, Te Rūnanga o Makaawhio opened their new Marae at Bruce Bay.

Haast District

Haast District (which had a 2018 population of 270) is one of the most isolated parts of the West Coast, and cell and internet coverage can be sparse. Until the middle of the 20th century there were only bush tracks connecting the roads to Hokitika (240 km away) and Wānaka (145 km). The opening of the Paringa–Haast section of State Highway 6 in 1965 provided an all-weather road link with the rest of the West Coast.

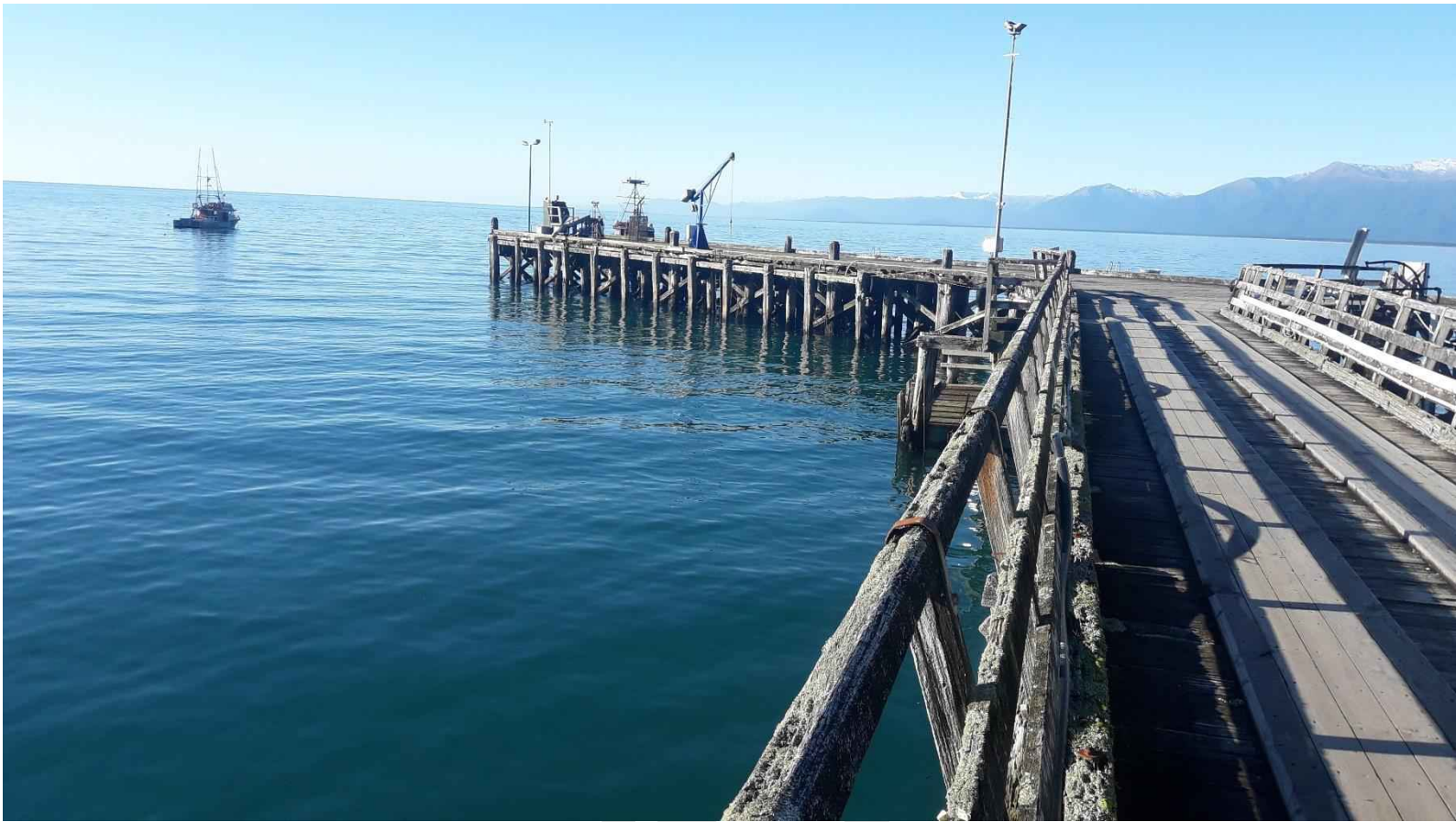
Haast is the name given to a group of settlements (Haast Township, Haast Junction and Haast Beach) beside or near State Highway 6, on the south bank of the Haast River. A large Department of Conservation visitor and information centre is at Haast Junction.

The Haast Pass is an important pass across the Southern Alps, 56 km east of Haast Township. At 563 metres high, it is the lowest of the alpine passes, and is crossed by State Highway 6 from Otago to the West Coast.

Apart from farmed river flats, most of the land in the Haast district is included in Te Wāhipounamu – the South West New Zealand World Heritage Area. This 2.6 million hectare world heritage area (protected as State Forest) includes four national parks (Westland Tai Poutini, Aoraki/Mt Cook, Mt Aspiring and Fiordland), as well as the land beside and in between them.

Jacksons Bay

Jacksons Bay is the only sheltered open-sea anchorage on the West Coast and has a wharf. Crayfish are caught at Jacksons Bay.

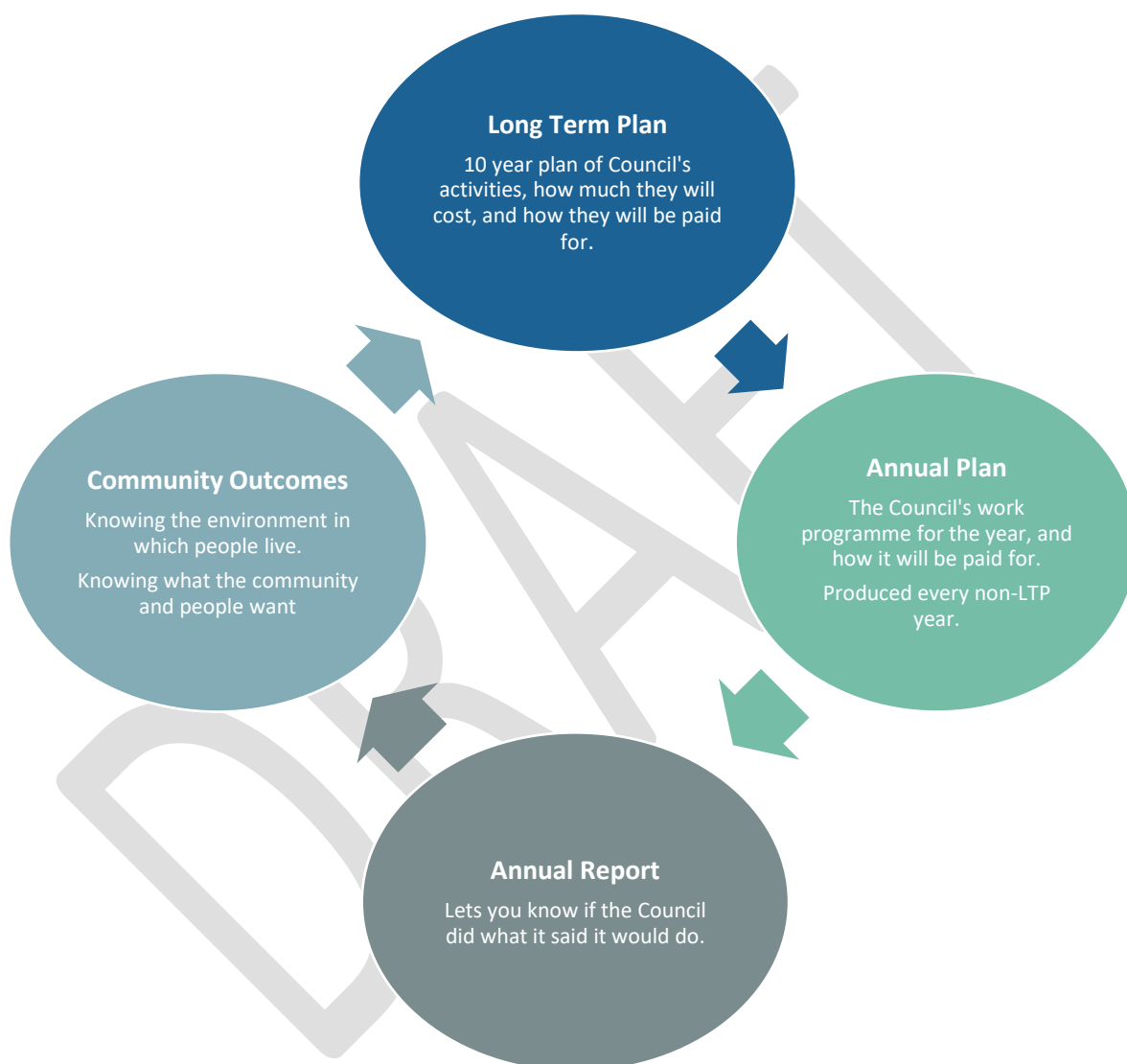


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Why a Long Term Plan?

Council's 10 year plan, or Long Term Plan (LTP) is produced every three years, with two Annual Plan's in between, to inform the community of the work that Council intends to do, the challenges that are faced, and how Council has budgeted to provide services through rates and other sources of income and debt. The planning cycle below shows where the LTP fits. Council must understand what the community needs and wants by considering current infrastructure, and the social, economic and natural environment, and use this information to plan for the future needs of the community. We report to the community on a yearly basis in the Annual Report on our achievements under the Long Term Plan and our financial standing.

The Planning Cycle



To review and plan for activities managed by Council

The Long Term Plan outlines the key activities provided by the Westland District Council. This plan tells you about the status of these activities and the associated assets owned by Council, as well as the plans for the managing these activities in the future.

To outline the intended outcomes of each activity

This plan describes how Council wants to perform for each activity and the rationale behind continuing to finance the activity.

To identify how our activities achieve our vision

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

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

The interrelated 30-year Infrastructure Strategy and the Financial Strategy provide the basis for Council's long term planning. The relevant legislation is summarised within these strategies.

The infrastructure strategy identifies the condition and performance of our assets, their expected lifespan and how decisions are made regarding repairs, replacement or upgrades of assets. The financial strategy outlines how capital projects identified in the infrastructure strategy will be sustainably funded, alongside Council operating expenses, in accordance with financial prudence regulations and relevant internal and external benchmarks of liquidity, rates affordability and debt levels. Each strategy outlines how we intend to work with other partners and stakeholders to deliver services to the community.

These documents provide a long-term focus for Council's decisions and activities by reviewing current and expected future needs.

To provide transparency and accountability to our community

Performance measurements outlined within this plan (including measures of resident satisfaction) are used for the annual review of Council's performance within its Annual Report, and for internal three-monthly performance assessments. These documents are publically viewable on Council's website and enable Council to be accountable to the public regarding its progress towards intended outcomes.

Intended Levels of Service

This plan continues the focus on and funding of upgrading the three water services that began with the 2018 Long Term Plan. It is anticipated that the Level of Services for infrastructure and other council activities will be maintained.

In some instances, it is going to cost more to continue to provide the same services. Examples of this are the rising costs of road maintenance, the new costs involved in ensuring that drinking water systems comply with the Drinking Water Standards of New Zealand. We have also budgeted for increased costs of environmental requirements such as the Emissions Trading Scheme and the Waste Levy.

Council is seeking to improve its performance in some areas to ensure it achieves its currently stated key performance indicators. For example, extra funding is allocated to improve Council's wastewater services. This includes finding an environmentally and culturally acceptable solution to wastewater disposal in Hokitika.

Although minimal population growth is anticipated in the district, substantial capital expenditure will be required on a renewals programme in order to maintain the current levels of service. Council's infrastructure strategy notes that a number of the district's assets are approaching or past their expected useful economic lives and will therefore need to be replaced.

Council's infrastructure strategy also outlines some stormwater projects over the next ten years that are intended to provide increased drainage and flood protection for certain Hokitika residential and business area streets.

With the purchase of the Pakiwaitara building in 2020, we have the opportunity to develop an exciting community hub with library services, exhibition and community spaces. This will ensure greater levels of service for all the activities that are eventually housed in the complex. Once earthquake strengthening of the Carnegie Building is complete we will have two excellent places to share our Taonga (artefacts) and stories.

Funding has been allocated towards developing both Cass Square for future improvements and Hokitika Racecourse. These projects have a long-term focus to provide improved recreation opportunities for the community. We are also upgrading and maintaining playgrounds throughout the district to ensure they comply with current safety standards and are available for families to enjoy.

Continuing our focus on resilience to natural hazards, our capital programme identifies improvement work needed to ensure that our infrastructure is resilient, such as installing seismic valves at reservoirs and generators at critical water infrastructure.



Key Challenges

The low rating base

Funding and delivering activities is a challenge in Westland the district is vast but sparsely populated. Additionally, much of the land (about 87%) is part of the Department of Conservation (DOC) estate. The DOC estate contains a number of outstanding natural features making it a very popular tourism destination. However, a key challenge for the Council is providing and funding infrastructure and facilities to enable visitors to use the DOC estate without this being a burden to the small number of ratepayers. The costs of maintaining these assets cannot be directly recovered from DOC as the land cannot be rated and there is no direct way of recovering these costs from visitors at present.

Westland district is over 400 kilometres long, with only one main township and numerous smaller rural settlements surrounded by farms and other rural industries. Currently, within the district there are only 6,564 rateable properties. Despite this, our geographically dispersed settlements require a range of services, facilities and infrastructure. It is a key challenge for the Council to fund these core services within the limitations of the current rating base.

Council's largest operational spending continues to be transportation infrastructure and three waters (drinking water, wastewater and stormwater). Council intends to seek further funding from central government to assist with the cost of maintenance and upgrades to these services.

The environment

The Westland landscape and environment is unique to New Zealand. It is a major drawcard for why residents choose to live here and why tourists visit the District. The environment is also a significant resource that fuels our economy and key industries such as farming, forestry and mining.

Many of our residents have strong environmental values and these values need to be recognised and respected within our decision-making.

Building resilient communities

Given our location, perched in between the Southern Alps and the Tasman Sea, awareness and preparedness for natural disasters is a priority. The majority of Westland townships and settlements are located in close proximity to rivers and the sea, and have the potential to be greatly affected by storm events and rising sea levels. The district's location at the foot of the Southern Alps also means that it is in a high-risk area in the event of an Alpine Fault earthquake. Many Westland settlements could be isolated for an extended period in such an event.

Council must consider how the risks of natural disasters impacts decision-making for infrastructure and core service projects. Consideration is also required on how to best empower our communities to increase their resiliency and self-sufficiency and have measures in place to respond quickly and appropriately to natural disasters.

Council intends to continue discussions with central government regarding responses to natural disasters and funding key infrastructure projects. Council is also contributing to Project AF8 for planning in the event of an Alpine Fault earthquake. These discussions will take place alongside collaboration with our geographic communities, mana whenua, the West Coast Regional Council, New Zealand Transport Agency and other stakeholders to address the implications of natural hazards on future development opportunities.

Prudent financial decision-making

This Long Term Plan is intended to provide transparency regarding Council's approach to maintaining assets, identifying future needs, determining the costs of each activity and sustainably funding these identified needs.

Council understands that the community desires us to maintain financial stability. This is why Council proposes to continue to focus the majority of its resources on maintaining and upgrading core services: these being roading infrastructure; three waters and the processing of consents. Management of some other Council activities is undertaken by Council Owned Organisations on our behalf. The rationale for this is to increase cost effectiveness and efficiency of Council operations so that core services are given priority, while ensuring that the quality of other services is also upheld.

Decisions about future spending have not been made lightly. The costs of projects have been carefully balanced against the risks of not taking action, for example potential asset failures. In some cases, the risks of non-action outweigh the immediate financial implications. Some activities will only occur if they are supported by central government funding, for example responsible camping sites and compliance.

Council will continue to regularly audit its own systems, processes and external contracts so that it is operating in a cost effective manner.

During the lifetime of this plan, Council will continue a programme of investigations to enhance our knowledge of the condition and potential life of our assets. Financial resources have been set aside for this purpose, including for a staff member to update this information in our asset management strategies and plans. Bringing this function in-house gives Council much tighter control over the development of asset management information, which will enable depreciation rates to be reviewed and adjusted more accurately.

Our response to Climate Change

Climate change is already effecting our district. Glacier Country is struggling with glacial retreat and the effect this has on tourism. Increased rainfall and severe flooding events have also become more common and have impacts for our economy and on our communities. We must also be aware of our coastal communities, and how to support them through the effects of sea-level rise.

We made a submission to the Climate Change Commission's "Climate Action for Aotearoa" consultation (2021) on their proposals for carbon emissions.

Our submission advises that we acknowledge the reality of Climate Change and the science that identifies carbon emissions as a contributing factor to Climate Change. We need urgent and decisive action to achieve emissions reductions. However, if dedicated emissions reductions are not supported by all countries we believe NZ's 0.3% emissions reduction will have little effect.

We are concerned that the proposals will impact on the West Coast and New Zealand way of life. Particularly our economy, ability to heat our homes cost-effectively, and undertaking some recreational activities. Some of the proposals could also affect our ability to continue to work towards resilience in our district.

In our submission, we have asked the Government to support:

- Reconsidering the Waitaha Hydro power scheme to assist the West Coast to generate self-sufficient electricity.
- Consider how a move to electric cars will impact the Coast. We consider this impractical given the terrain, expensive electricity supply and distances between townships.
- Consider the effect of stopping coal production before energy sources have fully transitioned to electricity. There is little sense in importing coal when it is available in NZ.
- The cost of transitioning to electricity on our large industries, for example, Westland Milk Products.
- Environmental factors mean the Coast is best suited to beef and dairy farming, which makes transitioning to other types of farming difficult.

- Expand the equitability principle making the point that the West Coast region already makes a bigger contribution to carbon reduction than others. With greater than 87% of the West Coast under natural forest and another 3% under other forms of forest and vegetation, we are a significant carbon sink.
- Our concern that compliance with the strategy will be devastating to the West Coast region without Government support.

Covid-19 and our communities

The Covid-19 pandemic has changed many things that New Zealanders take for granted; most importantly for our district is the loss of international tourism. Over the short to medium-term, this loss will be a challenge to our communities with a reduction in tourists and the income that they provide. This could result in fewer job opportunities and a more rapid population decrease.

Council needs to be aware of this challenge and ensure that we set rates that will allow us to maintain the expected levels of service but do not over-burden ratepayers. In the long-term, Westland will continue to be a popular destination for international tourists. Council will need to consider this when making decisions so that our small communities have the infrastructure to cope with seasonal demands as well as the needs of the community.



Managing our Infrastructure

Council has a 30-year Infrastructure Strategy that aims to ensure the infrastructure and services provided by Council are maintained to a high standard. The focus of the strategy is to:

1. Maintain assets at the existing levels of service to deliver reliable services.
2. Fund renewal of current infrastructure appropriately to ensure assets are safe and meet legislative requirements.
3. Ensure critical assets are resilient to disruption so that our communities are safe and provided with essential services.

Where we can we plan to fund projects through external funding from central government and other agencies. We also intend to work in partnership with key stakeholders for opportunities to support co-sharing costs. This approach will ease intergenerational burdens on our ratepayers.

We continue to have ambitious plans for our work-programme. While we always aim to deliver work when we say we will, some of it relies on external parties such as contractors and specialists, and components being available when we need them. Projects sometimes get delayed because our information improves as work starts, such as finding out more about the condition of an asset, which means that plans change. To make sure we can do our best to deliver our core projects when we say we will, we have hired extra staff in our Assets team. Our wider capital programme of Shovel Ready projects is being overseen by contracted Project Managers to keep delivery on-track.

It is critical that we plan carefully to create a sustainable future for our assets. Substantial investment has been made into the maintenance of assets to service the needs and enhance quality of life in the District. We have identified the following significant infrastructure issues for the district:

Significant District issues	Implications	Current strategy
1. Poor delivery of capital programme.	<ul style="list-style-type: none"> • Less than half of the capital programme has been delivered in the last three years. 	<ul style="list-style-type: none"> • Under-resourcing in the activity group has been addressed to ensure that there is enough man-power and specialist knowledge to deliver the capital programme.
2. Wastewater upgrade costs are significant challenge for Council. Ability to upgrade the Hokitika Wastewater Treatment Plant that meets resource consent conditions and iwi expectations balanced against community affordability.	<ul style="list-style-type: none"> • There is a need to find a cost-effective and mutually acceptable option to upgrade the Hokitika Wastewater Treatment Plant to meet legislative requirements. 	<ul style="list-style-type: none"> • Working in partnership with iwi, Council is exploring upgrading to a mechanical treatment plant. Further funding will be required to deliver the project as current external funding only covers a feasibility study and resource consent process.
3. Resilience of critical infrastructure.	<ul style="list-style-type: none"> • Infrastructure is exposed to a variety of natural hazards including earthquakes, landslides, flooding, fault line and storms. These natural disasters can cause considerable damage to infrastructure assets, affect delivery of service and cut 	<ul style="list-style-type: none"> • solutions for current infrastructure in the town. • Over the 10 years of the Long-Term Plan, Council's level of funding is ahead of the planned renewals. Council therefore is building up the financial capacity to react if significant breakages

	<p>the District off. The rivers in the District are constantly changing.</p> <ul style="list-style-type: none"> • Franz Josef township is prone to flooding from the Waiho River and situated in the Alpine Fault Avoidance Zone. 	<p>occur. As Council gains better information on asset condition, it will always revisit renewals annually. Better information for some areas may be able to be obtained sooner, however some areas e.g. stormwater infiltration/inflow can take years to fully map out the effects. While the LTP forecasts primarily reflect an age-based analysis, and are not based on detailed condition assessment, Council’s overall approach is to continue to clear the renewals arrears over the 30 years of the Infrastructure Strategy.</p> <ul style="list-style-type: none"> • Continue to seek external funding to relocate Franz Josef township while undertaking short to medium-term
<p>4. Many of the assets are coming to end of their life at similar period and will need replacement.</p>	<ul style="list-style-type: none"> • Investment is required to ensure assets meet the level of service to the community, meet legislative requirements and are resilient to disruption. This needs to be affordable for current and future ratepayers. 	<ul style="list-style-type: none"> • The first 10 years of Council’s infrastructure strategy is based on carrying out upgrades and enhancements previously identified with a view that the focus over the next two decades will primarily be maintenance (with the exception of Franz Josef).

The first 10 years of Council’s Infrastructure Strategy is based on carrying out upgrades and enhancements previously identified. The focus over the next two decades will primarily be undertaking risk based renewals based on evidence (using condition and performance data collected), with the exception of Franz Josef services (relocation of township).

Asset	Renewals spend in years 1 – 10 \$000	Renewals spend in years 11 – 20 \$000	Renewals spend in years 21 – 30 \$000
Stormwater	2,044	498	620
Water	7,837	4,941	6,024
Wastewater	13,128	1,523	1,893
Bridges & Structures	7,350	8,943	11,117

Over the 10 years of the Long-Term Plan, Council’s level of funding is greater than the planned renewals. This allows us the financial capacity to react if significant breakages occur. As Council will revisit renewals annually as we gain better information on asset condition.

In the short to medium term, there are increased risks of asset failures leading to service interruptions.

Council will minimise the impact of these risks by:

- Monitoring asset performance and taking appropriate action when and where issues are identified.
- Continuing to undertake a programme of inspections to build up knowledge of the condition of assets and supplement this information by analysing the performance and failure of assets.
- As it increases its knowledge of asset condition, developing a risk-based programme of renewals which brings forward asset renewals with the highest risk and greatest significance if they fail.
- Continuing to rate to cover the depreciation costs on these assets so that a sustainable financial base exists for the long-term renewal of assets.
- Build capacity within the organisation to deliver asset planning and carry out the increased levels of renewals required to maintain the assets.



Significant Forecasting Assumptions

Forecasting Assumption	Level of uncertainty about the assumption	Risks underlying the financial estimates	Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP
<p>Impact of Covid-19</p> <p>Covid-19 will seriously impact on Westland District over the first 3 years of the plan and ongoing effects will continue throughout the life of the plan.</p>	Medium	That the effects on tourism and population forecasts are worse than expected.	Effects of Covid-19 could impact Council cashflows and have flow-on effects on other assumptions under the plan.
<p>Population:</p> <p>The population of the District will remain static or grow slightly during the period of the plan. The population statistics used are the medium growth rate shown in the 2018 Statistics New Zealand forecasts and the forecast projections from <i>Infometrics Regional analysis and forecasting for long term planning, January 2021</i>.</p> <p>Westland is predicted to experience an ageing population over the life of this Long Term Plan by Stats NZ. It is forecast that the number of residents aged over 65 will increase from 20% to 27% of the resident population.</p> <p>Infometrics methodology relies on employment growth and projected net migration and therefore predicts the 65+ demographic remaining static.</p>	Medium	That the population forecasts change.	<p>The total population of the district might grow less than forecast over the next three years. The population is likely to remain more static from year four of the plan. This would affect the affordability thresholds as there will be fewer ratepayers and it can be expected that rates will become a higher proportion of average household income with an increased percentage of residents over the age of 65.</p> <p>As noted, with the effects of Covid-19 only being realised in 2021 the data is likely to change.</p>
<p>Tourism:</p> <p>Tourism growth will be static or decline in the first three years of the plan and then begin to grow again as the NZ health restrictions decrease, borders reopen and international tourism resumes. Once tourism begins to grow it will be a major economic contributor to the district's GDP. The impact of tourism on Council infrastructure and services might not be severe as growth will be slow and Council will have improved infrastructure and services during the early part of the plan.</p>	Medium	That tourist numbers increase more quickly than expected when international travel resumes.	<p>Potential asset failure due to unsustainable growth of tourism resulting in service outages and need for new unbudgeted infrastructure that would increase Council's debt.</p> <p>As noted, with the effects of Covid-19 only being realised in 2021 the data is likely to change.</p>

Forecasting Assumption	Level of uncertainty about the assumption	Risks underlying the financial estimates	Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP
<p>Land use:</p> <p>Council's rating base is represented by the following types: Commercial 7%, Residential 40%, Rural 31% and Rural-Residential 22%. The proportions are not expected to change significantly during the life of this Council Plan.</p>	Low	That these factors change.	The funding approach adopted in this plan will accommodate small variances in these characteristics of the District.
<p>Inflation:</p> <p>The level of prices is assumed to increase over the period of the Long Term Plan for each activity area as forecast by BERL. The level of increase assumed in the Long Term Plan is set out in the financial statements in this Council Plan. The assumed increases include general prices, pay costs and construction costs.*</p> <p>*The percentages shown are 10 year averages.</p>	Low	That super inflation occurs.	The impact would range from changes that Council could respond to up to a catastrophic financial situation.
<p>Interest:</p> <p>Council has calculated interest expense of 3.35% on all loans. This is the average interest rate based on PWC forecasted interest rates over the next ten years</p>	Low	That interest rates increase.	The impact would range from changes that Council could respond to up to a catastrophic financial situation.
<p>Returns on Investment:</p> <p>Council has calculated interest income based on our current portfolio, which is made up mainly of term deposits. The average rate on term-deposits based on current interest rates is 0.48%. Cash investments will return income based on the interest rate assumption. Distributions from Westland Holdings Limited have been budgeted for in the plan.</p>	Low	That return rates for investment are lower than interest rates on Council loans.	The impact would range from changes that Council could respond to up to a catastrophic financial situation.
<p>Renewability or otherwise of external funding:</p> <p>Council assumes reliable and sustainable funding arrangements through Local Government Funding Agency both in regard to the quantum of the funding and the terms and conditions of the funding.</p>	Low	That funding arrangements falter.	The impact would range from changes that Council could respond to up to a catastrophic financial situation.

Forecasting Assumption	Level of uncertainty about the assumption	Risks underlying the financial estimates	Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP
<p>Replacement of Assets:</p> <p>The optimal goal is that assets will be replaced at the end of their economic life. The gap analysis performed during the creation of the Infrastructure Strategy identified areas where this may not be affordable. In view of this careful management of assets replacements is contained within the AMPs.</p> <p>Where new capital projects are planned, these are expected to be delivered on-time and within budget.</p> <p>Depreciation rates are shown in the Statement of Accounting Policies. The Council's policy in relation to the funding of capital expenditure is set out in the Revenue and Financing Policy.</p>	Medium	<p>That Council does not meet the goals set out in its Financial and/or Infrastructure Strategy.</p> <p>That reactive maintenance costs will be high.</p>	<p>Unexpected or unbudgeted replacement costs may lead to failures in budgets.</p> <p>Spiralling rates.</p>
<p>Revaluations:</p> <p>As part of condition assessments and revaluations, the economic lives of Council's infrastructure, land and building assets are re-assessed every 3 – 5 years so that carrying values are maintained at fair value.</p>	Low	<p>Ineffective practice may result in failure to pay for future replacements.</p>	<p>Spiralling rates.</p>
<p>Subsidies:</p> <p>NZTA financial assistance rate for the land transport programme will remain at 62% for local roads. For the life of the Special Purpose Road (Haast Jackson Bay Road) the subsidy rate will decrease from 100% to 62% on 1 July 2024. However, this transition process is currently under review and negotiation with NZTA.</p>	Low	<p>That NZTA's subsidy rates change.</p>	<p>A reduction in anticipated subsidies would test the budgets in this plan. This would then result in either spiralling rates or a significant drop in existing levels of service.</p>
<p>Legislation:</p> <p>Council is expecting changes to legislation and other requirements from central government, and acknowledges that this much of the responsibility is unlikely to be accompanied by government financial input.</p>	Low	<p>That Council cannot afford to respond.</p>	<p>Potential Government intervention if Council does not respond appropriately.</p> <p>Spiralling rates.</p>
<p>Three Waters Reform</p> <p>Council will continue to deliver three waters services over the lifetime of the LTP.</p>	High	<p>That three waters assets are transferred from Council control to an outside regulatory body.</p>	<p>Loss of capital value and depreciation reserves.</p>

Forecasting Assumption	Level of uncertainty about the assumption	Risks underlying the financial estimates	Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP
Impacts of a decision not to participate in the Three Water Reform cannot be fully assessed until the final proposal can be assessed.			
Resource Consents: Resource consents held for Council activities will require renewal and will require increased monitoring.	Low	That Council cannot afford to comply or respond to monitoring requirements.	Potential service failures and/or adverse environmental effects. Potential infringement fines.
Natural Disasters: Council will continue to fund emergency management functions and utilise District Plan controls to address risk from potential natural hazards. It will not attempt to make its infrastructure disaster-proof aside from meeting Building Code legislative requirements. It will not be budgeting for full disaster recovery.	Low	That Council has not fully prepared prior to hazard events occurring.	Unexpected or emergency works will test the budgets in this plan. Potential for uninsured losses.

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Forecasting Assumption	Level of uncertainty about the assumption	Risks underlying the financial estimates	Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP
<p>Climate Change:</p> <p>Council has not factored in specific climate change impacts/risks into its financial forecasting in the LTP nor into its current infrastructure specifications. Council will acknowledge potential climate change impacts/risks when making decisions to install new infrastructure.</p> <p>The Council will continue to monitor climate change science and the response of central government, and adapt its response where required.</p> <p>The Ministry for the Environment predicts the following affects of climate change for the West Coast Region:</p> <ol style="list-style-type: none"> 1. Temperature: Compared to 1995, temperatures are likely to be 0.7°C to 1.0°C warmer by 2040 and 0.6°C to 3.0°C warmer by 2090. 2. Rainfall: Rainfall will vary locally within the region. The largest changes will be for particular seasons rather than annually. 3. Snowfall: The West Coast region is likely to experience significant decreases in seasonal snow. By the end of the century, the number of snow days experienced annually could decrease by as much as 30-40 days in some parts of the region. The duration of snow cover is also likely to decrease, particularly at lower elevations. 4. Glaciers: Overall glacier ice mass has decreased by 25 per cent over the last 60 years in New Zealand and is expected to continue to do so into the future. 5. Sea level rise: New Zealand tide records show an average rise in relative mean sea level of 1.7 mm per year over the 20th century. Globally, the rate of rise has increased, and further rise is expected in the future. 	<p>Low</p>	<p>The effects of climate change are more severe than expected, resulting in additional costs to mitigate impacts and increasing damage to Council infrastructure.</p>	<p>Unexpected or emergency works will test the budgets in this plan.</p> <p>Potential for uninsured losses.</p>

Forecasting Assumption	Level of uncertainty about the assumption	Risks underlying the financial estimates	Estimate of the potential effect of this uncertainty on the financial estimates provided in the LTP
<p>Emissions Trading</p> <p>The Emissions Trading Scheme (ETS) sets a regulatory limit on emissions by specific sectors and translates that limit into a market price with the intention to change behaviour. Each tonne of emissions carries the price to obligated parties of surrendering an emission unit to the government.</p> <p>The Climate Change Response (Emission Trading Reform) Amendment Act (the Act) has now passed into law. It makes a number of changes to ETS, which includes a number of price controls. Council has accounted for the carbon tax on Butler’s Landfill in this LTP based on an expectation that the ETS pricing will increase over the next three years as per the information available.</p>	Medium	That ETS pricing increases drastically, resulting in higher costs to Council.	Cost of increased taxes is not budgeted.
<p>Sales of Fixed Assets</p> <p>Assets will be sold if they are determined to not be required.</p>	Low	That sufficient resources have not been devoted to undertaking this exercise.	Potential profits are not realised.
<p>MDI Funding</p> <p>Council assumes that it will continue to manage the local major district initiatives (MDI) funding allowance.</p>	Low	That Development West Coast discontinues providing MDI funding to Councils.	District and community initiatives cease and/or groups may turn to Council for financial input. Negative economic impact on the District. Spiralling rates.
<p>Local Government Reorganisation:</p> <p>Local Government Commission Reorganisation Review completed in 2018 requires the Westland, Grey and Buller District Councils to create a combined ‘Te Tai o Poutini One District Plan’ for the region.</p>	Low	The costs and timeframe of the plan continue to increase.	Increased costs to the plan change not budgeted.

Council's Rating System

Overview

Council's rating system is calculated by capital value grouped by four differential sectors: commercial, residential, rural-residential and rural. The capital values by classification determine the general rates charges for ratepayers, which fund most activities.

Where a distinct user group benefits from a Council activity, a targeted rate is used because a general rate is not considered appropriate. This could be a specific community, sector or connected property.

In addition, our rating district is split up into eight community zones. These eight community zones are each charged a community rate charge, which differs based on the varying amount of Council services provided for each community.

Council's view is that rates are similar to a tax for services received. Therefore, an activity should be funded from the general rate, unless Council determines that a targeted rate is to the more appropriate way to allocate the rates. A breakdown of the different types of targeted rates is on page 261.

The components and rationale behind the rating system are set out in the Council's Revenue and Financing Policy and Rates Remissions policies. These policies included in this document, and are available on the Council's website www.westlanddc.govt.nz or can be obtained from the Council offices.

Key elements of the rating system

It is important to Council to demonstrate financial prudence when funding operating expenses. Remaining operating expenses will only be funded from rates after all other funding sources have been exhausted. For many activities, however, rates will be the main funding source. A portion of the rates intake funds the capital (principal) repayments of debt. We use rates to fund some small items of capital expenditure and some capital projects in advance (by collecting funds for depreciation).

Setting rates is a complex process. We have chosen to have two general rates; a uniform annual general charge (UAGC) and a general rate based on the value of the property. We have chosen capital value as the basis to calculate the general rate.

In the first year, the UAGC has been set at 17.5% of total rates. A UAGC is generally applied to every rating unit. An exception is if contiguous (joining) properties are being used as one unit. The Rating Policy sets out the circumstances when only a single UAGC may be applied.

There are nine community zones that receive targeted rates relevant to the local services they receive.

Where user charges are not practicable, but discrete user groups can be identified, Council applies targeted rates. The community rate is an example of this, along with reticulated water utilities and such elements as the Hokitika Area Promotions rate.

Targeted rate boundaries have been drawn with the intention of encompassing whole rating units. Should a boundary spilt a rating unit, Council will rate the property based on the predominant use of the property.

The general rate is applied to activities that provide a benefit to the whole district.

General rates and community rates are based on how the land is used. Council adopted four differentials: Residential; Rural Residential; Rural and Commercial. Council undertakes reviews to update its information about what activity properties are being used for. It can also review the differentials.

Rates cap

Council has maintained its 5% rates cap for annual increases following strong feedback from the public that it must provide a level of certainty as well as demonstrating efficiency and prudence.

The rates cap is explained further in the Financial Strategy (see Part D: Key Strategies).

Rates remission opportunities through the Council

Remission on rating is available for land owned by Council and/or owned and occupied by a charitable organisation, which is used exclusively or principally for sporting, recreation, or community purposes.

This does not apply to any body (including a society, associated organisation, whether incorporated or not) that is for the purpose of profit or gain and/or to groups or organisations who engage in recreational, sporting or community services as a secondary purpose only.

No remission will be granted on targeted rates for water supply, wastewater services or refuse collection.

Remission is available on/for:

1. *Schools*

In order to provide relief and assistance to educational establishments in paying wastewater charges.

2. *New Subdivisions*

Remission on new subdivisions is available to provide temporary rates relief to new subdivisions:

- to limit the immediate rates impact of multiple Uniform Annual General Charges (UAGC) and service charges in the first year,
- provide a rating policy that is consistent with accommodating growth expectations for the district; and
- to encourage or at least not discourage continued subdivision activity in the district as allowed by the District Plan.

3. *Non-contiguous Farm or Horticultural Rating Units*

The Uniform Charges, where the same ratepayer owns non-contiguous Rating Units that are operated as a single farm or horticultural unit.

4. *Unoccupied Māori land*

Where no income is derived from the land and the liability for rates cannot be definitively attributed.

Council also has policies on remission and postponement for:

1. *Rates on Māori Freehold Land.*

“Māori Freehold Land” is defined in section 5 of the Local Government (Rating) Act 2002 as land whose beneficial ownership has been determined by the Māori Land Court by freehold order. Only land that is subject to such an order may qualify for remission under this policy.

2. *Extreme Financial Hardship.*

The policy offers rates postponement to ratepayers that may be suffering or have suffered extreme financial hardship.

How can I get a remission on my rates?

If you do not currently receive a remission and believe you qualify via one of the sections described above, please apply in writing to the Council, detailing the circumstances.

The Department of Internal Affairs Rates Rebate Scheme

Council administers this rates rebate scheme on behalf of the Department of Internal Affairs (DIA). It provides a subsidy to low-income homeowners on the cost of their rates.

Ratepayers apply for this scheme through their local council. Westland District Council receives the application form from DIA. You must wait until you get your first quarter rates bill before you see us about organising a rebate.

When applying for a rebate you will need:

- Your rates notice (including your West Coast Regional Council rates notice if billed separately) for the current rating year
- Information about what your partner/ joint homeowner's income was if she/he was normally living with you.

Rate accounts

We will be working towards making rates accounts more itemised. We will also continue to develop electronic methods for delivering and paying accounts as well as instalment options. We welcome your input on this.

Disputes

Objections to the Rating Information Database and rates records will follow the rules laid down by sections 29 and 39 of the Local Government (Rating) Act 2002. Any dispute over the application of any of these rating policies that cannot be resolved through liaison with officers, must be made in writing to the Chief Executive. Should the Chief Executive be unable to reach agreement with the ratepayer the matter shall be decided by Council or any such committee or sub-committee it so delegates.

For full information on Council's Rating System, see Part D "Key Strategies" and Part E "Financing Policies" or our website: www.westlanddc.govt.nz.

Council's Direction

[PLACEHOLDER]

Consultation results – what the community told us

- Summary of the consultation process and results

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Part B – Your Council

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Westland District Mayor, Councillors, & Rūnanga Representatives

Mayor Bruce Smith



Northern Ward

Cr Anna Hart



Cr Jane Neale



Cr Jenny Keogan



Hokitika Ward

Deputy Mayor David Carruthers



Cr Latham Martin



Cr Paul Davidson



Southern Ward

Cr Ian Hartshorne



Cr Ryan Kennedy



Rūnanga Representatives

Francois Tumahai (*Ngāti Waewae*)



Paul Madgwick (*Ngāti Makaki*)



Council's Executive Team

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Chief Executive

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Executive Assistant

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Council Committees and Appointments

Council Committees and Subcommittees

Audit and Risk Committee	Rachael Dean (Independent Chair), His Worship the Mayor, Deputy Mayor David Carruthers, Cr Anna Hart, Cr Ryan Kennedy, Cr Jane Neale, Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae), Paul Madgwick (Chair of Te Rūnanga o Makaawhio)
Capital Projects and Tenders Committee	Deputy Mayor David Carruthers (Chair), His Worship the Mayor (Chair), Cr Paul Davidson, Cr Anna Hart, Cr Ian Hartshorne, Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae), Paul Madgwick (Chair of Te Rūnanga o Makaawhio)
Community Development Committee	Cr Latham Martin (Chair), His Worship the Mayor, Deputy Mayor David Carruthers, Cr Paul Davidson, Cr Jenny Keogan, Cr Jane Neale, Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae), Paul Madgwick (Chair of Te Rūnanga o Makaawhio)
Planning Committee	Cr Latham Martin (Chair), His Worship the Mayor, Cr Paul Davidson, Cr Ryan Kennedy, Cr Jenny Keogan, Cr Jane Neale, Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae), Paul Madgwick (Chair of Te Rūnanga o Makaawhio)
Chief Executive's Review Committee	His Worship the Mayor (Chair), Deputy Mayor David Carruthers, Cr Jenny Keogan, Cr Latham Martin
West Coast Wilderness Trail Subcommittee <i>(Subcommittee of the Capital Projects and Tenders Committee)</i>	Cr Paul Davidson (Chair), His Worship the Mayor, Francois Tumahai (Chair of Te Rūnanga o Ngāti Waewae), Paul Madgwick (Chair of Te Rūnanga o Makaawhio), Tim Brownlee (Trustpower), John wood (WCWT Chair), Jackie Gurden (WCWT), Cr Peter Haddock (Grey District Council), Nicole Kunzmann (Operations Manager, Department of Conservation).

Other Council Organisations

<p>Westland Wilderness Trust</p> <p><i>(This is a Council Organisation and is the governance body for the West Coast Wilderness Trail. As required in the constitution two Council representatives are required).</i></p>	<p>Deputy Mayor David Carruthers, Cr Paul Davidson, Cr Jane Neale, Paul Madgwick (Chair of Te Rūnanga o Makaawhio)</p>
<p>Hokitika Seawall Joint Committee</p> <p><i>(This is a Joint Committee with the West Coast Regional Council established to oversee the management of the Hokitika Seawall).</i></p>	<p>Deputy Mayor David Carruthers, Cr Paul Davidson, Cr Jane Neale, Cr Jenny Keogan</p>
<p>West Coast Regional Transport Committee</p> <p><i>(This Joint Committee is a Committee of Council that is required under section 105 of the Land Transport Management Act. Council is required to appoint one elected member as representative on this Committee.)</i></p>	<p>Cr Hartshorne.</p>
<p>Membership of Civil Defence Emergency Management Groups - West Coast Emergency Management Group</p> <p><i>(Section 13 of the Civil Defence and Emergency Management Act 2002 states that “Each local authority that is a member of a Group with other local authorities must be represented on the Group by 1, and only 1, person, being the mayor or chairperson of that local authority or an elected person from that local authority who has delegated authority to act for the mayor or chairperson.”)</i></p>	<p>His Worship the Mayor</p>

Elected Member Liaison Roles with Community Associations

Organisation	Appointment
Destination Hokitika	Cr Jenny Keogan, Cr Latham Martin
Fox Glacier Community Association	Cr Ian Hartshorne, Cr Ryan Kennedy
Franz Inc	Cr Ian Hartshorne, Cr Ryan Kennedy
Franz Josef / Waiau Community Forum	Cr Ian Hartshorne, Cr Ryan Kennedy
Glacier Country Tourism Group	Cr Ian Hartshorne, Cr Ryan Kennedy
Haast Promotions Group	Cr Ian Hartshorne, Cr Ryan Kennedy
Hari Hari Community Association	Cr Ian Hartshorne, Cr Ryan Kennedy
Heritage Hokitika	Deputy Mayor David Carruthers
Heritage West Coast	Deputy Mayor David Carruthers
Kumara Residents Association	Cr Anna Hart, Cr Jenny Keogan
Ōkārito Community Association	Cr Ian Hartshorne, Cr Ryan Kennedy
Ross Community Society	Cr Jenny Keogan and Cr Jane Neale
Safe Community Coalition	Cr Ryan Kennedy, Cr Jane Neale, Cr Paul Davidson
Whataroa Community Association	Cr Ian Hartshorne, Cr Ryan Kennedy

Other Appointments

Group	Appointment
Creative Communities Local Assessment Committee	Cr Martin, Cr Neale
Development West Coast – Appointment Panel	His Worship the Mayor
District Licensing Committee Appointment of Deputy Chair	Deputy Mayor Carruthers
Sport NZ Rural Travel Fund – Allocation Committee	Cr Neale
Future Franz <i>(The purpose of the Working Group is to work in a collaborative manner to plan for the future of the Franz Josef/Waiiau area in regards to the challenges it faces.)</i>	His Worship the Mayor (Chair), Cr Ian Hartshorne, Cr Ryan Kennedy

Council Controlled Organisations



Westland Holdings Limited	Joanne Conroy (Chair), Chris Gourley, Chris Rea
Destination Westland Limited	Joanne Conroy – Chair (appointed 25 May 2020), Christopher Gourley (appointed 2 June 2020), Christopher Rea (appointed 22 May 2020) Richard Benton (Retired 28 June 2020), Bruce Gemmell (Retired 21 May 2020), Ian Hustwick (Retired 22 May 2020), Councillor Latham Martin (Retired 30 June 2020)
Westroads Limited	Peter Cuff (Chair), Ross Pickworth, Bryce Thomson, Mark Rogers (appointed 15 October 2019)

Vision and Community Outcomes

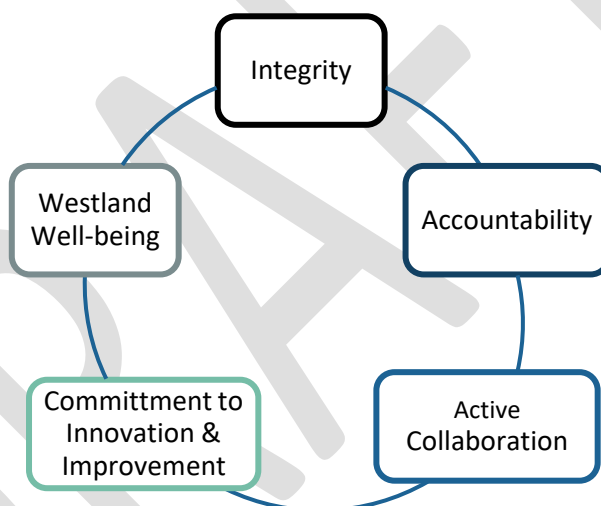
Westland District Council Vision

We work with the people of Westland to grow and protect our communities, our economy and our unique natural environment.

COMMITMENT TO WORKING WITH MANA WHENUA

Westland District Council is committed to Maori contribution to decision-making processes with special regard to the views of mana whenua of the Westland District; namely Poutini Ngāi Tahu (Te Rūnanga o Makaawhio and Te Rūnanga o Ngāti Waewae). This is set out in our Long Term Plan.

Council's Staff Values



Community Outcomes

In early 2020, we consulted with the Westland community on proposed Community Outcomes to support our Vision Statement and strategies within the 2021 – 31 LTP. Starting with the four well-beings from the Local Government Act 2002 as the basis of the outcomes, Councillors workshopped ideas that would work for our communities. At the workshop, Councillors developed a list of ideas of what the main outcomes would be, what they mean and how they are measured. We talked to residents from all around the district about the ideas, face-to-face and through online surveys. Council workshopped the results of the community's feedback and adopted the resulting Community Outcomes (overleaf) in May 2020.

When we reviewed the performance measures for each activity group, we took into account which Community Outcome they support.

	Diverse Economy	Sustainably Managed Environment	Resilient Communities
Number of performance measures supporting each outcome	8	18	37

Westland District has...

A Diverse Economy

This means that...

- We work to find sustainable, diverse and resilient options for encouraging economic growth.
- We work to find sustainable, diverse and resilient options for encouraging economic growth.
- We collaborate with other stakeholders to achieve common outcomes.
- Economic growth has a minor / reduced impact on the natural environment.

A Sustainably Managed Environment

This means that...

- The district is involved in sustainable waste management practices.
- We support sustainable environmental practices.
- We support strategies to enhance and protect the district's ecosystems.
- Development is sustainable, meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Resilient Communities

This means that...

- All areas of the district have access to quality recreational and cultural facilities.
- A community that cares for all members at all life stages to reduce isolation and promote inclusion.
- Communities less vulnerable to natural hazards and climate change.
- All voices are enabled and heard, power is more evenly distributed and the community can share its strengths.

This is measured by

- Retention of residents in the district.
- Housing and employment for all life stages.
- Growth in small businesses.
- Growth in businesses outside of traditional Westland industries, i.e. technology based.
- Fewer tourists who stay longer for high value activities.

This is measured by

- Recycling increases and waste to landfill decreases.
- Council meets central government environmental targets including 3 waters and carbon.
- Zero tolerance for unsustainable and polluting practices.
- Proactive planning around climate change.
- Communities prepared for severe weather events and natural disasters.

This is measured by

- More opportunities for walking and cycling, connecting our communities safely and healthily.
- Community participates in engagement and consultation opportunities.
- Reduced social isolation.
- Reduced crime and harm.
- Community sees definitive action from local and central government after participating in engagement and consultation opportunities.
- Engagement with iwi, participation, partnership and protection.

Strategic Priorities

- Elderly Housing Strategy
- West Coast Wilderness Trail
- Waste Minimisation and Management Plan

In conjunction with Grey, Buller and the West Coast Regional Council we are creating the 'Te Tai o Poutini One District Plan'. This document will replace each Council's individual District Plan and will be the first to use the new national guidelines.

We will ensure that our strategy for Resource Management aligns with the outcomes of the Resource Management Act review.

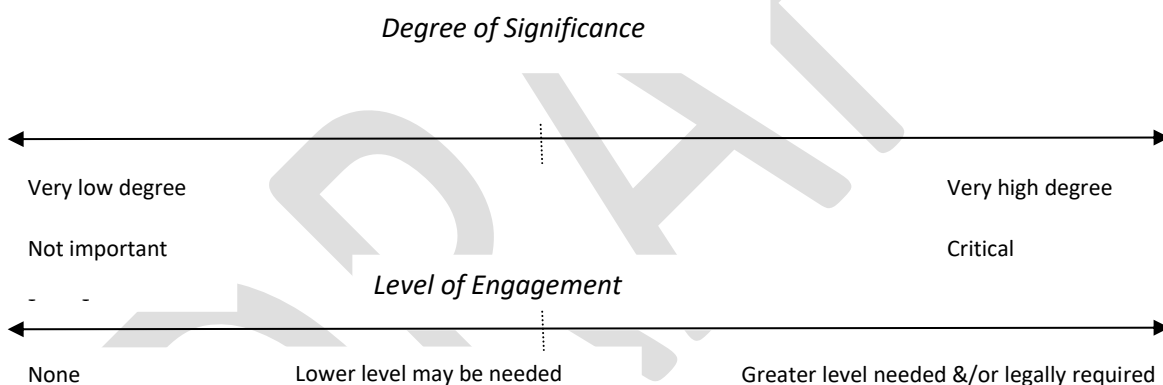
Significance and Engagement Policy

Part I

1. PURPOSE [LGA S76AA (2)]

- 1.1. The purpose of the Westland District Council's Significance and Engagement Policy (SEP) is —
- To enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities.
- To provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets, or other matters.
- To articulate the relationship between the significance of a matter and the corresponding level of engagement of parties that is required.
- 1.2. The Council believes in the importance of having a (SEP) as it provides a useful and accountable decision making framework for both the Council and the community.

Figure 1.2 determining significance and engagement



- 1.3. **Significance**, in respect to this policy, is the degree of importance of an issue, proposal or decision as assessed by the local authority, in terms of its likely impact on and likely consequences for —

- The current and future social, economic, environmental, or cultural well-being of the district or region.
- Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter.
- The capacity of the local authority to perform its role, and the financial and other costs of doing so.

A matter will be determined "Significant" if it has a "high degree of significance". This is in accordance with the Local Government Act 2002 (LGA), section 5.

- 1.4. Engagement, in respect to this policy, is a process that can be undertaken at the outset, throughout, or at points during a decision-making process in order to inform the Council and to allow potentially affected parties to identify options for addressing the matter.

The LGA definition and/or use of the terms “significant”, “significance” and “engagement” apply in regard to this policy. Unless otherwise stated, common dictionary definitions apply for other terms in this policy.

- 1.5. The Council has a Consultation Policy in place (adopted in 2005 and reviewed in 2012). Consultation is a process that generally occurs after a proposal has been formed i.e. the Council shares the formed proposal with parties and receives final feedback. A decision can then be made. Consultation is an additional requirement under legislation, including the Local Government Act, Resource Management Act, Reserves Act, Rating Act and Land Transport Management Act. This SEP does not replace the Council’s legal responsibility to consult.

2. GENERAL APPROACH [LGA s76AA (1)(a)]

- 2.1 Council’s decision-making about the degree of significance of an issue, proposal or decision will be guided by Part II of this Policy.
- 2.2 Council’s engagement practices will be guided by Part III of this Policy.
- 2.3 The Council will use the Special Consultative Procedure (SCP) whenever it is specifically required to by the LGA or other legislation.
- 2.4 Whenever a matter is identified by the Council as being of high significance, it will use the SCP procedure as a minimum procedure for consultation. It will undertake what it considers to be a corresponding high level of engagement about the proposal.
- 2.5 The Council will apply the principles of LGA section 82 in other instances of consultation.
- 2.6 The Council may choose to undertake engagement and/or consultation on occasions other than when a matter has been determined to be of high significance. In this instance it will justify why it is choosing to do so.

Part II

1. DETERMINING SIGNIFICANCE [LGA s76AA (1)(b)]

- 1.1 As per the LGA, section 5; a matter is “significant” if it has been determined to have a high degree of significance. The following list provides key questions that will help assess the overall degree of significance of a matter:
 - a. Does it involve a Council strategic asset? The LGA states that it is a significant decision to transfer ownership or control, or to construct, replace or abandon a strategic asset.
[The Council’s *Strategic Assets* are listed below].
 - b. What is the impact on Council’s levels of service, rates and/or Council debt?
 - c. How will the action or decision promote the Council’s Vision or other priorities of Council, and to what degree?
 - d. What is the degree of impact on the community, individuals or groups?
 - e. Is there a likely impact on Maori cultural values and their relationship to land and water?
 - f. Is there a high degree of public interest?
 - g. Could the action or decision have significant consequences? The action itself may be minor but what will the outcome be.

- h. Is it a reversible decision? The more difficult an action or decision is to reverse, generally the higher the significance is.

2. COUNCIL'S STRATEGIC ASSETS [LGA s76AA (3)]

2.1 The LGA, section 76 AA (3) requires that the SEP must list the assets considered by the local authority to be Strategic Assets. These assets must be considered to be of high significance and as such corresponding engagement and consultation practices followed by the Council if transfer ownership or control of a strategic asset, or a decision to construct, replace or abandon a strategic asset is proposed.

2.2 The LGA, section 5, defines Strategic Assets as being the asset or group of assets held (owned) by the Council that it needs to retain if it is to maintain the capacity to achieve or promote an outcome that it determines to be important to the current or future well-being of the community.

- Westland Holdings Limited
- Hokitika Airport
- Urban roads, rural roads, bridges, footpaths
- Water, treatment, storage and reticulation network
- Wastewater reticulation and treatment facilities
- Stormwater reticulation
- Elderly person housing units
- Cass Square
- Community Reserves
- Community Halls
- Community Domains
- Hokitika Cemetery
- Kumara Cemetery
- Ross Cemetery
- Hokitika Museum/Carnegie Building
- Public Toilets
- Jackson Bay Wharf
- Westland District Library
- Council Headquarters
- Hokitika Swimming Pool
- Ross Swimming Pool
- West Coast Wilderness Trail

Part III

1. ENGAGEMENT EXPECTATIONS [LGA s82 (3) & (4)]

1.1 The Council will engage with parties *unless* it is unnecessary, inappropriate or impossible to do so. That is; a case must be proven in order to decide to not engage and it may be because of one or more of the following factors:

- a. The Council can demonstrate that it already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter
- b. There is a need for confidentiality or commercial sensitivity
- c. The costs of engagement or consultation outweigh the benefits of it
- d. The matter has clearly already been addressed by the Council's policies or plans, which have previously been consulted on
- e. An immediate or urgent response or decision is needed so that it is not reasonably practicable to engage

- f. Works are required unexpectedly, or following further investigations, on projects that have already been approved by the Council
 - g. It is business as usual i.e. the works required are related to the operation and maintenance of a Council asset and responsible management requires the works to take place.
- 1.2 In instances where active engagement with parties is not going to occur, Council officers still must give consideration to the views and preferences of persons likely to be affected by, or to have an interest in the matter.

2. APPROPRIATE FORMS OF ENGAGEMENT [LGA s76AA (1)(c)]

- 2.1 The Westland District encompasses a large geographic area; townships can be several hours drive from one another and there are many dispersed rural communities. This impacts on how the Council can effectively hold conversations with its citizens.
- 2.2 Ngai Tahu Iwi is an important identity to engage with over many matters as are the two Runanga within the Council District boundaries; Te Runanga o Ngati Waewae and Te Runanga o Makaawhio. The Council's relationship with Westland Iwi and Runanga should remain fluid and evolve in accordance with these organisations' preferences. Although all of the SEP processes do include the engagement of Iwi and Runanga, a separate and more specific policy or agreement should also be developed with Iwi and Runanga about different kinds of Council decision-making.
- 2.3 The Council must also be mindful of tangata whenua in the District and whether an issue could be of importance to Maori people.
- 2.4 The Council believes it is important that it has a presence across the District and in particular that elected representatives and staff are active in all of its communities. Successful engagement exercises have been achieved when they were structured around having the conversations in the community that the issue affected, rather than expecting the community to come to Hokitika. If it is a District wide issue then careful consideration is required about how best to distribute messages and be positioned to receive feedback.
- 2.5 Some communities in the Westland district do not have broadband internet coverage so this limits electronic communications.

3. IN DETERMINING APPROPRIATE FORMS OF ENGAGEMENT, THE COUNCIL WILL: [LGA s76AA (1)(d)]

- 3.1 Recognise the relationship between determining the significance of an issue and the level and type of engagement that will be required.
- 3.2 Select engagement processes and methods that are appropriate to the stakeholders that will be involved (including the public's time commitment and travel requirements, location of information and/or meetings).
- 3.3 Ask potentially interested parties if they consider themselves to be stakeholders and/or how they would like to provide input into the development of the proposal.
- 3.4 Be responsive to new methods identified by stakeholders for better engagement.
- 3.5 Bear in mind Council and other agency engagement initiatives that are underway, planned or likely to occur soon in the District. Combined initiatives will be utilised where appropriate so as to achieve efficiencies and avoid the public experiencing engagement / consultation fatigue.
- 3.6 Determine whether the Council already holds relevant information from the public or key stakeholders about the matter (from previous engagement or consultation efforts) and can utilise it instead of initiating another round of conversations.

- 3.7 Recognise the possible role of stakeholders and contacts Council already has a relationship with, including the Iwi, Runanga, resident and community associations, business and industry representative groups.
- 3.8 Provide reasonable access to free information and reasonable methods for the public and key stakeholders to be able to respond (timeframes and suitable forms of submission).
- 3.9 Consider the best use of Council money and other resources to achieve the chosen engagement plan.

Part IV

1. PROCEDURE [LGA 76AA (2)(b) & (c)]

- 1.1 The procedure for determining the level of significance and the corresponding engagement required:
 - 1.1.1 In the first instance Council Officers will be responsible for assessing a matter to determine its level of significance, in accordance with Part II of this Policy.
[To facilitate this operational process, the Council may choose to provide staff with a template, separate to but based upon Part II of this policy].
 - 1.1.2 Council Officers will then consider the corresponding extent and type of engagement that should occur, in accordance with Part III of this Policy. In general, the more significant an issue, the greater the need for community or stakeholder engagement.
 - 1.1.3 Any matter will be reported to the Council if it requires a Council decision to be made. The report will include –
 - a. An assessment of significance.
 - b. An assessment about the extent and type of community or stakeholder engagement that should occur.

2. THIS POLICY MAY BE AMENDED FROM TIME TO TIME [LGA s76AA, 4&5]

- 2.1 If the Council wants to amend this policy, it will consult in accordance with the Local Government Act, section 82, unless a decision is recorded that it “considers on reasonable grounds that it has sufficient information about community interests and preferences to enable the purpose of the policy to be achieved.”

3. DEVIATION FROM THIS POLICY [LGA s76AA, 6]

- 3.1 If the Council wishes to deviate from this policy it will follow the requirements of the Local Government Act, section 80, clearly identifying the inconsistency and the reasons for not following this policy, and stating any intention to amend the policy to accommodate the decision.

Commitment to Consultation and Engagement with Māori, particularly Mana Whenua

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

At the 26 July 2018 Ordinary Council Meeting, an invitation was extended to the Chairs of Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio to attend and participate in Council Meetings and the Business of Council, in acknowledgement of, and to further strengthen, Council's partnership with Mana Whenua of Westland. The Chairs of Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio are full members of Council Committees and participate without voting rights in Council Meetings.

On the 22 November 2018, Council approved the Manatu Whakaaetanga Partnership Agreement with Te Rūnanga O Ngāti Waewae and Te Rūnanga O Makaawhio. The agreement was signed by Mayor Bruce Smith on behalf of Council and Francois Tumahai on behalf of Te Rūnanga O Ngāti Waewae on 22 August 2019, and by Paul Madgwick on behalf of Te Rūnanga o Makaawhio on 28 May 2020.

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

The Resource Management Act 1991

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

Te Rūnanga o Ngāti Waewae:

Arahura Marae

Postal Address: PO Box 37, Hokitika.

Phone: 03 755 6451 and 03 755 6452

Email: admin@ngatiwaewae.org.nz

Te Rūnanga o Makaawhio:

Makaawhio (Bruce Bay) Marae

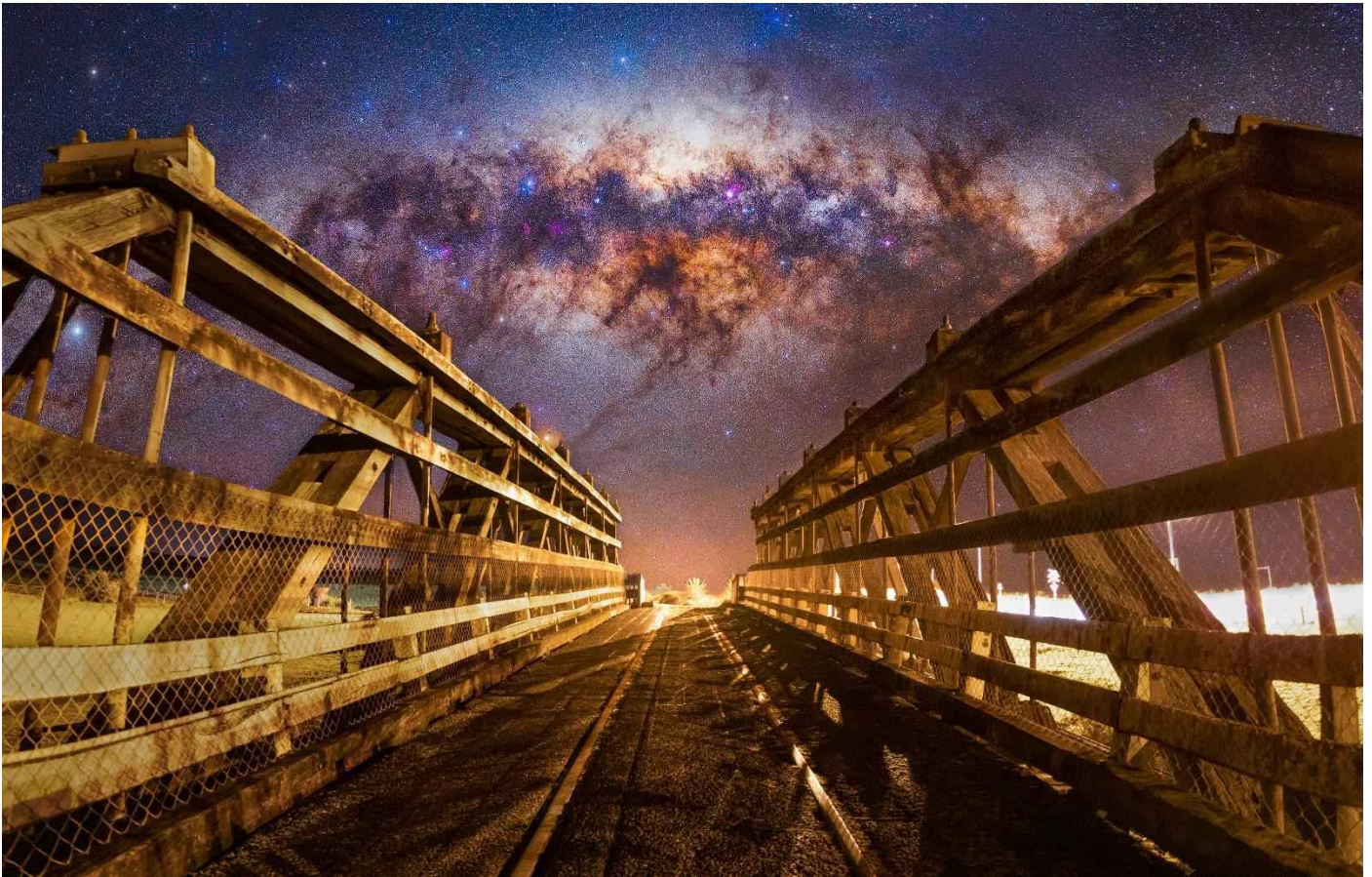
Postal address: PO Box 225,

56 Brittan Street, Hokitika

Phone: 03 755 7885

Email: lynda.pehi@ngaitahu.iwi.nz or

kara.edwards@ngaitahu.iwi.nz



Part C – Council Activities

- 49 Leadership
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- 127 Infrastructure

Leadership

Democracy

What we do and why

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

Council is an elected body of representatives who lead important decision-making for the district. Responsibilities of their role include:

- Providing representation of residents' views.
- Providing leadership in setting priorities and in decision-making.
- Developing policy.
- Employing the Chief Executive.
- Providing advocacy to central Government for other services and making submissions to central Government.
- Working with other organisations to achieve mutually agreeable outcomes.

The Westland District Council represents a small population (8,600 approximately) over a large geographic area. Council's elected representatives consist of the Mayor and eight Councillors from the wards of Northern (three), Hokitika (three) and Southern (two). Mana whenua, Poutini Ngāi Tahu, are represented at Council. The Chair's of Te Rūnanga o Maakawhio and Te Rūnanga o Ngāti Waewae have voting positions on Committees and speaking rights at Council meetings.

We advertise all scheduled meetings in local newspapers and through Council's media channels. Council will continue to hold its meetings in other locations than the Council Chambers occasionally in order to discuss local issues with residents and to encourage participation. Council has also introduced live streaming of all council and committee meetings to ensure our residents hear first-hand the topics of discussion and debates around the council table. Council staff manage the triennial election process and Privacy and Official Information requests, and provide advice, information and administrative support to the Councillors to enable them to do their job.

The assets

The assets involved in this activity are IT equipment for all elected members and the Council Chamber, the provision of a council chamber and furniture for the Mayor's office and a meeting room.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Additional costs of compliance	None identified	Some decisions made by Council may be contrary to the views of individuals in the community	None identified
Positive	Council is held accountable for economic decisions through open and transparent governance.	Developing policies with regard to having a positive impact on the environment.	Decision-making is open and transparent.	Iwi partners are involved in decision-making through their representation at Council.

The situation in 2021

When this Plan is in effect, the current Council will be over halfway through their three-year term. The next election is October 2022 and this Plan will still be operative.

Council's Significance and Engagement Policy, which was amended in December 2019 to incorporate minor legislative changes, outlines how engagement and consultation with the community occurs. It is important that Council and Poutini Ngāi Tahu (Ngāi Tahu, Ngāti Waewae and Makaawhio) form an enduring relationship. Council and mana whenua signed a partnership agreement 'Manatu Whakaaetanga Partnership Agreement with Te Rūnanga O Ngāti Waewae and Te Rūnanga O Makaawhio' in 2020. The "Your Council" section of this Plan details our commitment to consultation with Poutini Ngāi Tahu.

The rating system remains unchanged since the changes made at the last Long-Term Plan.

Key issues

- Encouraging residents to participate in consultation processes.
- Increased focus on the skills required of elected members for effective governance and the costs of training.
- Devolution of central Government roles to Councils, without funding.
- The cost of compliance imposed by central Government.
- Further developing the existing relationship between Council and Poutini Ngāi Tahu.
- Providing clear opportunities for the district to recover from economic and social losses following the turmoil of Covid-19 pandemic.

Where we want to be in the future

The Council wants to:

- Manage fiscal responsibilities ensuring that Council balances the need for cost recovery and holding back the financial burden for ratepayers.
- Reinforce the infrastructure strategy to build a resilient and prosperous community.
- Have good representation and participation by all sectors of the community, including young people, with continuity through successive elections.
- Continue to create reliable planning and strategic documents to enable robust decision-making.
- Increase focus on improving our communications platforms and public information by using the best communications tools to reach the public.
- Continue to advocate and provide responses to central Government plans that impact on local Government.
- Find innovative ways of engaging with the community.
- Regularly survey our customers to understand how our residents feel about Council's performance and get feedback for improvement.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Council HQ – Furniture & fittings	10	2021/2022 – 2030/2031 (Years 1 – 10)	100% Depreciation
IT equipment – annual network/server maintenance or upgrade	320	2021/2022 – 2030/2031 (Years 1 – 10)	100% Depreciation
IT renewals - Disaster recovery servers	32	2022/2023 (Year 2)	100% Depreciation
IT equipment renewals	107	2023/2024 (Year 3)	100% Depreciation
Area Photo Renewal Programme	60	2022/2023, 2026/2027 & 2029/2030 (Years 2, 6 & 9)	100% Depreciation

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Responsible leadership	% of residents satisfied with Council's leadership	41% 2020 Resident Satisfaction Survey	65%	70%
Resilient Communities	The community understands what Council does	% of residents who understand how Council make decisions	77% 2020 Resident Satisfaction Survey	70%	75%

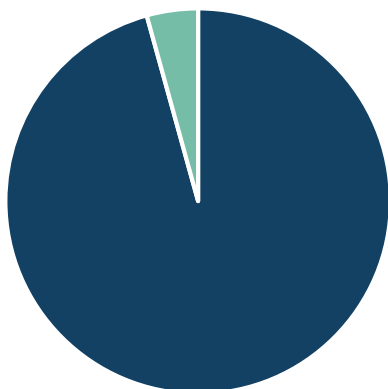
Rationale for financing this activity

Public benefits	Private benefits
The district as a whole benefits from the process and advocacy of ratepayers and community interests, the setting of policy and the decisions made by Council.	Council administration is well managed, enabling Council to concentrate on making decisions that improve the wellbeing of the community.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
3,478	1,164,226	1,166,683	-	459

For the 2021/22 year this activity will make up 4.3% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Corporate Services

What we do and why

Corporate Services provides professional services to support other Council departments. This includes payroll, finance, corporate planning, customer service, business analysis and information technology. Westland District Council is a New Zealand Institute of Chartered Accountants accredited employer. We provide these services so Council can run smoothly and fulfil its statutory requirements. Our strategic support helps Councillors provide inspirational leadership and create a compelling vision for our community. Corporate Services work closely with the other departments of Council in the creation of the Long-Term Plan, Annual Plan, Annual Report, Policies and Strategies.

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

In general, the cost of providing these services is charged to the activity receiving the benefit of that service. This means that when you are reviewing Council activities in this plan, the costs of each activity includes the cost of professional services. However, there are some council-wide costs and income that benefit all council activities and these income and expenditure items are included within this Corporate Services section.

Corporate Services also provides support to Westland Holdings Limited and its subsidiaries. The revenues and costs relating to Council Controlled Organisations (CCOs) are incorporated in this section. These include:

- Dividend income received from CCOs
- Interest costs relating to borrowing taken out and invested in the equity (shares) of CCOs, interest income from Council investment of general funds and special purpose reserves.

The net result of the above is used to offset the total cost of Corporate Services. This spreads the benefit across all of Council's activities.

The assets

There are no assets involved in this activity apart from IT equipment and software and furniture, which are replaced as per Council policy

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	None identified.	None identified.	None identified.	None identified.
Positive	This activity provides Council with the support to ensure prudent fiscal and risk management.	None identified.	This is a highly regulated area and it is vital that knowledge of statutory, regulatory and technological requirements is current at all times and reflected in Council's reports, plans, systems and services.	None identified.

The situation in 2021

We have made substantial improvements to our IT systems for both financial management and storage of information, and this will continue. By managing the development of systems and data, and cultivating relationships with internal and external partners, we will continue to improve the quality of information. We have taken opportunities to share system support services with neighbouring districts to safeguard the resilience of our IT infrastructure. The major projects undertaken since the last LTP are a new Electronic Document and Records Management System (EDRMS) that will provide an integrated solution to our information storage and retrieval challenges, implementation of Ibis Breeze and Ibis Rates Modelling systems, and the triennial replacement of network servers to maintain IT capability and accommodate software enhancements. The Council has also employed a Records Management Officer, who provides support to improve Council's digital and physical records management and assist with the transition to the EDRMS. Council has invested in a Social Media archiving service as part of our improved records management framework. Our website has also been refreshed to provide an improved customer experience.

Councils opening hours and service requests are monitored and reviewed on a regular basis. Corporate Services wants to be flexible and responsive to meet the expectations of our external and internal customers. We will regularly review our systems and processes in order to achieve financial savings where possible without compromising customer outcomes.

Key issues

- Managing information and developing reporting capability.
- Recruiting, training and retaining staff across the organisation.
- Updating and communicating changes in the planning and reporting environment.
- Streamlining the customer experience to ensure most queries are managed at first contact.

Where we want to be in the future

Corporate Services wants to set a high benchmark of providing exemplary information and service and value for money. This will be achieved by:

- Reporting performance in a timely and reliable manner
- Continuous improvement of systems and processes
- Promoting a customer-focused philosophy throughout the organisation.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Vehicle replacements	80	2022 – 2025 (Years 2 – 4)	100% Depreciation

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Provide accountability about Council activities	Legally compliant financial plans and reports adopted		a. 100% LTP, Annual Plans and Reports adopted on time. b. 100% LTP and Annual Reports	a. 100% LTP, Annual Plans and Reports adopted on time. b. 100% LTP and Annual Reports

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
				receive unqualified Auditor's Opinions.	receive unqualified Auditor's Opinions.
Resilient Communities	Effective engagement of the community during public decision making opportunities	% of residents that believe they have been appropriately consulted	36% of residents contacted in the Biannual resident survey (2020) are very satisfied / satisfied with the way Council engages the community in consultation	65%	65%
Resilient Communities	A comprehensive Customer Service Centre	% of residents satisfied with the service they receive	74% of residents contacted in the Biannual resident survey (2020) were satisfied with service received.	80%	80%

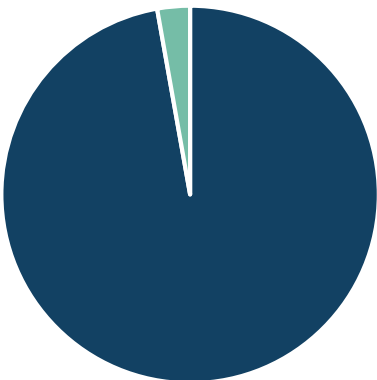
Rationale for financing this activity

Public benefits	Private benefits
Generally the services provided benefit the whole community	Fees are charged to individual users for specific services.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
3,627,379	(2,869,239)	(1,040,326)	110,000	835,760

For the 2021/22 year this activity will make up 2.8% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Council Controlled Organisations

What we do and why

We have chosen to deliver some services through Council Controlled Organisations. These services are ones where a more commercial focus is required. This allows Council to concentrate on providing core services to ratepayers while operating commercial services at arm's length.



The situation in 2021

Westland Holdings Limited

Westland Holdings Limited (WHL) is the governance link between Council and its trading entities. The company is responsible for ensuring the trading organisations meet their statutory, commercial and public obligations as defined in their Statements of Intent. These are reviewed annually by WHL on behalf of Council, with reference to the objectives determined in the Long-Term Plan, along with each company's individual strategy.

The presence of a holding company is intended to facilitate objective governance, whilst enabling the trading organisations to operate on commercial principles. All directors are independent appointees.

Westroads Limited

Westroads Limited's main activity is that of a general contractor based in Hokitika and Greymouth (Westroads Greymouth Ltd) as well as depots and staff throughout South Westland. It also operates a crushed metal plant in Greymouth. In 2014 it purchased Trenching Dynamix Ltd, a specialist buried horizontal infrastructure installation company.

Destination Westland Limited

Destination Westland Limited (DWL) was formed on 30 June 2018 and has a commercial focus, managing the portfolios that were previously under Hokitika Airport Limited and Westland District Property Limited, as well as the Hokitika Wildfoods Festival and Events.

DWL operates the Hokitika Airport, which is the principal airport on the West Coast. Air New Zealand is the main carrier into the airport travelling directly to and from Christchurch. This acts as a gateway for tourists arriving to the West Coast and also as a hub for short-term business travellers. Destination Westland also operates the heliport in Franz Josef.

In addition, DWL manages some of the Council's property portfolio, previously overseen by Westland District Property Limited. This includes the sale and leasing of property; managing the leasing and occupation of mining rights; management of Hokitika Swimming Pool, and Jacksons Bay Wharf. DWL also owns or manages the following activities.

Elderly Housing

Historically, Council has provided low cost accommodation for a small number of elderly in Westland. The provision of social housing with smaller accommodation units and little outdoor maintenance requirements, make it possible for the elderly to remain independent for longer. Council owns 42 units in Hokitika and four units in Ross. These are under the management of DWL. Ten units at Tudor Street, Hokitika are owned by DWL. Many of the units require major upgrades and DWL will manage the strategy for improving and increasing the elderly housing stock. Council proposes transferring the 46 units it owns to DWL in July 2021.

There has been 100% occupancy of the units for the past nine years and the wait list currently sits at over 60 people. Turnover of tenancy has been so low that it could take five to seven years for the latest applicants to get a unit. New eligibility criteria for tenancy was adopted by Council in November 2020 in the Elderly Housing Strategy.

Key Issues

- The demand for the service continues to grow as an increasing proportion of the population of Westland reach the age of 65. Current housing stock only caters to about 3.8% of people aged over 65, with a demand from about 8.3% living in or waiting for a unit.
- Current rental income levels are insufficient to maintain and sustain this activity, and therefore the activity is subsidised by ratepayers. There is a need to increase the income by introducing market rents over time.
- There is a developing need for housing allocation for kaumatua. Maori are disproportionately represented on social housing waiting lists and less likely than the rest of the population to own their own home.

Where we want to be in the future

Council is aware of an aging population in Westland and needs to consider how we can best meet the growing needs for this activity area. DWL have successfully managed the portfolio since 2018.

The Elderly Housing Strategy 2020 sets out the following principles for the future direction of Elderly Housing:

- Elderly residents are a critical sector of our community.
- Elderly housing should be warm, easily accessible, one or two bedrooms and close to the town centre.
- Council, CCO's or Community Housing Providers are the only organisation currently providing such housing specifically for the elderly population and that is unlikely to change in the foreseeable future.
- Additional and replacement units are required now and into the future.
- Partnerships may help with the provision of elderly housing.
- The provision of elderly housing should be self-funding.
- Maintaining depreciation reserves will ensure adequate funding for future upgrades.

Rationale for financing this activity

Public benefits	Private benefits
The District as a whole benefits from the knowledge that pensioners on low incomes are housed in reasonable accommodation locally. The need to travel out of the District to visit elderly family or friends is decreased.	Tenants provided with housing are the prime beneficiaries.

Financial Information

Operational and capital costs of the Elderly Housing will be the responsibility of DWL under the proposed transfer.

Hokitika Wildfoods and Events

The Hokitika Wildfoods Festival continues to be the premier festival event on the West Coast. The event attracts between 5,000-10,000 people per year, consisting of local residents, international tourists and people from around the country. The Hokitika Wildfoods Festival is the largest festival of its nature in the South Hemisphere and a 'must do' event for food and music lovers. Council transferred the responsibility for managing the event to Destination Westland in 2018. Destination Westland are expected to improve the success of the Wild Foods Festival and to offer other events in the future.

The viability and sustainability of the Festival is a long-term issue that requires short-term action. The festival is expected to have a minimal financial contribution from ratepayers.

Key issues

- Ongoing need for financial prudence.
- Perceived stagnation of the Festival.
- Need to continue to build community support of the Festival.
- Providing new and fresh entertainment and culinary offerings from year to year.
- Long-term viability and sustainability of the Festival.
- Increased competition in the events arena.

Where we want to be in the future

Council would like DWL to focus on the viability and sustainability of the experience that is New Zealand's most unique and quintessentially Kiwi event – the Hokitika Wildfoods Festival.

The opportunity exists for the Westland region to offer a wider portfolio of events for both the local community and tourists to enjoy spread across the calendar year.

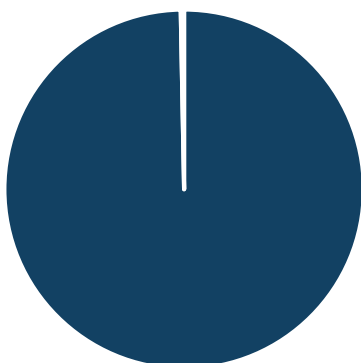
Rationale for financing this activity

Public benefits	Private benefits
Visitors to Westland have a great time and recommend to their friends and family visiting Westland, ensuring an economic benefit to the wider community.	The primary benefactors are the users of the service.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
1,660	90,000	91,660	-	-

For the 2021/22 year this activity will make up 0.3% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Visitor Information Services

Tourism is a major contributor to the Westland district's economic well-being. Westland relies heavily on visitors and tourists as an industry. Promoting tourism in turn provides economic incentives for us to preserve and enhance Westland's natural landforms, heritage and other features that truly help make Westland the last best place to live, work, play and visit. DWL works with national, regional and district tourism providers and promoters to develop reasons for visitors to stay longer in Westland and spend more. Activities and the events that attract tourists, contribute to vibrant town centres, buoyant local economies and thriving small town communities.

Visitor Services are managed DWL. At the time of writing, we have an i-SITE branded visitor service centre located in the Council office building.

The Hokitika i-SITE currently offers excursion bookings and tourist information. It also offers AA services to residents such as renewing drivers' licenses and vehicle registrations.

Key issues

- Maintaining or increasing visitor numbers.
- Natural hazards can significantly disrupt tourist business e.g. blockage of State Highways, retreat of the glaciers.
- The global and domestic economic climate.
- Support of the community for the resident services visitor information services offers.
- Decrease of spend in district per visitor.
- Utilising technology to enhance the commercial viability of visitor services and benefit visitors planning and paying for activities.
- Loss of income following Covid-19 travel restrictions in 2020, coupled with tourists booking activities and accommodation directly with providers or through third party websites and apps.

Where we want to be in the future

DWL will review how well the i-SITE brand works for the business, which may result in a different way of delivering visitor services.

DWL is expected to future-proof the viability of visitor services by offering innovative, digital services to meet the changing dynamic of tourists using more digital technology when making bookings and planning their travel.

Services should be run efficiently and innovatively to increase sales figures and profits. This can be achieved by developing mutually beneficial relationships with tourism operators and other tourism-related organisations in and out of our district by ensuring we keep Visitor Information services inviting and interesting to visitors and locals alike.

Key Capital Projects

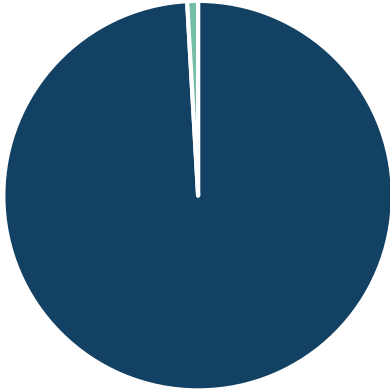
Asset	\$000	Timeframe	Funded by
Replacement of IT equipment	30	2021/2022 – 2030/2031 (Years 1 – 10)	100% Depreciation

Rationale for financing this activity

Public benefits	Private benefits
Visitors and locals to Westland are welcomed, and businesses and experiences are recommended to visitors ensuring an economic benefit to the wider community.	Direct benefits are obtained by the users of the service.

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
8,357	251,692	-	260,049	-

For the 2021/22 year this activity will make up 0.9% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Activity information for Hokitika Swimming Pool can be found under Swimming Pools in Facilities, and Leisure Services.

The benefits

Westland Holdings

There is a benefit to the community of the governance function of Westland Holdings which provides professional oversight and public accountability to the community.

The private benefit is that this allows Council to provide governance at arm's length.

Westroads Limited

There is a benefit to the District as a whole as distributions paid to Westland Holdings Limited from Westroads Limited are utilised by Council to offset rate requirements. Westroads Limited has a significant benefit to the region financially and is one of the key employers in Westland.

The private benefit is that this allows Council to undertake commercial activities without impacting on Council's core services and provision of key infrastructure.

Destination Westland Limited

There is a benefit is to all residents and ratepayers in having the West Coast's main airport located in Westland. It boosts tourists by facilitating accessible travel to the region for visitors, thus providing economic benefits for local businesses. The airport is also a community lifeline that can provide access to and from the Coast in the event of a natural disaster or other emergency. The commercial property function of Destination Westland brings a number of benefits to the region. It provides safe and affordable housing for the elderly, access to a swimming pool in Hokitika and facilitates commercial fishing opportunities in South Westland through Jacksons Bay Wharf. In addition, recreational land users, residents and businesses benefit from the availability and downstream provision of amenities. The Wildfoods Festival and events benefit the local economy by encouraging visitors to the region and making the district a vibrant place to live.

The private benefit is that this allows Council to undertake commercial activities without impacting on Council’s core services and provision of key infrastructure.

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	None identified.	The activities of Westroads can cause pollution, which contributes to climate change.	Potential issues associated with hosting large-scale events, for example, drunkenness, vandalism and littering.	None identified.
		Events can generate waste and litter, however some stallholders try to alleviate this with more environmentally friendly packaging and utensils.		
		Increasing numbers of visitors can put pressure on the fragile natural environment.		
Positive	This activity allows Council to generate income, which subsidises rates.	The activities of Westroads provide environmental protection for communities.	Provides employment opportunities in the district.	Westroads provide services that improve the outcome for the community in severe weather events, such as floodbanks to protect against rivers overflowing, and enhance resilience.
		Visitors learn to appreciate the unique natural environment of Westland.	Planned improvements to elderly housing stock and supply.	Events encourage awareness of the uniqueness of Westland and the traditional food gathering practises of the district, e.g. whitebait.
			Planned improvements to leisure facilities.	Visitors have the opportunity to explore the culture of Westland and what makes the district unique.

Key issues

- Council’s reliance on an annual dividend from Westland Holdings Limited. This is currently used to offset rates.
- Changes in the external environment that may affect the CCOs’ viability or ability to perform, such as if Air New Zealand withdrew its services from the Hokitika Airport Limited.
- Supply and demand of elderly housing.

Where we want to be in the future

We want to ensure that CCOs provide the best value to ratepayers and manage their activities effectively. Council will continue to have regular, open and respectful communication with CCOs to ensure a strong working relationship.

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Diverse Economy Resilient Communities	CCOs comply with their Statements of Intent	All performance measures in the CCO Statements of Intent are met, as reported in half yearly and Annual Reports.	Not achieved	Achieved	Achieved

Performance measures for the Hokitika Swimming Pool can be found in Facilities, and Leisure Services.

Financial Information

Council financial contributions to Wildfoods Festival and events, Hokitika Swimming Pool, Visitor Information Services and Elderly Housing are contained in the budget for the respective activity under Facilities, and Leisure Services.

The CCOs are expected to be self-funding and provide a return to Council. This income is included in the Corporate Services budget.

Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Prospective Leadership Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Leadership Statement of Service Performance												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP		
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)		(000's)
Revenue												
Rates	126	919	2,177	1,215	1,132	1,227	1,288	1,282	1,358	1,395		
Rates Penalties	110	110	110	110	110	110	110	110	110	110		
Internal Charges and Overheads Recovered	6,900	7,282	7,651	7,571	7,723	8,313	8,150	8,328	8,841	8,569		
Fees and Charges	124	126	128	130	132	134	136	139	141	143		
Rental	38	39	40	41	42	42	43	44	45	46		
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-		
Interest and dividends	-	250	250	250	250	250	250	250	250	250		
Recoveries	32	32	33	34	34	35	36	37	38	38		
Other Revenue	642	542	545	509	442	446	450	454	458	463		
Total revenue	7,972	9,300	10,934	9,859	9,865	10,558	10,474	10,644	11,241	11,015		
Expenditure												
Democracy	1,168	1,161	1,212	1,264	1,246	1,320	1,361	1,343	1,412	1,445		
Corporate Services	7,658	8,056	8,464	8,419	8,580	9,200	9,074	9,263	9,790	9,531		
Total expenditure	8,825	9,217	9,677	9,683	9,826	10,520	10,435	10,606	11,202	10,976		
Surplus/(Deficit)	-853	83	1,257	176	39	39	39	38	38	38		
Capital Expenditure												
Corporate Services - Camera	1	-	-	-	-	-	-	-	-	-		
Corporate Services - Water coolers x2	2	0	-	-	-	-	-	-	-	-		
Council HQ - Earthquake strengthening	1,000	768	-	-	-	-	-	-	-	-		
Council HQ - Garage doors & Roof replacement	-	-	-	-	-	-	7	-	-	-		9
Council HQ - Furniture & fittings	5	5	5	5	5	6	6	6	6	6		6
IHPS - Pool/inspection vehicles	-	82	42	86	-	90	-	94	-	98		
GIS Maintenance - Area photo renewal	-	-	21	-	-	22	-	-	24	-		
IT Equipment Renewals - Computer equipment	15	15	31	32	33	34	34	35	36	37		
Information Management - Offsite replication	-	41	-	-	-	-	-	-	-	-		
IT Equipment Renewals - Server	-	-	0	-	110	-	-	-	-	123		
IT Equipment Renewals - Website	-	-	-	-	66	-	-	-	-	74		
Total Capital Expenditure	1,022	911	99	123	214	151	47	135	66	346		

Prospective Leadership Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP		
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)		(000's)
Leadership												
(SURPLUS) / DEFICIT OF OPERATING FUNDING												
Sources of Operating Funding												
General rates, uniform annual general charges, rates penalties	236	1,029	2,267	1,325	1,242	1,337	1,398	1,392	1,468	1,505		
Targeted Rates	-	-	-	-	-	-	-	-	-	-		
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-		
Fees and charges	124	126	128	130	132	134	136	139	141	143		
Interest and dividends from investments	-	250	250	250	250	250	250	250	250	250		
Local authorities fuel tax, fines, infringement fees, and other receipts	712	613	618	583	518	523	529	535	541	547		
Internal charges and overheads recovered	6,900	7,282	7,651	7,571	7,723	8,313	8,160	8,328	8,841	8,569		
Total Operating Funding (A)	7,972	9,300	10,934	9,859	9,865	10,557	10,473	10,644	11,241	11,014		
Applications of Operating Funding												
Payments to staff and suppliers	5,118	5,355	5,621	5,590	5,670	6,013	5,969	6,053	6,430	6,371		
Finance Costs	468	503	563	595	595	621	642	654	660	662		
Internal charges and overheads applied	3,034	3,189	3,311	3,293	3,358	3,634	3,572	3,645	3,860	3,726		
Other operating funding applications	-	-	-	-	-	-	-	-	-	-		
Total Applications of Operating Funding (B)	8,620	9,047	9,495	9,478	9,623	10,268	10,183	10,353	10,950	10,758		
Surplus/(Deficit) of Operating Funding (A - B)	(648)	253	1,439	380	242	290	291	291	291	256		
(SURPLUS) / DEFICIT OF CAPITAL FUNDING												
Sources of Capital Funding												
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-		
Development and financial contributions	-	-	-	-	-	-	-	-	-	-		
Increase (decrease) in debt	973	742	(107)	(107)	(107)	(107)	(107)	(107)	(107)	(107)		
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-		
Lump sum contributions	-	-	-	-	-	-	-	-	-	-		
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-		
Total Sources of Capital Funding (C)	973	742	(107)	(107)	(107)	(107)	(107)	(107)	(107)	(107)		
Application of Capital Funding												
Capital Expenditure:												
- to meet additional demand	-	-	-	-	-	-	-	-	-	-		
- to improve the level of service	1,000	809	-	-	-	-	-	-	-	-		
- to replace existing assets	22	102	99	123	214	151	47	135	66	346		
Increase (decrease) in reserves	(697)	84	1,232	150	(79)	32	137	49	117	(196)		
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-		
Total Applications of Capital Funding (D)	325	996	1,332	273	135	183	184	184	183	149		
Surplus/(Deficit) of Capital Funding (C - D)	648	(254)	(1,439)	(380)	(242)	(290)	(291)	(291)	(290)	(256)		

Planning & Regulatory

Resource Management

What we do and why

Resource Management helps Council to achieve its vision and community outcomes by delivering sound policy and regulation to protect the environment. It also facilitates the development of our communities in accordance with relevant legislation to enhance lifestyles and opportunities for future generations.

We are required to fulfil statutory functions under the Resource Management Act 1991 (RMA). Day-to-day activities include:

- Technical input into the development and review of the Te Tai o Poutini, combined District Plan.
- Development and review of policies.
- Processing resource consents.
- Processing certification requests.
- Processing designation and District Plan change applications.
- Managing and issuing Land Information Memoranda (LIM)
- Answering general planning enquiries.
- Ensuring activities including building consents within the District comply with the RMA and the District Plan.
- Environmental monitoring and monitoring resource consents.
- Responding to complaints in relation to effects of activities on the environment.
- Progressing toward strategy development for each township.

The assets

There are no assets involved in this activity apart from IT equipment and furniture, which are replaced in accordance with Council policy.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Some of the central Government legislative requirements are not suited to the unique Westland geographical environment, can be costly to implement and provide minimal benefit to the community.	Development can affect the environment through destroying habitat and causing pollution.	Development can cause disturbance to neighbouring properties.	Some of the central Government legislative requirements are not suited to the unique Westland geographical environment, can be costly to implement and provide minimal benefit to the community
Positive	Strategic planning can encourage economic growth and development.	The legislation governing this activity promotes reducing the impact of activities on the environment.	Land is developed in a way that promotes communities and resilience.	Planning activities can ensure that development enhances the district.

The situation in 2021

We are mindful of the need to ensure that our regulations are robust and efficient so that the values of the community are promoted and protected without resulting in unreasonable impingement on the use of land, or excessive cost. It is a balancing act to ensure that the District Plan reflects the community that it relates to and the varied views within it.

Applicants can perceive the requirement for resource consents to be an unnecessary cost and a delay. The reverse situation is that most residents do not expect activities that produce effects (whether visual, noise based or amenity) to proceed without their input. It is important that our policies and procedures are concise and clearly understandable so that all parties have clear expectations of the types of activities that occur in specific locations and what matters Council will assess and manage.

The statutory responsibility for preparing a joint District Plan (Te Tai o Poutini Plan) for the three West Coast District Councils was given to the West Coast Regional Council (WCRC) in 2018. WCRC delegated the responsibility to a joint committee of the four councils and local iwi, with an independent chair. The Te Tai o Poutini Plan will cover the whole of the West Coast. The Te Tai O Poutini Plan Review is a priority for the Council and we have budgeted for adequate resources for our involvement.

Council will continue to increase its levels of environmental monitoring. This is a legal requirement under the RMA. In addition, there appears to be increasing public demand to monitor better the resource consents that we issue, and to ensure compliance with the District Plan.

In the middle of 2017, central Government introduced a number of significant changes to the RMA. We are working through how these amendments will affect Council operations. One of the key changes is the introduction of 'National Planning Standards'. These standards will provide a template for how District Plans are to be set out, what zones will be included and what they will be called and will also include some standardised definitions and rules.

Currently government are proposing a RMA review which would replace the RMA with three individual pieces of legislation, a Natural and Built Environments Act, a Strategic Planning Act and introducing a Climate Change Act. These proposed pieces of legislation would require the same amount if not more monitoring and issuing of permissions.

A new approach has been taken to the Franz Josef Planning Strategy to utilise the information provided by the community, agencies and stakeholders over many years to include consideration of hazard risk reductions and town enhancement while aligning as much as possible with what the majority of the community want to achieve. The work will be in conjunction with Te Runanga o Makaawhio and with the DOC, WCRC and Waka Kotahi NZTA. This work will result in new zones for the town, new consent plans for the commercial area and new rules in different zones to allow more community certainty.

Key issues

- Adequate resourcing of staff to respond to complaints and monitor compliance with resource consents and the District Plan.
- Ability to reliably progress the Te Tai o Poutini combined District Plan review managed by the Regional Council.
- Recent and proposed amendments to the RMA.
- Managing standards under new and proposed National Policy Statements.
- Adequate time and resourcing for staff to proactively undertake strategy development for each township.

Where we want to be in the future

We want to ensure that our policies and strategies meet the aspirations of the community. The Te Tai o Poutini Plan needs to ensure safe and enjoyable lifestyles for our community while providing development opportunities for industry and investors. Clarity on what activities can occur and where will give developers confidence in their investment decisions.

Through the development of Te Tai o Poutini Plan there is collaboration between all four West Coast Council's. Moving forward we expect a more consistent approach to planning methods across the region.

A number of National Environmental Standards and Policy Statements are being produced by central Government. We are required to provide input via a submission process and to ensure that these documents reflect the desires of our ratepayers and residents.

Council will increase monitoring of compliance with consents, the District Plan and the RMA, as required by legislation and the increased reporting requirements of the central Government.

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Sustainably Managed Environment	Resource consents processed in accordance with relevant legislation	% of resource consents processed within statutory Time frames	99%	100%	100%
Resilient Communities	Provide appropriate advice to customers	% of users satisfied with the quality of the advice provided on resource management matters	99%	85%	85%

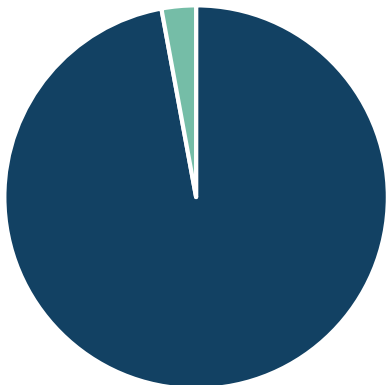
Rationale for financing this activity

Public benefits	Private benefits
There is significant benefit to the district as a whole from this activity through the promotion of sustainable management of natural and physical resources for present and future generations. The main benefit of resource consents is gained by the individuals who require them. However, resource consents also benefit the wider District through ensuring that the environment in which residents work and live in is safe and managed in accordance with the principles and provisions of the Resource Management Act.	Fees are charged to recognise the direct benefits the applicant receives.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
466,133	325,937	633,570	-	158,500

For the 2021/22 year this activity will make up 2.9 of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

DRAFT

Inspections and Compliance

What we do and why

Council's role is to monitor and process licenses, registrations and consents, and ensure that the relevant conditions are met. We have a statutory requirement to undertake these activities based on health and safety, community, and environmental standards. This activity comprises:

- Building Control
- Environmental Health
- Liquor Licensing
- Noise Control
- Compliance Activities

The Inspections and Compliance group are also responsible for the development and review of appropriate by-laws that relate to these activities.

The assets

There are no assets involved in this activity apart from IT equipment and furniture, which are replaced in accordance with Council policy.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	There is some compliance burden for licensees and other customers but this is inevitable given the requirements of central Government legislation.	There is some compliance burden for members of the public but this is inevitable given the requirements of central Government legislation.	There is some compliance burden for licensees and other customers but this is inevitable given the requirements of central Government legislation.	None identified.
Positive	Buildings are built to a high standard improving their value.	Damage to the environment through non-compliant activities investigated and prosecuted where possible.	Compliance activities support social well-being by reducing potential harm.	None identified.

The situation in 2021

Westland District Council continues to be an accredited and registered Building Consent Authority (BCA). Accreditation is maintained by ensuring compliance with and continuous improvement to a Quality Manual. We seek continuous improvement of our processes as per recommendations of biennial IANZ audits and regular internal audits. We do not have to be a Building Consent Authority, but in practise communities expect their Councils to be able to offer this service.

The Building Act 2004 has had significant changes made to it in recent years, including most recently the Building Amendment Acts of 2012 and 2013. Central Government has also made an amendment to the Act relating to earthquake prone buildings, which requires all territorial authorities to review seismic risk assessments of non-residential buildings throughout their districts, and report on these to the Ministry of Business, Innovation and

Employment (MBIE), within a specified period. Buildings assessed to be earthquake prone (EPB) and issued an Earthquake Prone Building Notice must be added to the EPB register maintained by MBIE.

We also have a statutory duty to inspect and monitor food premises. The Food Act 2014 has resulted in significant changes to the way in which Council is required to undertake food safety functions. We now promote a more risk-based approach. The Council’s inspection role has transitioned to encourage business owners to create Food Control Plans, which we then audit.

Council acts as a District Licensing Committee for the Sale and Supply of Alcohol Act 2012. The 2012 Act brought in a number of changes, including an increased focus on harm reduction and a revised fee structure, which resulted in increased fees for managers and licensed premises. Compliance, inspection and enforcement is undertaken both internally and using external contractors for afterhours noise control.

We receive grant funding from the Tourism Infrastructure Fund (TIF) to provide Responsible Camping facilities, education and compliance around the district. If TIF funding is withdrawn in the future, we will not fund this activity.

Key issues

- As described above, legislation in this area is regularly amended, or repealed and replaced, and this is expected to continue. Council needs to keep up with its constantly evolving role, and monitor potential impacts on delivery of service to owners, operators and members of the public.
- The availability of specialist staff is a constant challenge, as skills in this area are in high demand, both in local Government and the private sector.
- Continuing to meet legislative requirements of central Government.

Where we want to be in the future

We want to:

- Continue to respond quickly and positively to a changing legislative environment and maintain improved processing times for the public.
- Provide quality service under The Sale and Supply of Alcohol Act 2012. We intend to continue to operate one District Licensing Committee (DLC) to process liquor licence applications. Councils are not required to adopt a Local Alcohol Policy (LAP) but we could do so if required.
- Employ staff with relevant knowledge and skills in implementing changes in legislation and improvement in processes.
- Ensure that we have sufficient resources to ensure that we continue to meet legislative obligations.

From the public’s perspective, Council intends to maintain the status quo for this activity in terms of levels of service. Continuous improvement will naturally occur in Building Control activities through Building Consent Authority re-accreditation, leading to increased reliability and efficiency. Furthermore, we will continue to strive for improvements in other areas of this activity function.

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Diverse Economy	Timely processing of Building Consents.	% of building consents processed within 20 working days as per the	97.58%	100%	100%

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
		requirements of the Building Act			
Diverse Economy	Provide appropriate advice to customers.	% of users satisfied with the quality of the advice provided on building consent, environmental health and Liquor Licensing matters	Building Consents 80% Environmental Health 54% Liquor Licencing 85%	85%	85%
Diverse Economy	Encourage compliance with health standards by undertaking inspections so that all food, liquor and other licensed premises comply with the relevant legislation.	All licensed and registered premises are inspected at least annually.	Food Premises 96% (due to closures during the Covid-19 pandemic lockdown) Liquor Premises 97% (due to closures during the Covid-19 pandemic lockdown)	100%	100%

Rationale for financing this activity

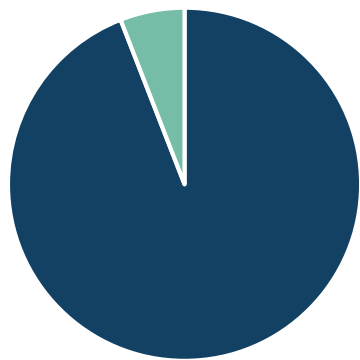
Public benefits	Private benefits
There are benefits to the District as a whole as inspection and compliance services cater for current and future development, and provide residents with assurance that the environment they work and live in is safe and monitored in accordance with regulations.	The main benefit is to the applicants and users of the services provided by the inspection and compliance teams.

Financial Information

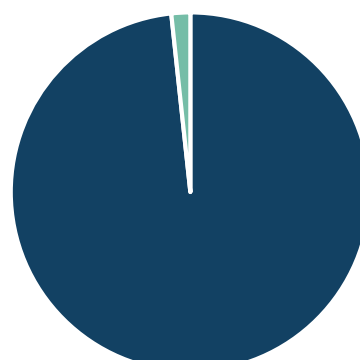
Inspections and Compliance		Paid for from			
Operating Expenditure	Other Expenditure	General Rates	Targeted Rates	Other Revenue	
879,726	729,877	944,691	-	664,911	

Responsible Camping		Paid for from			
Operating Expenditure	Other Expenditure	General Rates	Targeted Rates	Other Revenue	
269,999	184,547	(34,257)	-	457,000	

For the 2021/22 year the Inspections and Compliance activity will make up 5.9% of the Council's yearly expenditure



For the 2021/22 year the Responsible Camping activity will make up 1.7% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Animal Control

What we do and why

Council has a statutory obligation to administer the registration of dogs and ensure they do not become a nuisance to the community, as well as to offer a service for the impoundment of wandering stock. We undertake the following dog and animal control functions:

- Enforcement and control of roaming dogs and other animals
- Protecting the public from harm, nuisance and damage from dogs
- Ensuring all known dogs are registered
- Education of dog owners
- Providing a dog pound

The assets

The Council owns a limited range of animal control assets including dog control equipment.

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	There is some compliance burden for dog owners, but this is inevitable given the requirements of national legislation.	None identified.	There is some compliance burden for dog owners, but this is inevitable given the requirements of national legislation.	None identified.
Positive	None identified.	The environment is protected from dogs and wandering stock.	Dog owners and members of the public benefit from enforcement and control of dogs and other animals.	Education is provided to dog owners and the public.

The situation in 2021

In addition to its responsibilities under the Dog Control Act 1996, Council has a Dog Control Bylaw 1997, which was reviewed and confirmed in 2018. The review resulted in an increased number of public areas within Hokitika where dogs are required to be on-leash. The bylaw is supported by the Westland District Council Dog Control Policy, that was also reviewed and revised in 2018. We are responsible for enforcement actions under both the Dog Control Act and Bylaw.

The number of complaints has increased dramatically over the last few years, particularly in relation to wandering dogs. The number of infringements has risen comparatively. Complaints about dogs and other animals are reported through the Council's service request system, though some complaints go directly to the animal control officers.

We focus our animal control education on dog owners, through annual information provided with registration materials and providing education to owners as part of a response to complaints, rather than the public at large.

We have provided Dog Control services internally since 2018. This ensures that Council has improved oversight of the service provided. Our Dog Pound is located in Hokitika in premises rented from the SPCA. Due to uncertainty surrounding future use of the SPCA facility, at the conclusion of Council's current lease agreement Council needs to

consider options to provide a permanent Dog Pound in Hokitika. Impounding facilities are provided in South Westland with one kennel at Franz Josef Police Station and two kennels at the Haast Police Station.

Key issues

- The public is increasingly apprehensive about dogs, given some high-profile attacks in New Zealand in recent years and the popularity of some breeds of dog perceived to be naturally aggressive. Smaller urban properties and confinement of dogs may exacerbate dog behaviour problems and increase complaints.
- The availability of trained and knowledgeable staff can be a challenge in a geographically remote area such as Westland.
- The size of the Westland District makes it difficult to provide a consistent Level of Service for all areas.
- Some animals such as poultry (chickens, ducks, geese etc.) are not considered stock under the Impounding Act 1955 but create occasional nuisance issues in terms of noise and wandering on to roads or private property.
- Some stock crossings are problematic in terms of the amount of effluent consistently left on public roads and the resulting nuisance to neighbours or through traffic.
- Ensuring that Council is able to provide adequate pound facilities.

Where we want to be in the future

We will continue to provide responsive and affordable dog control throughout the District.

There is little that can be done to address the difficulty in providing a consistent Level of Service throughout the whole Westland district, aside from having some scheduled dog control visits to the more remote townships, as well as ensuring that persistent stock control issues are addressed regardless of location.

There is an increase in complaints in relation to negative impacts from the keeping of roosters, poultry, bees and livestock in residential areas. To address these complaints, Council would need to develop a Bylaw prohibiting or restricting the number of poultry, bees and livestock in urban areas.

Issues with persistent effluent on roads at some stock crossings may also lead to development of a bylaw to allow enforcement options.

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities Sustainably Managed Environment	Keep the public safe from dogs and wandering stock	Residents satisfied with the response provided	64%	90%	90%
		Percentage of known dogs registered by 30 June each year	99.93%	99%	99%
		Response times to Priority 1 callouts	100%	30 minutes or less (excluding travel time)	30 minutes or less (excluding travel time)

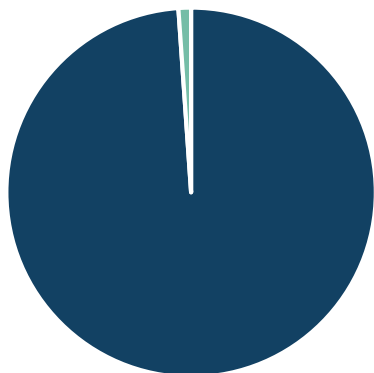
Rationale for financing this activity

Public benefits	Private benefits
The public benefits of animal control include having an accurate record of dogs in the District, and being able to respond to complaints and issues of concern about dogs and wandering stock. The need for these services, however, is generated primarily by dog and stock owners, so general rates are only a proportion of the required funding for this activity	Fees are charged to recognise the fact that dog and stock owners generate the need for animal control services. While not every dog owner has a dog that creates issues, annual registration fees allow the costs of dog control to be spread across all owners. Targeted cost recovery through impoundment fees, infringements, and increased registration fees for dangerous dogs ensures a further degree of user-pays. Stock control is different in that there is no annual registration fee, but some small amounts can be recovered for impoundment.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
62,946	245,075	185,971	-	122,050

For the 2021/22 year this activity will make up 1.1% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Civil Defence – Emergency Management

What we do and why

It is a statutory function for territorial authorities within the West Coast region to maintain a Civil Defence Emergency Management Group (CDEMG) and to review the West Coast Civil Defence Emergency Management Group Plan at least every five years.

Council carries out its legislative functions as part of the West Coast CDEMG.

The overarching goal of the Group and purpose of the Group Plan is to:

- Reduce and mitigate risk.
- Improve the readiness of the public to respond to emergency events through promoting awareness of the risks, and training volunteers in emergency response skills.
- Coordinate a response to emergency events.
- Manage recovery after an emergency.

Trained Council personnel are required to carry out incident management functions in the Emergency Operations Centre (EOC) in Hokitika, and to support incident management team requirements at the Emergency Coordination Centre (ECC).

Council is a member of the West Coast Lifeline Utilities Group, working with other authorities on the West Coast to increase the resilience of the essential lifelines, such as roads, water assets, power and telecommunications in readiness for an emergency event. In the Response phase of an event, these agencies are key partners in coordinating the reinstatement of lifelines.

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

The assets

Communications

The VHF radio and satellite phone network is crucial. The network exists across the district with handheld radio sets and satellite phones located in several communities throughout the district. A regular communications check should occur at least monthly.

Some radio and telephone communications are shared with other Council activities.

Materials and Emergency Supplies

Civil Defence Emergency containers with supplies of freeze-dried food and essential goods have been distributed to some communities vulnerable to isolation in an emergency event. Other vulnerable communities may be identified, requiring provision of funding to purchase and outfit containers. These assets will require an ongoing maintenance and refreshment programme.

Council vehicles may be required for use during an emergency. In addition, there is a small pool of Emergency Management vehicles spread across the region that may also be utilised.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Improved understanding of the natural hazard risk associated with rising sea levels, coastal inundation, erosion, change in river flow patterns, slip risk, alpine fault science, for example, by residents, visitors, business sector and agencies such as insurers) may impact on development in the area.	Improved understanding of the natural hazard risk associated with rising sea levels, coastal inundation, erosion, change in river flow patterns, slip risk, alpine fault science, for example, by residents, visitors, business sector and agencies such as insurers) may impact on development in the area.	A better understanding of the risk profile of Westland and the wider West Coast, may impact future development and investment decisions in the district.	A better understanding of the risk profile of Westland and the wider West Coast, may impact future development and investment decisions in the district.
	A better understanding of the risk profile of Westland and the wider West Coast, may impact future development and investment decisions in the district.			
Positive	Improved understanding of the natural hazard risks in the area allows business to prepare and reduce the economic impact in the event of a natural hazard occurring.	None identified.	Communities are prepared and ready to respond in the event of a natural hazard occurring.	Communities are prepared and ready to respond in the event of a natural hazard occurring.

The situation in 2021

The civil defence statutory function lies with the Westland District Council, which is a member of the West Coast Civil Defence Emergency Management Group. Council is also represented on the Coordinating Executive Group along with representatives from Iwi, emergency services, Health and Department of Conservation.

West Coast Emergency Management works with councils to support their role to plan and provide for CDEM within the district (refer CDEM Act 2002, Section 64).

The needs of the region and the priorities are CEG driven, and not by individual councils alone.

WCEM is reviewing all its facilities to ensure there are alternates or redundancies built-in. This includes community facilities and resources, as well as coordination centres. We are working with WCEM to consider alternate and long-term options for the Hokitika based coordination centre. This also recognises the need to identify a suitable location

to build a Hokitika based EOC following the Council premises at the Weld Street Council offices, being designated as Earthquake prone, and not meeting requirements for an IL4 building.

Training of district CDEM personnel is led by WCEM.

There is no district-specific tsunami warning system; rather WCEM receives national warning alerts, and those in the risk area can also receive Emergency Mobile Alerts as well as signing up for Westland District Council e-texts and other media broadcasting.

Key issues

- How the District and other affected districts will be able to respond to a natural disaster including an Alpine Fault earthquake.
- Shortage of trained personnel across the district and a challenge to attract and retain volunteers especially in our smaller communities.
- Transporting supplies to residents and visitors who might be isolated in an emergency, and for whom English might be a second language.
- The social and economic impact of pathogen born disease (pandemic / epidemic) on Westland communities

Where we want to be in the future

Reduction

- We have identified the significant risks for our region, and a public awareness programme so our stakeholders and communities understand the type and degree of risk associated with our regional hazard profile.

Readiness

- We have strong relationships with our WCEM stakeholders and communities.
- We have maintained and exercised plans in place for coordination centre, local civil defence groups, and agencies.
- We have critical resources located across the district to support preparedness and response, including key assets and infrastructure.

Response

Response to emergencies is coordinated and involves stakeholder and partner agencies.

Recovery

- We have the networks, mechanisms and measures in place to identify what ongoing recovery activity is required
- We are connecting with recovery planning at group and national level.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Emergency Operations Centre	1,214	2021/2022 – 2022/2023 (Years 1 – 2)	100% Loan

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Council is prepared for and maintains an effective response capacity to manage civil defence emergencies	Council's e-text alerting system is tested twice per annum.	This is a new measure.	Achieved	Achieved
		At least one Emergency Operations Centre (EOC) activation occurs annually (event or exercise).	This is a new measure.	Achieved	Achieved
		At least two training sessions are held annually for Council CDEM Incident Management Personnel	This is a new measure.	Achieved	Achieved
Resilient Communities	CDEM relationships with WC CDEM Group territorial authorities, emergency services, and life line utilities are maintained and strengthened	Council is represented at CDEMG Joint Committee meetings by the Mayor, or a nominated attendee.	This is a new measure.	80%	80%
		Council is represented at CEG meetings by the Chief Executive or a nominated attendee.	This is a new measure.	80%	80%

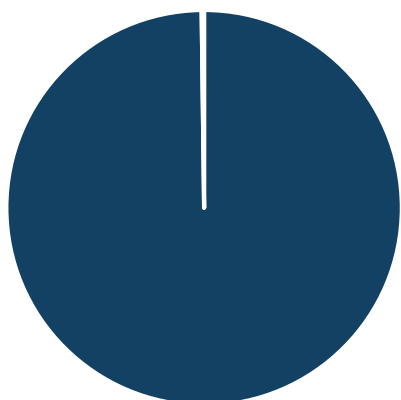
Rationale for financing this activity

Public benefits	Private benefits
Emergency management allows the community to have confidence in Council's ability to respond in an emergency. It empowers residents to be better prepared physically and psychologically for a civil defence event. Better preparation leads to a better response and a quicker and more effective recovery.	<ul style="list-style-type: none"> Property owners and businesses benefit from good emergency management as being prepared and resilient assists in economic recovery. Business sectors have an understanding of their interdependencies Businesses are prepared to respond to emergencies with resilience planning, and adapt to changing market demands and impacts.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
21,282	38,693	59,975	-	-

For the 2021/22 year this activity will make up 0.2% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Prospective Planning and Regulatory Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Planning & Regulatory Statement of Service Performance												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	(000's)	(000's)
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue												
Rates	1,790	1,860	2,009	2,462	2,552	2,584	2,622	2,608	2,763	2,680		
Fees and Charges	726	743	759	775	792	809	827	845	864	882		
Grants, subsidies and donations	452	462	472	483	493	503	515	526	537	549		
Recoveries	50	51	52	53	55	56	57	58	59	61		
Other Revenue	174	178	182	186	190	194	198	203	207	211		
Total revenue	3,192	3,295	3,474	3,959	4,082	4,146	4,219	4,240	4,430	4,383		
Expenditure												
Planning and compliance	1,610	1,614	1,722	1,689	1,777	1,792	1,860	1,844	1,967	1,916		
Animal control	308	317	330	329	336	356	353	361	379	373		
Resource management	792	812	813	821	839	849	856	874	905	908		
Planning Management	60	87	134	135	134	142	132	132	138	133		
Responsible Camping	455	497	507	517	528	538	549	561	572	584		
Total expenditure	3,224	3,327	3,505	3,491	3,613	3,678	3,750	3,771	3,962	3,915		
Surplus/(Deficit)	-32	-32	-32	468	468	468	468	468	468	468		
Capital Expenditure												
Dog Control - Dog park	10	-	-	-	-	-	-	-	-	-		
Civil Defence - Disaster recovery servers	-	33	-	-	-	-	-	-	-	-		
Civil Defence - Emergency operations centre	600	614	-	-	-	-	-	-	-	-		
Rural Fire - Hannahs Cleaning Fire station upgrade	-	72	-	-	-	-	-	-	-	-		
Total Capital Expenditure	610	719	0	0	0	0	0	0	0	0		

Prospective Planning and Regulatory Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	(000's)	(000's)
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Planning & Regulatory												
(SURPLUS) / DEFICIT OF OPERATING FUNDING												
Sources of Operating Funding												
General rates, uniform annual general charges, rates penalties	1,790	1,860	2,009	1,962	2,052	2,084	2,122	2,108	2,263	2,180		
Targeted Rates	-	-	-	500	500	500	500	500	500	500		
Subsidies and grants for operating purposes	452	462	472	483	493	503	515	526	537	549		
Fees and charges	726	743	759	775	792	809	827	845	864	882		
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-		
Local authorities fuel tax, fines, infringement fees, and other receipts	224	229	234	239	244	250	255	261	266	272		
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-		
Total Operating Funding (A)	3,192	3,295	3,474	3,959	4,082	4,146	4,219	4,240	4,430	4,363		
Applications of Operating Funding												
Payments to staff and suppliers	2,237	2,266	2,343	2,337	2,441	2,423	2,525	2,525	2,643	2,634		
Finance Costs	-	15	35	38	36	37	37	37	35	33		
Internal charges and overheads applied	931	980	1,042	1,028	1,047	1,129	1,105	1,127	1,201	1,161		
Other operating funding applications	-	-	-	-	-	-	-	-	-	-		
Total Applications of Operating Funding (B)	3,168	3,261	3,419	3,403	3,525	3,589	3,667	3,688	3,879	3,828		
Surplus/(Deficit) of Operating Funding (A - B)	24	34	54	557	557	557	551	551	551	554		
(SURPLUS) / DEFICIT OF CAPITAL FUNDING												
Sources of Capital Funding												
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-		
Development and financial contributions	-	-	-	-	-	-	-	-	-	-		
Increase (decrease) in debt	599	616	(63)	(63)	(63)	(63)	(63)	(63)	(63)	(63)		
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-		
Lump sum contributions	-	-	-	-	-	-	-	-	-	-		
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-		
Total Sources of Capital Funding (C)	599	616	(63)	(63)	(63)	(63)	(63)	(63)	(63)	(63)		
Application of Capital Funding												
Capital Expenditure:												
- to meet additional demand	-	-	-	-	-	-	-	-	-	-		
- to improve the level of service	610	647	-	-	-	-	-	-	-	-		
- to replace existing assets	-	72	-	-	-	-	-	-	-	-		
Increase (decrease) in reserves	12	(69)	(9)	493	493	493	488	488	488	491		
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-		
Total Applications of Capital Funding (D)	622	650	(9)	493	493	493	488	488	488	491		
Surplus/(Deficit) of Capital Funding (C - D)	(24)	(33)	(54)	(557)	(557)	(557)	(551)	(551)	(551)	(554)		
	-	-	-	-	-	-	-	-	-	-		

Community Services

Community Development and Assistance

What we do and why

Council continues to support the community by building social, cultural and economic capacity. We want a strong, resilient community.

We work towards achieving this by managing programmes that contribute to residents' health, safety and well-being and promoting community engagement on issues and projects that are important to Westland residents.

We provide advice to assist community groups, organisations and individuals with their recreational and cultural activities and other special events or activities. This includes advice about funding options through the Westland District Council and external agencies.

Council provides administration support to the Safer Community Council which meets every second month to discuss safety concerns and issues, and monitor local projects with potential safety risks. We also operate a Taxi Chit Scheme which provides half price taxi fares for senior citizens in Hokitika who have voluntarily given up driving and need transport for essential needs such as supermarket shopping and medical appointments.

The assets

There are no assets involved in this activity apart from IT equipment and furniture, which are replaced as per Council policy.

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	None identified.	None identified.	It is difficult to quantify the social wellbeing results from this activity as many of them are long-term.	None identified.
Positive	Assisting the community to receive external funding reduces the economic burden on ratepayers and allows groups to undertake activities they might be unable to afford otherwise.	None identified.	Assisting the community to receive external funding reduces the economic burden on ratepayers and allows groups to undertake activities they might be unable to afford otherwise.	The community has the opportunity to enjoy events and activities that might not have been offered otherwise.

The situation in 2021

We currently do not have to advertise widely to attract applications for funding, however there may be groups in the community who are not aware of the funding available and Council needs to ensure that all groups have access to the information.

We need to ensure that our communities are aware of the additional funding options available and to assist them to make successful applications.

Since 2018, Council has held a Waitangi Day event, in conjunction with mana whenua. This event is supported by external funding, and well attended by the Community. It provides an opportunity for mana whenua to share their stories with the local community.

We also support other community-led events such as the Driftwood and Sand Festival and the Mid-Winter Lantern Festival with funding from central Government's Creative Communities programme.

We provide annual grants to:

- Hokitika's Regent Theatre – for providing a community facility for cultural activities and special events.
- An annual grant for the Hokitika Driftwood and Sands event.
- A grant to provide funding for celebrating Christmas with Christmas street lighting – this is a contestable fund which covers all of the Westland district.
- Council also supports Waitangi Day and ANZAC day celebrations as well as an annual Ethnic Communities Cultural Festival.

Council collects a targeted rate on behalf of Destination Hokitika to assist them in their promotional work.

We also allocate funds from other agencies, including:

- Sport NZ Rural Travel Fund – for travel subsidies for sports clubs
- Creative Communities Funding – for funding local arts.
- Sport Canterbury – for sport facilities

Key issues

- Continued funding being available from Central Government for projects.
- Volunteer support from the community.

Where we want to be in the future

Council wants to continue to work with other agencies in Westland and to form effective partnerships with central Government and local organisations to successfully address social and community issues. We want to continue to support programmes that assist in realising these goals, and to be a trusted and approachable port of call for all sectors of the community. We want to provide excellent service.

Council will aim do achieve this by continuing to build capacity in the community and by providing funding advice.

We will continue to work with Safer Westland Community Coalition to maintain the high level of support for public safety.

Staff will continue to ask the community what they think about social and community issues and report findings to Council.

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Supporting Communities to improve their social and cultural wellbeing	CDA co-ordinates funding and committee process for: <ul style="list-style-type: none"> • Creative Community Scheme funding local arts. • Sport NZ Rural Travel Fund. • Funding to promote events for Community well-being and social connectedness. 	New Measure	Achieved	Achieved
Resilient Communities	Commitment to “Safer Westland”	Westland Safe Community Coalition maintains “Safer Westland” accreditation with NZ Safe Community Foundation.	New Measure	Achieved	Achieved
		Safer Westland Community Coalition meets bi-monthly.	New Measure	Achieved	Achieved

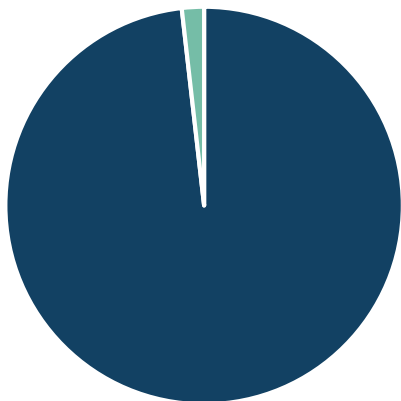
Rationale for financing this activity

Public benefits	Private benefits
The Westland District benefits from the wider community being resilient.	Individuals, groups and organisations benefit from the ability to receive advice about building their own capacity and about having access to funding opportunities for community projects.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
85,041	417,620	356,976	104,271	41,414

For the 2021/22 year this activity will make up 1.8% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

DRAFT

Community Halls

What we do and why

Council manages various buildings and halls for the benefit of the community. These facilities are a focus for community functions, activities and meetings, and their existence assists with meeting some of the social and recreational needs of communities.

The assets

Some of the Community Halls in the district are built on Council owned land, but Council does not own the building itself. This is due to a number of reasons, which may include historical arrangements or agreements with the local community.

Maintenance of the halls is generally minimal and limited to maintaining the current levels of service. There is a need for comprehensive capital, maintenance and resilience planning for all buildings.

Some buildings have deteriorated due to their age and structure type.

Buildings are inspected annually by Council staff to ensure they are safe to use. Most have been assessed as being in average condition. Upgrades have been made to some of the kitchens, toilets and other hall facilities. A full assessment is underway on these buildings to determine the buildings' condition, and the renewals required over the next 10 years to maintain serviceability. This information will help Council create an Asset Management Plan for community halls.

Some community halls are almost beyond repair and decisions over their future need to be made.

Community Hall locations

- Franz Josef
- Fox Glacier
- Haast
- Kumara
- Okuru
- Bruce Bay
- Waitaha
- Ross
- Kokatahi – Kowhitirangi Hall and Squash Courts
- Hokitika Bandroom
- Hokitika Grey Power Building
- Harihari House
- Hokitika Custom House

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	Community Halls are supported by a small ratepayer base which might not be able to bear future costs of upgrading a large number of facilities.	None identified.	Community halls might be under-utilised due to their location is very small settlements that have a variety of community buildings for meetings and activities.	Community halls might be under-utilised due to their location is very small settlements that have a variety of community buildings for meetings and activities.
Positive	None identified.	None identified.	Community halls provide opportunities for community engagement and encourage community led development.	Community halls provide opportunities for community engagement and encourage community led development.
			Community halls are used for Civil Defence emergencies and support townships resilience planning.	

The situation in 2021

Although hubs for social activity in the past, today communities are looking for alternate facilities to meet their social activity needs.

The ownership of Community Halls is mixed. Administration of some community halls in the rural areas has been delegated by Council to community groups or representatives. There is a community hall in Ōkārito, which is not owned by Council, however, because it is a very active community hall and the only hall in Ōkārito for Civil Defence purposes, Westland District Council pay for the insurance towards the building.

There are several other community buildings in Hokitika, which are sometimes used as community halls, including the Hokitika Band Rooms, Greypower Hall and the Custom House. These buildings form part of Council's land and buildings portfolio (refer to page 101 for more information on these).

The challenge for Council and our communities is to agree whether to fund the depreciation for renewals or let these facilities be demolished at the end of their life. There is a wider issue to address regarding the level of ongoing maintenance required on these facilities.

Council currently supports the present level of activity in the community halls across the district. There is no provision in the current LTP to dispose of any community buildings

Key issues

- Demographics including an aging population affect the use of the halls and volunteers, and so managing community buildings are becoming more difficult to fund.
- There are a large number of facilities for the size of the population.
- The declining usage of the various halls may mean Council has to review the future use and this could result in a change to the current Level of service.
- The viability of running these halls in the future needs to be discussed with each community.

- As the halls get older the level of maintenance required increases. This is sometimes beyond the financial capacity of the community.
- Equipping halls to be used in Civil Defence emergencies and ensuring that they are maintained to support this use.
- Uncertainty if Health and Safety Legislation changes might impact the usage of Community Halls.

Where we want to be in the future

Whilst the desire of the local communities still exists to manage and utilise the facilities, Council will continue to support the use of community halls in order to achieve social outcomes. Council, however, wants to have improved records of utilisation and local involvement in community halls.

Asset management plans will be prepared during the life of this LTP for community halls so that Council can follow and informed decision-making process about the future use of these facilities.

Key Capital Projects

There are no capital projects planned for Community Halls over the life of this LTP.

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Provide safe and useful community halls	% of residents satisfied with the standard of their community hall	93%, Resident Satisfaction Survey 2020	80%	80%

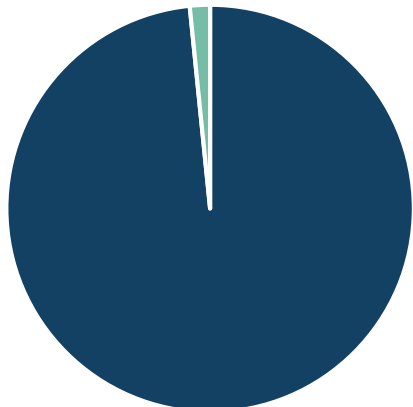
Rationale for financing this activity

Public benefits	Private benefits
The main benefit is realised by the users of the facilities through provision of a space for the community to gather and use for their own purposes. However, much of the revenue generated by community halls is collected by the committees who manage them. There are also potential indirect benefits to the local community as the facility may attract visitors and events to the area.	Fees charged are usually quite minimal, but they recognise the direct benefits gained by users and help the communities to maintain their halls.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
248,996	187,896	241,215	154,745	600,000

For the 2021/22 year this activity will make up 1.6% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

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Townships

What we do and why

We provide funding that is managed by local community associations and trusts.

Annual community township development funding supports communities to upgrade and develop their own town environments. The fund is a method for assisting the future growth and development of Westland communities.

Council staff provide advice to all community associations and trusts about potential projects and attend community meetings about projects that may require Council input or generate ongoing costs to Council.

The criteria for receiving money from this fund is that it is used as a mechanism to enable planned improvements. The community group or association must sign a funding agreement with Council prior to receiving any of this funding. Community groups need to identify what they want to allocate the annual fund toward and provide evidence to Council of community support, usually through a resolution at a community association meeting. This clarifies that the promoter and/or community association has obtained a majority vote of members present agreeing to the spending. In the event that the promoter and/or community association wants to save the money for a specified project, that decision is also recorded and Council is advised. Funds are then placed in separate township reserves and carried over into following financial years.

2021/2022 Township Development Funding

Township	\$ Funded	Local Community Association
Bruce Bay	12,000	Bruce Bay Community Hall
Fox Glacier	35,000	Fox Glacier Community Development Society
Franz Josef Glacier	35,000	Franz Josef Community Council
Haast	14,000	Haast Promotions Group
Harihari	14,000	Harihari Community Association
Kokatahi-Kowhitirangi	8,000	Kokatahi-Kowhitirangi Community Committee
Kumara	14,000	Kumara Residents Trust
Ōkārito	4,685	Okarito Community Association
Ross	14,000	Ross Community Society
Whataroa	9,315	Whataroa Community Association

Note: Council also allocates a Development West Coast fund for Major District Initiatives. This allocation process and other development and assistance methods that Council employs are explained in the activity section "Community Development and Assistance".

The assets

There are minimal assets in this activity, generally only those related to street furniture and beautification. Capital projects once developed are allocated to other relevant activities e.g. land and buildings.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Small ratepayer base with different levels of funding for each township.	Some projects may not be carried out in a sustainable way.	There may be a conflict within a community about the direction for township development funding or about the projects it wants Council to undertake. In the event that a community cannot agree on local projects the funds are carried over until such time agreement is reached.	There may be a conflict within a community about the direction for township development funding or about the projects it wants Council to undertake. In the event that a community cannot agree on local projects the funds are carried over until such time agreement is reached.
			District townships do not have a cohesive street feel as each township emphasises funding different projects.	
Positive	Well maintained and vibrant townships attract and retain visitors and businesses.	Communities can fund environmental activities that preserve and enhance the natural environment.	Townships have autonomy over the use of their finances and can undertake projects that matter to the local population.	Townships can identify projects of cultural importance to undertake.

The situation in 2021

There is a need for Council to continue working with communities to develop strategies for dealing with growth, development and the improvement of their townships and surrounding areas.

These communities have plans for township development projects:

- Fox Glacier
- Franz Josef Glacier
- Haast
- Harihari
- Hokitika
- Kumara
- Ōkārito
- Ross
- Whataroa

Key issues

- An ageing population, combined with a static or slowly declining population in some communities where there are fewer employment opportunities, is diminishing the pool of local volunteers to initiate and support local projects and take on roles in community associations and trusts.
- Raised community expectations as to what projects will be done in their areas.

- In some areas, during some seasons, there has been a high overnight population, compared to the normal resident population. While this issue may subside for a period of time due to the Covid-19 pandemic, communities and Council need to be prepared for the issue to arise again in the future.

Where we want to be in the future

New projects are essential for growth and to retain the identity of an area. In the future Council would like communities to create integrated planning documents rather than receiving one-off project requests. These will be used as the basis for the on-going allocation of funding in each community and to assist communities to determine the right level of funding based on their needs.

The control and management of the township development fund will remain community driven and there will be community participation in the design of their areas.

How we want to perform

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

This activity contributes to the following community outcomes: Diverse Economy, Sustainably Managed Environment and Resilient Communities.

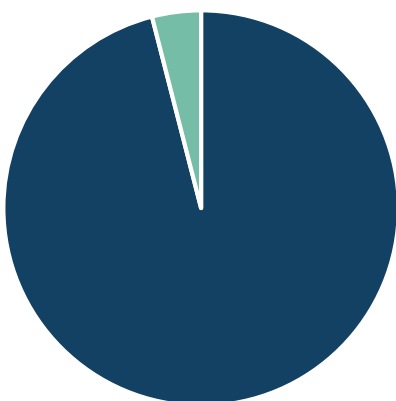
Rationale for financing this activity

Public benefits	Private benefits
The Westland District benefits when communities take ownership of local projects and the volunteer contribution is significant.	Beautiful townships attract visitors, business and new residents. Economic benefits accrue to private businesses when townships are well-maintained and alive with demonstrable community spirit.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
50,732	1,035,629	-	586,362	-

For the 2021/22 year this activity will make up 4% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Prospective Community Services Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Community Services Statement of Service Performance												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP		
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)		(000's)
Revenue												
Rates	1,444	1,566	1,615	1,636	1,637	1,659	1,684	1,714	1,755	1,879		
Grants, subsidies and donations	639	654	40	41	42	43	44	45	46	47		
Other Revenue	3	3	3	3	3	3	3	3	3	3		
Total revenue	2,085	2,222	1,658	1,680	1,682	1,705	1,731	1,762	1,804	1,930		
Expenditure												
Community development	503	517	533	538	549	571	575	587	609	609		
Township development	1,086	648	666	676	687	681	690	703	721	728		
Community Halls	437	448	465	475	454	461	479	484	486	608		
Total expenditure	2,026	1,614	1,664	1,689	1,691	1,714	1,743	1,774	1,816	1,945		
Surplus/(Deficit)	59	608	-6	-9	-9	-9	-12	-12	-12	-15		
Capital Expenditure												
Carnegie Building - Fitout	600	614	-	-	-	-	-	-	-	-		
Carnegie Building - Earthquake strengthening	200	-	-	-	-	-	-	-	-	-		
Custom House - Replie building	15	-	-	-	-	-	-	-	-	-		
Heritage Park - Bldg 6 re-roof container shed	-	-	26	-	-	-	-	-	-	-		
Heritage Park - Bldg 9 completion	-	-	3	-	-	-	-	-	-	-		
Heritage Park - Bldg 8-replace external wall linings	-	-	-	-	4	-	-	-	-	-		
Hokitika - Lighting and banners	100	-	-	-	-	-	-	-	-	-		
Hokitika - Wheelie bin replacements	1	1	1	1	1	1	1	1	1	1		
Hokitika - Rubbish bin replacements	-	-	-	-	-	22	-	-	-	-		
Hokitika - Revitalisation	100	-	-	-	-	-	-	-	-	-		
Fox Glacier - Rubbish bin replacements	-	-	-	-	-	-	-	6	-	-		
Franz Josef - Rubbish bin replacements	100	-	-	-	-	-	-	-	-	-		
Haast - Rubbish bin replacements	-	-	-	-	-	-	-	-	6	-		
Kumara - Rubbish bin replacements	-	-	-	-	-	-	11	-	-	-		
Total Capital Expenditure	1,116	615	30	1	5	24	13	13	1	1		

Prospective Community Services Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Community Services											
(SURPLUS) / DEFICIT OF OPERATING FUNDING											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	538	613	629	640	629	650	660	671	692	700	
Targeted Rates	845	953	986	996	1,009	1,009	1,024	1,042	1,062	1,179	
Subsidies and grants for operating purposes	39	39	40	41	42	43	44	45	46	47	
Fees and charges	-	-	-	-	-	-	-	-	-	-	
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	
Local authorities fuel tax, fines, infringement fees, and other receipts	3	3	3	3	3	3	3	3	3	3	
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	
Total Operating Funding (A)	1,485	1,608	1,658	1,680	1,682	1,705	1,731	1,762	1,804	1,930	
Applications of Operating Funding											
Payments to staff and suppliers	1,439	967	997	1,009	1,007	1,030	1,051	1,076	1,097	1,223	
Finance Costs	18	35	39	41	39	40	41	40	38	35	
Internal charges and overheads applied	274	288	305	299	306	329	322	329	351	339	
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	
Total Applications of Operating Funding (B)	1,731	1,290	1,341	1,349	1,352	1,399	1,414	1,445	1,486	1,597	
Surplus/(Deficit) of Operating Funding (A - B)	(246)	318	318	330	330	305	318	318	318	332	
(SURPLUS) / DEFICIT OF CAPITAL FUNDING											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	600	614	-	-	-	-	-	-	-	-	
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	
Increase (decrease) in debt	661	(74)	(74)	(74)	(74)	(74)	(74)	(74)	(74)	(74)	
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	
Total Sources of Capital Funding (C)	1,261	540	(74)	(74)	(74)	(74)	(74)	(74)	(74)	(74)	
Application of Capital Funding											
Capital Expenditure:											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	
- to improve the level of service	300	-	-	-	-	-	-	-	-	-	
- to replace existing assets	816	615	30	1	5	24	13	13	1	1	
Increase (decrease) in reserves	(101)	243	214	256	251	208	232	232	243	257	
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	
Total Applications of Capital Funding (D)	1,015	858	244	257	256	232	245	245	244	258	
Surplus/(Deficit) of Capital Funding (C - D)	246	(318)	(318)	(330)	(330)	(305)	(318)	(318)	(318)	(332)	

Facilities, and Leisure Services

Cemeteries

What we do and why

Council manages three cemeteries across Westland, located in Hokitika, Kumara and Ross. Cemeteries provide plots for interment on demand and areas for the burial and recording of ashes. These cemeteries meet the needs of the bereaved for a suitable resting place for departed relatives or friends. All other cemeteries in Westland, including the historical cemeteries at Ross and Stafford, are managed privately, for example by Cemetery Trustees.

Council's managed cemeteries have park-like grounds, car parks, seating, footpaths and other infrastructure to meet the needs of visitors. Maintenance of the cemeteries and sexton duties are currently contracted to Westroads Ltd. The funeral directors work closely with Council and the contractor on burials. We are responsible for maintain the grounds and access routes. Maintenance of headstones is the responsibility of families of the deceased.

We also provide a historical record of the deceased for the community and assist with cemetery maps.

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

The assets

The buildings are maintained on an as-required basis, following annual inspections. There are limited assets at cemeteries (other than Hokitika, which has a building to house cemetery equipment and contractors' equipment). Other assets include roads, footpaths, car parks, concrete berms, and grass areas. All are in average condition.

The Council is currently preparing a Cemeteries Plan to determine the capacity requirements for cemeteries in the future. We are aware that Ross cemetery has the most limited capacity of the three cemeteries that we manage.

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	Additional costs for burials of different faiths.	None identified.	None identified.	None identified.
Positive	No effects identified.	Burials are managed in a way that reduces environmental impacts.	Cemeteries are accessible for communities and provide a pleasant place to bury the departed.	Different burial practises are recognised and catered for.

The situation in 2021

Council has plans to incrementally develop the Hokitika Cemetery both in the ashes berm area and the general cemetery area. This will be done by developing the area where the new berms have been constructed on the north side of the existing cemetery.

Council is also offers cemetery plots in the Hokitika cemetery to meet the needs of the Islamic faith and can investigate options for other religious faiths e.g. Islam. The additional costs of such burials are met by members of these communities. Persons interested in this new Level of Service are advised to contact Council in the first instance.

Key issues

- Demographics including an ageing population could increase demand for burials.
- Trend towards cremation could reduce demand for interments and increase demand for ashes plots.
- Deteriorating headstones and monuments are the responsibility of the descendants. Council will only intervene if they become unsafe. There is an expectation in the community that Council will fund the upkeep of headstones. There is no budget for this in the Plan.
- Increasing vandalism to headstones.
- Uncertainty about the impact of the Burial and Cremation Act 1964 review on Council services.

Where we want to be in the future

Council will continue to maintain and develop the current cemeteries which have the capacity to service demand for the Long-Term.

Overall, the Council wishes to provide a high quality service for customers. The provision of a reliable and accurate cemetery database will be a continued service for those who are tracing their ancestors or carrying out other historical research.

We aspire to continue to improve the asset management plans in place to maintain the cemetery assets in perpetuity. This will include ensuring there is sufficient development of land for burial purposes, taking into account the possible increased demand for interments and ashes plots. There is a trend towards cremation, which is being monitored and will be reflected in cemetery planning documents. The Council will continue to manage efforts to deter vandalism including managing opening hours of cemeteries.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Hokitika – Upgrade and expansion	111	2021/2022 – 2030/2031 (Years 1 – 10)	100% Loans
Hokitika – Develop Ashes Berm	55	2021/2022, 2023/2024, 2025/2026, 2027/2028, 2029/2030 (Years 1, 3, 5, 7 & 9)	100% Loans
Hokitika – Road	37	2031/2031 (Year 10)	100% Loans

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities Sustainably Managed Environment	Council owned cemeteries are appropriately maintained	Customer Satisfaction: The number of service requests received per cemetery	New Measure	Hokitika: ≤ 5 Kumara: ≤ 5 Ross: ≤ 5	Hokitika: ≤ 5 Kumara: ≤ 5 Ross: ≤ 5
Resilient Communities	Burials adhere to the relevant legislation	Standards for burial adhere to Cemeteries and	100%	100%	100%

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Sustainably Managed Environment		Cremations Act 1964			

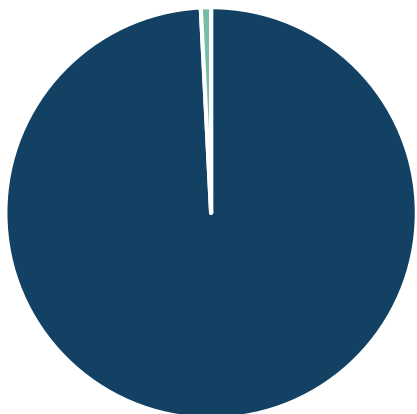
Rationale for financing this activity

Public benefits	Private benefits
The predominant benefit is to those who will be buried (knowing that their wishes will be carried out), and their family and friends. Cemeteries also benefit the District through maintaining heritage and through the provision of peaceful, tranquil and well maintained facilities.	Cost of interment to be met by users.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
39,991	180,610	185,751	-	34,850

For the 2021/22 year this activity will make up 0.8% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Hokitika Museum

What we do and why

The Hokitika Museum is recognised as a place to discover Westland’s history through its extensive collection of archives and artefacts. Its services are enjoyed by both residents and tourists who wish to view and learn about Westland’s history.

Museum staff provide a wide range of services to the public including answering research enquiries from genealogists, historians, mining companies, tourism operators and filmmakers; liaising with tangata whenua, heritage groups and the Department of Conservation; and supplying copies of historic photographs and maps. Our services are also utilised by local businesses, heritage groups and schools.

The Hokitika Museum facilitates and manages display spaces in the Carnegie Gallery, and Pakiwaitara. These two facilities enable local and visiting artists to exhibit their work, the permanent / semi-permanent display of local collections, and hosting of temporary regional/national exhibitions.

The assets

Museum assets include collections, photography, archiving and digitalisation equipment, and audiovisual equipment for displays

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	Entry fees are minimal, requiring the activity to be subsidised by ratepayers and any income from sales.	None identified.	None identified.	None identified.
Positive	A quality museum and exhibition facility can encourage visitors to stay in town for longer periods and make purchases at local businesses.	The Museum can house displays about the natural environment and provide education about protection and conservation. In conjunction with local iwi we can create educational displays about pounamu.	A quality museum gives a community a sense of their place in the world and proudly tells our stories to visitors.	Museum and exhibition space provides a place to host cultural exhibitions and events, which can foster a sense of community.

The situation in 2021

In September 2016, an initial engineering report determined that the Carnegie Building was earthquake prone and in need of major seismic strengthening for it to be safe for full-time occupation as a museum and to host museum staff and visitors. A subsequent peer review of this engineering report revealed that the building was above the 34% National Building Standards (NBS) rating and therefore occupation was acceptable, although lower than the recommended 67% for public buildings.

In early 2018, construction drawing and engineering design work for the earthquake strengthening work were prepared and the successful tenderer for earthquake strengthening appointed in 2019. The work was delayed while Council applied for external funding to complete work to bring the museum's climate and collection storage up to modern museum standards. Funding from the Ministry of Culture and Heritage was approved in late 2020 and work on the building should be completed by the end of 2021.

Although the Carnegie Building is currently closed, the other functions of the museum including responding to research requests and upgrading of the digital catalogue continue. Museum personnel are also engaged in a full assessment of its collection holdings, and preparing items of the collections for display in the Carnegie and Pakiwaitara facilities, following completion of earthquake strengthening, and associated building design projects. .

All new donations are catalogued electronically. Retrospective cataloguing occurs as time allows. The Museum collection of over 67,000 items includes over 37,000 photos. Approximately 7,000 items donated since mid-2011 are awaiting cataloguing.

Hokitika Museum is increasingly being offered and generating its own digital material. Staff are developing a digital policy to ensure that the Museum's procedures meet industry best practice and to ensure the on-going availability, and access to, the content of items in the Museum's collections and other records, regardless of the physical media or digital file format on which they were originally created or acquired.

The management of the Hokitika Museum was transferred from Destination Westland to Council in November 2020. In October 2020, Council purchased 41 Weld Street with the vision to create a combined knowledge centre, including aspects of the museum collections, the Library, and visitor information services. This facility will work in conjunction with the Carnegie Building to provide an exhibition venue.

Key issues

- Seismic strengthening required to make the Carnegie Building safe for full-time occupation.
- The 1970s buildings that house the collection store and display areas are becoming unfit for purpose due to being low lying and well below the required seismic rating of 67%.
- Discussions and consultation regarding long-term future and concepts of entire Museum complex and how the new building at 41 Weld Street will be incorporated into future plans.
- Fluctuating temperature and relative humidity can cause long-term damage to Museum collections, as can the lack of appropriate shelving and storage.
- Lack of adequate storage facilities for the collection items.
- Collection items become inaccessible due to obsolete storage medium, e.g. material stored on diskettes, VHS video tapes, etc.
- Increased visitor expectations to be able to access the collection electronically.
- Lack of public access to the collection.
- Digitising museum collections can involve issues of tikanga and tapu so ongoing discussion and learning from mana whenua is important.

Where we want to be in the future

We want to ensure that we can successfully care for our collection and that we can share Westland's stories and heritage through high quality exhibitions and other public programmes.

In order to ensure that our collection items do not become inaccessible due to obsolete storage mediums, priority will be given to the developing a digital storage migration plan and ensuring that adequate resources are allocated to it.

As part of the long-term museum development plans, research facilities at the Museum (Carnegie and Pakiwaitara) will be upgraded to improve public access and reduce the amount of staff assistance required. A dedicated, monitored space for researchers wanting to access museum material and/or undertake independent research will be established. These developments will enable researchers to work more independently in a controlled environment, Research facilities are an important source of income for the Museum.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Carnegie Building - Earthquake strengthening	200	2021/2022 (Year 1)	100% Reserves
Pakiwaitara Discovery Centre – Earthquake strengthening and building works	950	2021/2022 (Year 1)	100% Loan
Pakiwaitara Discovery Centre – Fit out	2,443	2021/2022 – 2022/2023 (Years 1 – 2)	100% Loan
Carnegie Building – Fit out	1,214	2021/2022 – 2022/2023 (Years 1 – 2)	100% Capital Subsidy
Archives upgrade	1,619	2021/2022 – 2022/2023 (Years 1 – 2)	100% Loan

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Collections developed and maintained with access provided	Collections continue to grow, in line with Hokitika Museum policies.	New Measure	Achieved	Achieved
		Deaccessions and disposals are aligned with Hokitika Museum policies.	New Measure	Achieved	Achieved
		Backlog of records and documentation reduced.	New Measure	Achieved	Achieved

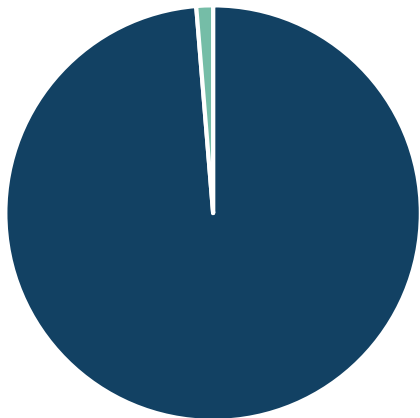
Rationale for financing this activity

Public benefits	Private benefits
The predominant benefit from the Museum is to the District as a whole in ensuring that Westland’s archives and artefacts are preserved and made accessible.	The user/visitor benefits from the services and experience they receive.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
262,688	100,344	361,832	-	1,200

For the 2021/22 year this activity will make up 1.3% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

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Land and Buildings

What we do and why

Council manages a broad portfolio of land and buildings of various ages and condition, including three Heritage-listed buildings. The Council owns a variety of community spaces, some of which are occupied by the Council, others are leased to the community for a range of community uses. Public buildings provide indoor space for community gatherings, events, recreation, education and other social activities. Destination Westland manages some of these assets on Council's behalf. The scope of these services is detailed in the company's annual Statement of Intent and Management Contract.

The assets

These include, but are not limited to:

- Council Headquarters building
- Emergency Centre/Hall - Haast
- Hokitika Band Rooms
- Houses for nurses (Harihari and Fox Glacier) and contractor staff (Fox Glacier)
- Forestry land in Kumara (managed in conjunction with Ngāi Tahu Forests)
- Works depots at Haast, Fox Glacier, Whataroa and Harihari
- Jackson Bay Wharf

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	Cost to ratepayer of delivering this activity.	None identified.	Community facilities may be subject to anti-social behaviour such as graffiti or vandalism.	None identified.
Positive	Jackson Bay wharf plays a significant part in providing for commercial fishing infrastructure within Haast.	None identified.	Community buildings provide residents with the opportunity for social engagement.	Preservation of the district's heritage buildings retain the history of the district.
			Having changing rooms and building assets at sports fields incentivises active lifestyles and physical exercise.	

The situation in 2021

A comprehensive asset management plan has been prepared for land and buildings that identifies more clearly what Council owns and the condition the assets are in. This process is an opportunity for Council to analyse our land and buildings portfolio, and determine how costs should be allocated in the future, including what assets to retain and dispose of. Those facilities we want to retain we have a greater understanding of the whole of life costs thus ensuring

the assets are maintained and renewed in a sustainable manner. The asset management plan prioritises assets based on community need and demand, and assesses maintenance accordingly.

Since 1 July 2017 we have a key responsibility for managing earthquake-prone buildings, including ones that we own. Under the amendments for managing earthquake-prone buildings territorial authorities must identify potentially earthquake-prone buildings in accordance with the timelines specified in section 133AG(4) of the Building Act. Many of our buildings have been assessed and some are identified as needing upgrades to reduce their risk in an earthquake.

Council continues to work with local community organisations to identify development opportunities.

Key issues

- Council needs to adopt a strategic approach to commercial property management.
- Adopt an asset management plan for this activity with a robust maintenance programme.
- Make decisions about retaining or disposing of some land and buildings.

Where we want to be in the future

There needs to be a consistent Level of service for land and buildings to meet customer expectations. Council will continue to make use of alternative funding mechanisms where possible to reduce the burden on ratepayers. There may be further opportunities to work with the CCOs in the management of some of our land and buildings.

We want to provide quality spaces for our tenants and maintain our buildings to a reasonable standard.

We want to ensure that Jacksons Bay wharf is maintained so that it is fit for both commercial and recreational purposes for a further lifespan of 30 years.

Ownership of the Hokitika Racecourse presents many opportunities for Council and the community. The long-term strategy to develop the land includes the possibility of:

- Retaining existing event spaces and the opportunity for wider event use.
- Creating an increase in housing and facilities.
- Increasing the recreation areas available in Hokitika.
- Developing high-class sports facilities that will increase the range of sporting opportunities available in the district and attract people to the district for sporting competitions.

Council will facilitate discussions with stakeholders and the community to develop and refine the strategy to ensure suitable long-term use of the land.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Customs house – Re-pile	15	2021/2022 (Year 1)	100% Loan
Jackson Bay Wharf restoration	2,226	2021/2022 – 2022/2023 (Years 1 & 2)	100% Loan
Racecourse – Master plan and demolition	505	2021/2022 – 2022/2023 (Years 1 & 2)	100% Loan
Council Headquarters – EQ Strengthening	1,768	2021/2022 - 2022/2023 (Year 1 & 2)	100% Loan
Racecourse – Stormwater	1,812	2022/2023 – 2023/2024 (Years 2 & 3)	100% Loan
Cass square – new pavilion	1,236	2022/2023 – 2024/2025 (Years 2 – 4)	70% Depreciation 30% Loan

Racecourse – Event Zone	1,059	2023/2024 – 2024/2025 (Years 3 & 4)	100% Loan
Racecourse – Preparation of Medium Density Housing	1,017	2025/2026 – 2026/2027 (Years 5 & 6)	100% Loan

How we want to perform

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

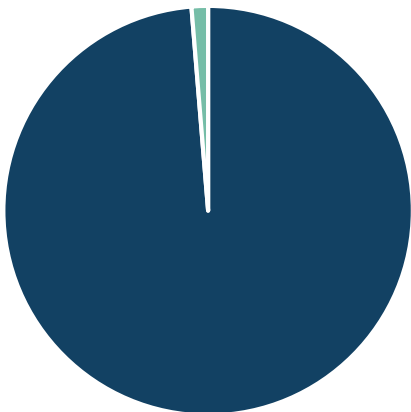
Rationale for financing this activity

Public benefits	Private benefits
Meets the expectations of the community by providing spaces for the community to access and managing them in an affordable way.	Spaces provided meet a range of public needs.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
152,142	196,604	312,770	-	35,976

For the 2021/22 year this activity will make up 1.3% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Parks and Reserves

What we do and why

Council manages and maintains a number of parks and reserves throughout the District for active and passive recreation. Recreation and Local Purpose Reserves are managed under the Reserves Act 1977. There is a public expectation for Council to continue to manage and maintain reserves for the benefit of the community. This activity also includes the maintenance of public status and monuments.

We currently administer 25 parks in Hokitika. These include children's playgrounds, sports grounds, grassed and planted areas, and native bush. The Hokitika and Environs Reserves Management Plan 2000 provides a strategic approach to the management of Hokitika reserves. This document needs to be updated to ensure it meets the current and future needs of the community.

The assets

Assets for this activity include land and buildings, park furniture, children's playgrounds, recreational equipment, monuments and statues.

Cass Square: Children's playground, sports grounds, skate park, pavilion, grandstand, exercise equipment, concrete track and path, garden plots.

Beachfront: Tambo 'shipwreck'.

Hokitika statues and monuments:

- Cass Square
 - Robbie Burns statue
 - Cenotaph
- Intersection Tancred and Weld Streets - Pioneer Statue
- Carnegie Building – Summer Statue
- Weld street – Town Clock

Hokitika sports grounds: Wadeson Island, Walker Park, Woodstock Pavilion rugby ground.

Hokitika 'take a seat' art seats: Various locations around Hokitika.

Rimu Hill Lookout: Buildings and monument.

Westland Sports Hub: Covered court structure (*Note: the land is owned by the Ministry of Education*).

Other Children's playgrounds: Haast, Kumara, Ross and Whataroa.

Other Sports grounds: Kumara sports field, Ross rugby ground, Harihari rugby ground, Fox Glacier rugby ground.

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Positive	Some reserves are gifted to Westland District Council in lieu of a development contribution. This provides Council with land that could be	Parks and reserves support the maintenance and improvement of urban biodiversity.	Parks and reserves make a significant contribution to the community's health and physical and social wellbeing, through offering space for physical	Parks and reserves have an amenity value for the community in terms of making our urban areas more attractive places to live.

Economic	Environmental	Social	Cultural
developed for a specific purpose e.g. if population in an urban area increases and there is a need for a new playground.		exercise and recreation as part of a healthy lifestyle and chances to socialise and participate in sport collectively.	
	Reserves assist with hazard management through providing stormwater overflow paths during flood events.		Community ownership of a number of well-managed parks and reserve is a source of pleasure for many in our community contributing to a sense of pride in Westland's natural environment which is part of its identity.
	Parks and reserves vested to and owned by Council are managed in a way that protects environmental standards and promotes community wellbeing.		

The situation in 2021

The Cass Square playing surface is a sand carpet with a sand silt draining system. The current system has a useful life of approximately 10 years, and was recently upgraded in 2017.

Cass Square is well utilised in summer for cricket and athletics and in winter for rugby and soccer. It is the venue for a number of events including the Hokitika Wildfoods Festival. After the occurrence of events at Cass Square maintenance is required on the fields. Depending on weather conditions at the event, the playing conditions of the field could be out of action due to the field's inadequate drainage.

The construction of the seawall in front of the Hokitika business area along Beach Street has left a 'blank canvas'. The Council has completed Stage 1 of the Waterfront Development Plan. Beachfront stage 2 is proposed, which will include permanent beach access, structures and further landscaping. We also plan to relocate the FENZ practise area.

Key issues

- Lack of strategic planning for the urban and rural reserves.
- Conflict between dual uses of events and sports at Cass Square causing surface degradation that is expensive to repair.
- Ongoing maintenance of reserves.
- On-going maintenance of statues.
- Accessibility of toilets to Cass Square.
- Ageing playground equipment in Cass Square.

Where we want to be in the future

The growth projections for Westland suggest a static but ageing population. They also forecast an increase in tourist numbers over the next 10 years, however following the Covid-19 pandemic it may take longer for tourist numbers to return to previous levels and then grow. This forecast is unlikely to significantly impact on the required levels of services, demand and asset requirements for this activity.

Council generally intends to focus on maintaining the existing levels of service. We recognise the desire of the community for a Hokitika Dog Park and this project has been carried over from the 2018-2028 Long Term Plan. The standard of maintenance of some reserves could be improved. There may be increased costs to provide this service.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Whataroa – Pavilion upgrade	12	2021/2022 (Year 1)	100% Depreciation
Cass Square – Upgrade Skate Park	456	2021/2022 – 2022/2023 (Years 1 & 2)	100% Depreciation
Hokitika Beachfront Stage 2 – Beach access, landscaping & relocate FENZ practise equipment	262	2021/2022 – 2022/2023 (Years 1 - 2)	100% Loan
Ross – Upgrade playground equipment	61	2021/2022 – 2030/2031 (Years 1 – 10, the bulk in Year 1)	100% Loan
Whataroa – Upgrade playground equipment	79	2021/2022 – 2030/2031 (Years 1 – 10, the bulk in Years 1 & 8)	100% Depreciation
Cass Square – Development	192	2021/2022 – 2023/2024, 2026/2027 & 2029/2030 (Years 1 – 3, 6 & 9)	70% Depreciation 30% Loan
Cass Square – Playground rubber matting	142	2021/2022 & 2027/2028 (Years 1 & 7)	70% Depreciation 30% Loan
Cass Square – Upgrade playground equipment	486	2022/2023 – 2023/2024, 2025/2026, 2027/2028 & 2029/2030 (Years 2 – 3, 5, 7 & 9)	70% Depreciation 30% Loan

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Sustainably Managed Environment	Reserves are pleasant, enjoyable and safe places	% of residents satisfied with parks and reserves	90%	90%	93%
Resilient Communities					

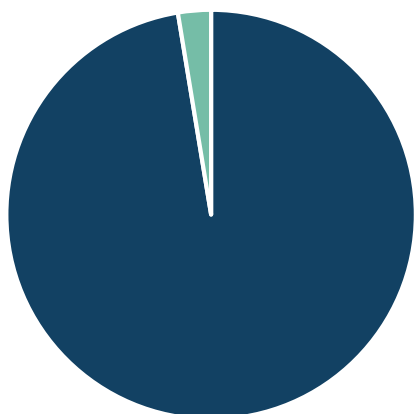
Rationale for financing this activity

Public benefits	Private benefits
Reserves are open and available to all residents and visitors, and provide spaces for leisure and recreation.	Fees are charged to recognise the benefits the user receives.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
252,831	448,828	79,493	614,666	49,900

For the 2021/22 year this activity will make up 2.6% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Public Toilets

What we do and why

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

The assets

Hokitika Public Toilets: Cass Square, Hokitika Beachfront, Sunset Point, Tancred Street.

Other Public Toilets: Kumara, Haast, Franz Josef, Fox Glacier, Harihari, Kapitea, Ōkārito, Ross and Whataroa. Six mobile toilets utilised for Responsible Camping Sites.

Council is aiming to improve its asset management of these facilities. The daily management of public toilets is undertaken by contractors who maintain the asset. The Council gets regular feedback from its contractors and from public service requests that enables us to monitor issues.

The Council also provides grants to the community to provide cleaning services at the toilets in Kumara, Harihari, Whataroa and those in the Greypower Building on the corner of Stafford and Tancred Streets, Hokitika.

Toilets paid for with annual approved funding from Ministry of Business, Innovation and Employment are provided at Responsible Camping locations seasonally.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Public toilet facilities are occasionally vandalised which requires additional funding from Council to repair the facility.	None identified.	Toilet cleanliness can sometimes be compromised based on visitor numbers. Council contracts the cleaning and increases the cleaning frequency based on visitor numbers.	None identified.
	Costs have increased by up to 58% with the greater number of toilets being provided (constructed under Tourism Infrastructure Fund). Operational costs have increased and fall to ratepayers.			

	Economic	Environmental	Social	Cultural
Positive	None identified.	The geographic spread of toilets has resulted in greater convenience for residents and visitors alike so there has been a decrease in adverse impacts on the environment.	The geographic spread of toilets has resulted in greater convenience for residents and visitors alike.	Improvements in behaviour by residents and visitors has been less culturally offensive with people using appropriate facilities.

The situation in 2021

Council together with community groups provide and maintain public toilets, this is managed through Council funded grants. The Council gets regular feedback from its contractors and from public service requests that enables us to monitor issues.

Due to the number of tourists that visit our District every year the provision of public toilet facilities is important for the purpose of protecting our valued natural environment. Council does not expect that the Tourism Infrastructure Fund will continue to be available in the future to assist with the cost of providing facilities at peak tourist times. As there are currently very few international tourists and this is unlikely to change in the short to medium-term there are no funds available from the International Visitor Levy.

While we propose to continue the same level of service by ensuring that all servicing contracts are monitored and optimised, we are reducing the performance target by 15% to recognise that there are times when toilets will be unavailable due to maintenance and cleaning needs. Council believes this is a more achievable target.

Key issues

- As an attractive district for visitors there is a demand for public toilets. Large busloads of visitors stopping at the facilities creates excessive loading and high turnover of toilet products.
- The demand for higher standards has come from the increase in tourist growth and freedom campers. A better quality of facility is an expectation of visitors to our District.
- Community volunteers may not always be available to manage some of the facilities.
- Increasing cost of providing a good standard of facility

Where we want to be in the future

Council wants to continue, in partnership with community groups, to provide and maintain public toilets.

Due to the number of tourists that visit our District every year the provision of public toilet facilities is important for the purpose of protecting our valued natural environment and the image of our towns. Extra funding has been included in the operational budgets for increasing cleaning throughout the district. We have identified that further new facilities need to be built in the next three years, particularly in Hokitika. This will increase the operational and maintenance costs around the district to continue to provide the same level of service.

The Council has standardised the toilet products providers' contract. This enables Council to negotiate a more cost-effective service and ensure more reliable service delivery.

Key Capital Projects

Asset	\$	Timeframe	Funded by
Gibson Quay Public Toilets (4 Pans)	450,461	2022/2023 (Year 2)	100% Depreciation
Hokitika Beachfront upgrade (5 pans)	450,482	2024/2025 (Year 4)	100% Depreciation

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Sustainably Managed Environment	Provide public toilets throughout the district	% of residents satisfied with the service.	80% 2020 Resident Satisfaction Survey	85%	85%
Resilient Communities					

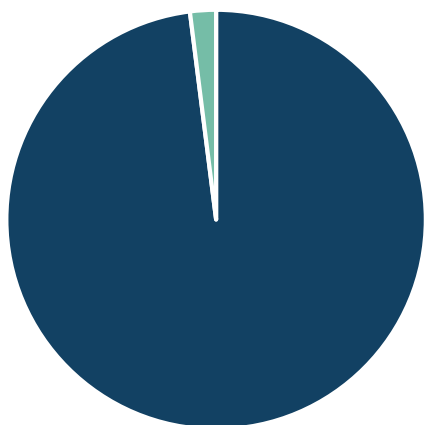
Rationale for financing this activity

Public benefits	Private benefits
The provision of clean, safe and convenient facilities are necessary for both the public and visiting public. The installation of additional facilities will have a positive effect on the environment as it will minimise the likelihood of human waste contamination.	No user fees are charged in Westland District.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
87,439	463,975	551,415	-	-

For the 2021/22 year this activity will make up 2% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Swimming Pools

What we do and why

Council provides swimming pool facilities in Hokitika and Ross to allow the community to participate in this recreation activity in a safe environment.

The mission statement of the Hokitika Pool is “to offer a year round, all weather swimming facility available to all Westland residents and visitors”. Ross swimming pool is a community-run facility that charges a minimal fee to users.

The activity is funded through the Community rates in Hokitika (Centennial Pool) and Ross (Ross Swimming Baths).

The assets

The Hokitika Centennial Swimming Pool was built in 1961 replacing an earlier structure on the same site. The pool area is approximately 470m² and volume approximately 530m³. The complex had a roof added in 1994, at the same time the water heating system was upgraded and a second hand fan was installed to aid ventilation. The filtration system was upgraded in 2004. Most recently the heating system was updated to a diesel boiler. The structure is concrete block construction on gravel/sand foundations. The pool facility has achieved 34% of the National Building Standard (NBS), and is not classified as earthquake prone.

Ross Community Swimming Pool consists of a lane swimming pool, which is the same size as the Hokitika pool, and a separate children’s pool and changing rooms. There have been improvements made over the years using funding from the Ross Community Rates, the Community Endowment fund, and Capital funding to install a new electrical heating system, upgrade pipework and install a pool liner.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	None identified.	The Hokitika Pool predates the Resource Management Act and discharges backwash water to the wastewater system.	None identified.	None identified.
Positive	With the rates contribution, swim school revenues and pool admission fees, the activity is financially self-sufficient.		There are social benefits through Learn to Swim programmes reducing the incidents of drownings.	
			Positive health benefits.	

The situation in 2021

The Hokitika Swimming Pool is managed by Destination Westland, under a contract for service. Council contributes to operating this facility. Learn-to-Swim and Aquacise classes are offered, as well as holiday programme activities for children and school hire.

Council sees a need to upgrade and improve the current Hokitika Swimming Pool to a modern facility and to fulfil the needs of the community. Funding from central Government will allow us to renovate the existing changing facilities

and to create a new reception and entryway. Some structural improvements were made at the same time, including replacing core pipe infrastructure, the heating and ventilation system and lining the pool. A new pool access ramp is proposed.

Ross swimming pool continues to have strong support from the Ross Community. There are minor structural maintenance issues with the changing sheds that need to be fixed.

Key issues

- Council must engage with the community about options for the future of the Hokitika facility.

Where we want to be in the future

Council wants to maintain and operate a swimming pool that is affordable, available to people of all ages and abilities, and available when required. With the increasing aging population, soft recreational exercise will become increasingly more popular.

Council wants to ensure that it provides facilities that meet its community's aspirations and has evaluated future proofing opportunities.

The second stage of improving Hokitika Swimming Pool will be the addition of a separate heated learn to swim pool. This will reduce the need for families to travel out of the district to access this type of facility, increasing the use of the facility.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Ross Swimming Pool – Replace novalite & windows	15	2021/2022 (Year 1)	100% Depreciation
Hokitika Swimming Pool – Stage 2, install heated toddler pool.	2,380	2023/2024 – 2024/2025 (Year 3 – 4)	100% Loan
Ross Swimming Pool – Replace roof riding	6	2024/2025 (Year 4)	100% Depreciation

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	A quality swimming or exercise experience at the Hokitika Pool	% of pool users satisfied	The swimming pool was not included in the Bi-annual resident survey. A more regular method of measuring satisfaction is being considered.	85%	85%

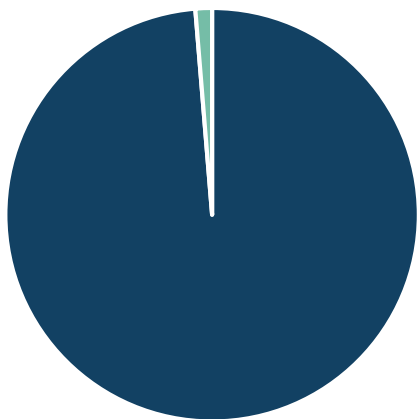
Rationale for financing this activity

Public benefits	Private benefits
Public swimming pools provide recreation and exercise facilities for the local community, including school groups. This is particularly beneficial for an ageing population. Swimming education provides health and safety benefits for the community. Visitors to the district also enjoy the benefits of a swimming pool as they provide an additional activity in the district.	Fees are charged to recognise the benefit the user receives.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
106,072	262,772	-	368,844	-

For the 2021/22 year this activity will make up 1.3% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

West Coast Wilderness Trail

What we do and why

The West Coast Wilderness Trail is 133m long and stretches from Greymouth to Ross. It is part of the New Zealand Cycle Trail Nga Haerenga network of 22 trails. These tracks are managed by the Council in conjunction with the West Coast Wilderness Trail Trust.

The trail was funded by the New Zealand Government and Development West Coast to provide an outstanding local and visitor attraction and generate economic return for the communities it passes through. The West Coast Wilderness Trust is governed by Council's West Coast Wilderness Trail Sub-Committee. The marketing and trail management is overseen by the West Coast Wilderness Trail Trust role for this project.

The trail traverses multiple land ownership areas and these parties are key and critical stakeholders for the continued success of the trail by way of easements and access agreements.

The West Coast Wilderness Trail is identified as a strategic asset in accordance with Council's Significance and Engagement Policy. If the activity and trail is carried out in a safe and efficient manner, it will improve the economic and social well-being of the District.

The assets

The two key assets are the trail and the brand. The trail is 133km long and cost \$8.6 million to construct. Council owned trail structures include 62km of roads, 78.1km of single track-off road, 28 bridges and major structures, drainage assets, 34 minor structures such as shelters, seats, trail counters and bike stands, and 304 signs.

The brand 'West Coast Wilderness Trail' was approved by the New Zealand Government for the trail and is the official name.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Operational costs for direct maintenance input by Westland District Council are currently \$80,000 per annum, which is about 1% of the total value of built trail assets and is unlikely to fall below this level the maintain customer service level of satisfaction. Each council maintains the trail within their district separately.	Off-road sections could damage the delicate natural environment.	There are possible health and safety effects involved with an increased number of cyclists on narrow rural roads.	Providing an off-road experience may have potential to affect historic sites.

	Economic	Environmental	Social	Cultural
			Potential for negative publicity if the riders' experience is less than anticipated due to the active marketing of this asset nationally and internationally as a tourism activity and destination.	
Positive	New businesses have been created and existing businesses such as accommodation suppliers have a high number of bed nights, including off-season. The trail provides the district with indirect income.	Council's management of this network encourages alternative modes of travel.	Active modes of travel that enhance people's health and well-being.	Increasing number of events being held on the trail.

The situation in 2021

The asset is relatively new and there is little precedent on which to base maintenance and life expectancy. Most of the trail is a gravel surface with an estimated life expectancy of 30 years if well maintained. Bridges and other structures on the trail are expected to last 50 years. Council is only funding depreciation on the structures and is allocating a modest maintenance budget. We also will be seeking alternate funding sources for the ongoing maintenance as currently we cannot charge for the use of the trail.

Sections of the trail on Department of Conservation (DoC) land are maintained by DoC. Parts of the trail that utilise existing formed legal roads are maintained by Council as part of the Transportation activity.

To reach its economic potential for attracting visitors and supporting local businesses, the trail needs to be actively marketed. Some marketing is undertaken by Tourism West Coast as part of their normal regional marketing. All 22 trails are marketed by Tourism New Zealand as part of the New Zealand Cycle Trail experience. The West Coast Wilderness Trail Trust is responsible for the residual marketing.

Key issues

- Road safety in high traffic areas.
- Some original structures are not compliant to the new engineering standard for the trail
- The cost of ongoing maintenance.
- Funding the enhancement programme.
- Natural hazard events disrupting trail users and businesses.
- Encouraging positive business and local support, through continuing support of the West Coast Wilderness Trail Trust.

Where we want to be in the future

Council would like the West Coast Wilderness Trail to be a nationally recognised cycleway, which is safe and well used by both tourists and locals. An enhancement programme for the trail has been developed in conjunction with the Ministry of Business, Innovation and Employment and will be implemented as funding allows. The trail is expected to be self-sustainable in the future with support programmes that generate enough revenue to maintain it. It is difficult to estimate at what point in time this will eventuate and the Trail Manager will facilitate this. The current funding agreement with central Government prohibits Council from charging a fee to use the trail.

The investment available from co-share funding is currently minimal and some Waka Kotahi NZTA funding opportunities are being investigated to support identified enhancements. Maintenance costs co-sharing should also be investigated in the future.

There is no intention at this time to extend the length of the trail. All enhancement works identified are improvements within the current start and end points of Greymouth and Ross. Most major structures are relatively new and have good life expectancy, with the exception of the Totara Bridge. These are subject to funding being obtained, community input and business case development where necessary.

Since 2018, four new user counters have been installed along the trail to provide accurate trail data. This data will be used to inform future trends and potential development.

Council's priority is rider safety and the projects targeted in the next 3-5 years focuses on improving rider safety.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Hokitika – Wainihinihi wet weather route bridge	160	2021/2022 (Year 1)	75% Subsidy 25% Loan
Kaniere – Water race bridges	300	2021/2022 (Year 1)	75% Subsidy 25% Loan
Hokitika – Mahinapua boardwalk and bridges	1,396	2022/2023 – 2023/2024 (Years 2 – 3)	65% Subsidy 35% Loan
Hokitika – Totara Bridge Stage 1	209	2023/2024 (Year 3)	75% Subsidy 25% Loan
Hokitika – Totara Bridge Stages 2 & 3	535	2024/2025 (Year 4)	75% Subsidy 25% Loan
Lake Kaniere Stage 2	1,606	2025/2026 – 2026/2027 (Years 5 – 6)	75% Subsidy 25% Loan
Hokitika – Mahinapua Lake loop Stage 3	4,473	2028/2029 – 2030/2031 (Years 8 – 10)	50% Subsidy 50% Loan

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Diverse Economy Resilient Communities	The cycle trail is well used	Numbers using the trail as measured by trail counters.		Trail usage grows by at least 10% per annum	Trail usage grows by at least 10% per annum

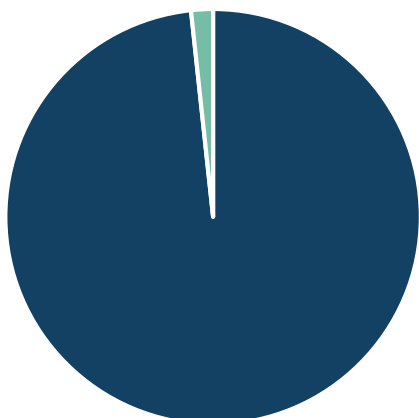
Rationale for financing this activity

Public benefits	Private benefits
The trail is open and available to all residents and visitors and provides opportunity for leisure and recreation. It is a tourist attraction and this leads to money being spent in the District.	Businesses directly stand to profit from the increased tourism associated with the cycle trail.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
271,073	202,500	-	176,894	443,250

For the 2021/22 year this activity will make up 1.7% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Westland District Library

What we do and why

The primary purpose of our public library is to provide resources and services in a variety of media to meet the needs of individuals and groups for information, education and personal development, including recreation and leisure. We support active citizenship, developing and maintaining an informed democratic society by facilitating access to a wide range of knowledge and ideas through a range of resources and services. These are available to all members of the community regardless of race, nationality, age, gender, religion, language, disability, economic and employment status and educational attainment.

The Public Libraries of New Zealand Strategic Framework 2020-2025 states that 'Public Libraries today are a critical service that ensures the wellbeing of our communities and answers the needs of society. Whether those needs be economic, social, environmental, or emotional. Beyond books and reading, public libraries offer access to financial, digital, design, information, health and wellbeing literacy. Today's libraries are where people can feed their imaginations, rebuild their lives, find direction, upskill themselves, and put the theory of growth, understanding and tolerance into practice.'

The Westland District Library in Hokitika, operates six days a week and professional library staff provide regular programmes, events for children and adults, outreach services and a housebound delivery service.

Printing, scanning and free internet access is available using Wi-Fi or one of the six Aotearoa People's Network Kaharoa (APNK) computers and staff provide information and digital skills support to users of the APNK services. The vibrant, comfortable, safe and inclusive environment is a community hub, which allows people to relax, engage and be inspired.

The library service caters for all age groups, encourages life-long learning, community knowledge sharing and recreational reading, and supports traditional, digital and information literacy. The library collaborates with a number of Community Organisations to deliver a diverse range of events and programmes. Collaboration and partnerships enhance library services by pooling resources and expertise. Access to resources and information is facilitated and offered in a variety of formats including books, large-print books, audio-books, e-resources, online databases and an inter-library loan service is available to access books not held in our collection. A reciprocal borrowing agreement between Westland and Grey district libraries gives residents greater access to resources.

The library extends services to rural communities in the form of volunteer-run Community Libraries in Kumara, Ross, Harihari, Whataroa, Okarito, Franz Josef, and Haast; with the potential to develop similar services in Fox Glacier, Bruce Bay and Arahura. They receive an annual grant and a regular rotation of books from the Westland District Library collection.

The assets

Library assets consist of collections, furniture, office, computer equipment and library management software. Council provides an annual budget for new collection resources funded through depreciation. The physical book collections are depreciated over eight years; furniture over ten years and office computer equipment and library management software between three to ten years.

Council operates Westland District Library from a leased building at 20 Sewell St, Hokitika. In October 2020, Council purchased the building at 41 Weld Street, Hokitika, and plans to house the library there in the future.

Effects of this activity

There have been no significant negative effects identified for this activity.

	Economic	Environmental	Social	Cultural
Negative	Library services are subsidised by rates.	None identified.	None identified.	None identified.
Positive	The library provides information, facilities and classes that allow members of the community to upskill and improve their economic participation.	Libraries provide information on and help raise awareness about the critical and urgent need to protect our environment and to work together to mitigate and adapt to the effects of climate change.	Library services contribute to the District's social, cultural and intellectual well-being by providing access to reading material, information databases and digital services. The community benefits from improved access to information, higher knowledge and improved literacy outcomes.	Library services contribute to the District's social, cultural and intellectual well-being by providing access to reading material including works of imagination, databases and internet services. The community benefits from higher knowledge and improved literacy outcomes.
	Providing a free library service allows members of the community access to literacy materials and technology that they might not otherwise be able to afford.	Library spaces are used to host displays about changes to the local environment and human impacts that provide the community with opportunities to learn and consider how their actions impact the environment.	Library spaces, programmes and events provide opportunities for social interaction and community knowledge sharing leading to a better informed, more engaged and connected community.	Library spaces and a diverse range of programmes and events provide opportunities for cultural knowledge sharing and social interaction supporting an inclusive, connected community.

Key issues

- Wide geographic area to service in Westland District with 50% of the population physically distant from the main library in Hokitika.
- Satisfying an increasing demand for 24/7 digital services that can be accessed from home.
- Supporting general upskilling, digital inclusion, digital skills development and digital innovation within the community, particularly as infrastructure and uptake of mobile service and home broadband rapidly increases across the district.
- Effective engagement with all sectors of our increasingly diverse community.
- Contributing to the liveability and wellbeing of Westland communities by delivering services that meet customer expectations for modern library services in line with other services across New Zealand.

The situation in 2021

There are currently five permanent staff (four FTE). The New Zealand Libraries Partnership Programme funds Two FTE fixed-term positions until June 2022. Using this funding we have recruited experienced, knowledgeable and professional staff to extend our in-house and outreach services. These roles focus on digital inclusion, digital innovation, community engagement and kaupapa Maori, enabling us to deliver a high quality, broader and more inclusive library service, supporting recovery for our Westland Communities, in-line with other library services across New Zealand. There are over 20 volunteers donating over 30 hours of their time a week and regular work experience volunteers from local schools.

The Library's physical collection consists of 32,000 items and members have 24/7 access to our digital services, including 14,000 e-books & e-audiobooks, 7000 e-newspapers & e-magazines, film streaming services and online databases. Over 75,000 physical and electronic items are borrowed every year. Costs of providing these services are reduced by participating in a number of different library consortia. The number of patrons using e-services and the number of titles borrowed continues to increase each year. During COVID-lockdown the number of e-resources being borrowed doubled; with demand outstripping supply, additional titles were purchased by the consortia.

With over 700 virtual visits a month, the library website provides access to programme and service information, digital services, catalogue, and reader advisory resources. This is being updated as part of the Council website refresh project to reduce costs by developing it as a sub-site to the main website and create a homogenous brand across our websites. The Library App provides an additional, convenient option for members to reserve books, extend loans and check their library accounts.

Active membership (library members who have used the service in last two years) stands at 28%. This is average for libraries of a similar size and population in New Zealand and does not include the residents or visitors who utilise the services without becoming members. On average, Westland District Library has between 6000+ (peak season) and 4000+ (off peak) customers a month.

The Digital Learning Centre is used regularly for Library programmes and is increasingly hired by external organisations and businesses, generating additional income for the Library and offsetting a reduction in income from falling DVD hires and fines. The main library space is utilised by individuals to connect, relax, study or work and by community groups as an informal, comfortable and inclusive gathering space.

The library is planning to develop a network of volunteer Digital Champions by June 2022, who can help to provide digital assistance in their communities with ongoing advice and training from Library staff.

Within the next two years, the Library will move to the recently purchased building at 41 Weld Street, Hokitika, when it will become the Westland Discovery Centre - Pakiwaitara. This will provide Westland with a modern, fit for purpose multi-function facility incorporating Library, Museum, Research and Information Services with increased efficiencies made across the services and the potential for an increased range and level of service for the community. The key to the success of the Westland Discovery Centre will be in future proofing the design and delivery of services to enable them to be flexible, responsive and to evolve in response to the needs of the Communities it serves.

Where we want to be in the future

The Westland District Library will continue to seek meaningful and effective engagement with our communities to help inform and shape the delivery of library services, particularly as communities recover and adapt to the new normal. We will seek to identify the best and most cost effective ways to support our communities across the whole of Westland. This will include augmenting the existing Community Library services, on-going training and support for volunteer Community Librarians and Digital Champions, extending outreach services and on-line services that can conveniently be accessed 24/7 from anywhere with access to the internet.

As infrastructure and uptake of mobile telephone service and home broadband increase across the district there is a sustained need for the library to support digital inclusion and to help bridge the digital skills gap. These are skills required in modern workforces and increasingly vital in a world where working from home, collaboration and business on-line are necessary. Working with partners in the Tai Poutini West Coast Economic Development Action Plan (2017), we will work to encourage digital innovation, supporting individuals and communities to apply these new technologies to their lives and businesses.

The new Westland Discovery Centre - Pakiwaitara will be an outstanding community hub, staffed by skilled information professionals, offering opportunities for learning, social interaction and connection which will be increasingly important in the face of the rapidly changing economic and social environments of the future. The Library will contribute to the liveability and wellbeing of Westland communities by delivering services that continue to meet customer expectations for modern library services in line with public library services across New Zealand.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Library Physical Collection	600	2021 – 2031 (Years 1 – 10)	100% Depreciation

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2021)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Provide the district with quality library services that are responsive to the needs and wellbeing of the diverse communities.	% of residents satisfied with library services	99%	95%	95%

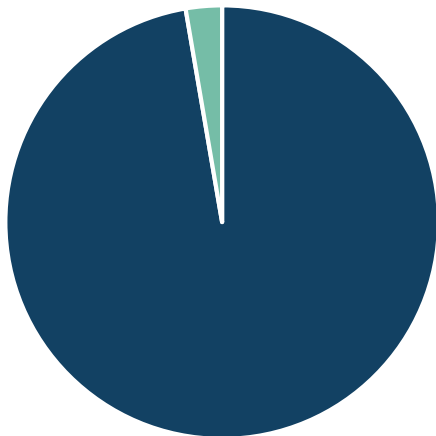
Rationale for financing this activity

Public benefits	Private benefits
The benefit of the library service to the District is providing resources to meet the community’s evolving literacy, knowledge, information and recreational needs. The Library is an inclusive, accessible community hub for people to relax, engage and be inspired. The library’s unique activities contribute positively to the wellbeing of the community it serves.	Fees paid by actual users.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
521,461	229,761	604,455	-	146,768

For the 2021/22 year this activity will make up 2.7% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Hokitika Wildfoods Festival and events, and Visitor Information Services are managed by Destination Westland. Information about these activities, and Elderly Housing, can be found under Council Controlled Organisations.

Prospective Facilities, and Leisure Services Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Facilities, and Leisure Services Statement of Service Performance											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue											
Rates	3,608	4,269	4,639	4,965	5,080	5,196	5,357	5,445	5,566	5,710	
Fees and Charges	89	91	92	94	96	98	99	102	103	105	
Rental	2	2	2	2	2	2	2	2	2	2	
Grants, subsidies and donations	572	687	555	487	662	719	91	298	1,085	1,139	
Recoveries	4	4	4	4	4	4	4	4	4	4	
Other Revenue	46	47	51	51	52	54	55	56	57	58	
Total revenue	4,320	5,100	5,343	5,603	5,896	6,072	6,608	6,817	7,019	7,019	
Expenditure											
Parks and reserves	702	852	887	945	964	984	1,000	1,017	1,065	1,080	
Cemeteries	221	249	257	259	266	276	297	302	311	313	
Library	751	763	783	792	752	744	758	769	792	798	
Museum	363	528	567	579	588	605	613	624	639	644	
i-Site	260	273	285	293	297	303	311	316	321	328	
Events	92	94	96	98	100	102	104	106	109	111	
Cycle trail	474	500	523	553	586	605	631	660	676	733	
Swimming pools	369	377	383	458	521	531	538	544	548	551	
Public toilets	551	567	584	606	618	633	649	660	674	689	
Land and buildings	349	458	660	766	789	813	851	865	845	841	
Total expenditure	4,131	4,660	5,025	5,348	5,481	5,595	5,752	5,864	5,978	6,087	
Capital Expenditure											
Cemeteries - Hokitika - Ashes berm development	10	-	10	-	11	-	11	-	12	-	
Cemeteries - Hokitika - Ressal roads within cemetery	-	-	-	-	-	-	-	-	-	37	
Cemeteries - Hokitika - Upgrade and expansion	10	10	10	11	11	11	11	12	12	12	
Cemeteries - Ross - Berm development	10	5	-	-	-	-	-	-	-	-	
Conveniences - Hokitika Beach front upgrade	-	-	-	482	-	-	-	-	-	-	
Conveniences - Gibson Quay upgrade	-	461	-	-	-	-	-	-	-	-	
Library Operations - Collection replacement	60	61	63	64	66	67	69	70	72	74	
Museum Operations - Archives upgrade	800	819	-	-	-	-	-	-	-	-	
Pakiwaitara - Fitout	600	1,843	-	-	-	-	-	-	-	-	
Pakiwaitara - Earthquake strengthening	950	-	-	-	-	-	-	-	-	-	
Property - Fox house insulation	-	-	26	-	-	-	-	-	-	-	
Property - Hari Hari house plumbing work	5	20	-	-	-	-	-	-	-	-	
Property - Hari Hari house insulation	-	15	-	-	-	-	-	-	-	-	
Property - Hokitika - Countess boat display shed spouting	1	-	-	-	-	-	-	-	-	-	

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Reserves - Cass Square - Design & implementation	100	77	16	-	-	-	17	-	-	18
Reserves - Cass Square - pavilion	-	77	785	375	-	-	-	-	-	-
Reserves - Cass Square - Turf renewal	-	-	16	-	-	-	18	-	-	19
Reserves - Cass Square - Replace bark with rubber chips	50	-	-	-	-	-	92	-	-	-
Reserves - Cass Square - Playground equipment upgrade	-	138	262	-	27	-	29	-	-	30
Reserves - Cass Square - Skate park	200	256	-	-	-	-	-	-	-	-
Reserves - Haast - Playground equipment upgrade	4	2	2	2	2	2	2	2	2	5
Reserves - Hokitika - Waterfront development	160	102	-	-	-	-	-	-	-	-
Reserves - Hokitika - Flag Trax System	58	-	-	-	-	-	-	-	-	-
Reserves - Kumara - Playground equipment upgrade	2	2	2	2	2	2	2	2	2	2
Reserves - Ross - Playground equipment upgrade	40	2	2	2	2	2	2	8	2	2
Reserves - Rural - Rimu Hill Lookout - Kiosk & interpretation panels replacement	5	-	-	-	-	-	1	-	-	1
Reserves - Whataroa - Playground equipment upgrade	40	2	2	2	2	2	2	25	2	2
Reserves - Whataroa - Pavilion upgrade	12	-	-	-	-	-	-	-	-	-
Swimming Pools - Hokitika - Toddlers covered heated pool	-	-	1,256	1,124	-	-	-	-	-	-
Swimming Pools - Ross - Replace ovaline, windows & roof riding	15	-	-	6	-	-	-	-	-	-
Visitor Services - i-Site website development	-	-	2	-	2	-	-	-	2	-
Visitor Services - i-Site equipment replacement	3	3	3	3	3	3	3	4	4	4
Cycle Trail - Lake Kaniers Stage 1	50	-	-	-	-	-	-	-	-	-
Cycle Trail - Lake Kaniers Stage 2	-	-	-	-	767	839	-	-	-	-
Cycle Trail - Mahinapua Loop Stage 3	-	-	-	-	-	-	-	410	1,979	2,084
Cycle Trail - Waininihi wet weather route bridge	160	-	-	-	-	-	-	-	-	-
Cycle Trail - Taramakau major maintenance	50	-	-	-	-	-	-	-	-	-
Cycle Trail - Totara bridge Stage 1	-	-	209	-	-	-	-	-	-	-
Cycle Trail - Totara bridge Stage 2	-	-	-	535	-	-	-	-	-	-
Cycle Trail - Mahinapua viewing platform	38	-	-	-	-	-	-	-	-	-
Cycle Trail - Minor infrastructure (shelters etc)	36	37	38	39	39	40	41	42	43	44
Cycle Trail - Larrikins Road	-	33	-	-	-	-	-	-	-	-
Cycle Trail - Safety enhancements	30	31	31	32	33	34	34	35	36	37
Cycle Trail - Kaniers water race bridges	300	-	-	-	-	-	-	-	-	-
Cycle Trail - Mahinapua boardwalk & bridges	-	768	628	-	-	-	-	-	-	-
Westland Racing Club Reserve - Development	300	1,101	1,439	535	548	560	-	-	-	-
Wharf - Jackson Bay - Upgrade	1,100	1,126	-	-	-	-	-	-	-	-
Total Capital Expenditure	5,199	6,991	4,801	3,213	1,514	1,597	298	611	2,235	2,300

Prospective Facilities, and Leisure Services Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Facilities, and Leisure Services											
(SURPLUS) / DEFICIT OF OPERATING FUNDING											
Sources of Operating Funding											
General rates, uniform annual general charges, rates penalties	2,187	2,649	2,938	3,088	3,103	3,166	3,262	3,317	3,362	3,384	
Targeted Rates	1,420	1,620	1,701	1,877	1,977	2,030	2,096	2,128	2,203	2,325	
Subsidies and grants for operating purposes	175	48	49	50	51	52	54	55	56	57	
Fees and charges	-	91	92	94	96	98	99	102	103	105	
Interest and dividends from investments	89	-	-	-	-	-	-	-	-	-	
Local authorities fuel tax, fines, infringement fees, and other receipts	51	53	57	57	58	59	61	62	63	65	
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	
Total Operating Funding (A)	3,923	4,461	4,837	5,166	5,285	5,406	5,571	5,663	5,788	5,937	
Applications of Operating Funding											
Payments to staff and suppliers	2,660	3,003	3,087	3,192	3,226	3,253	3,352	3,438	3,534	3,604	
Finance Costs	58	163	333	466	508	554	592	585	572	586	
Internal charges and overheads applied	461	495	530	526	536	571	563	574	606	593	
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	
Total Applications of Operating Funding (B)	3,180	3,661	3,950	4,185	4,269	4,378	4,507	4,597	4,712	4,783	
Surplus/(Deficit) of Operating Funding (A - B)	743	800	887	981	1,016	1,028	1,064	1,066	1,076	1,154	
(SURPLUS) / DEFICIT OF CAPITAL FUNDING											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	397	639	505	437	611	667	38	244	1,029	1,082	
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	
Increase (decrease) in debt	4,141	4,977	2,838	1,165	(78)	(83)	(869)	(716)	103	94	
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	
Total Sources of Capital Funding (C)	4,538	5,616	3,343	1,602	533	583	(832)	(472)	1,132	1,176	
Application of Capital Funding											
Capital Expenditure:											
- to meet additional demand	23	904	929	3	562	563	15	4	16	4	
- to improve the level of service	2,804	3,108	3,006	2,380	849	921	114	498	2,076	2,167	
- to replace existing assets	2,371	2,979	866	830	103	113	169	110	144	129	
Increase (decrease) in reserves	83	(575)	(571)	(629)	35	14	(65)	(17)	(27)	30	
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	
Total Applications of Capital Funding (D)	5,281	6,415	4,230	2,584	1,548	1,611	232	594	2,208	2,330	
Surplus/(Deficit) of Capital Funding (C - D)	(743)	(799)	(887)	(982)	(1,015)	(1,028)	(1,064)	(1,066)	(1,076)	(1,154)	

Infrastructure

Land Transport

What we do and why

Council is defined as a road controlling authority under the Local Government Act 2002 and must comply with key transport management legislation. Council has the core function of providing a transport network that is accessible for all people within the district in conjunction with the other transportation agencies. Council contracts out a significant portion of the maintenance and renewal in this activity.

The Westland District roading network encompasses:

- Ownership and use agreements for road services.
- Road pavements and surfacing to provide a carriageway for the safe movement of people and goods.
- Culverts, water tables and a stormwater system to provide drainage.
- Signs, barriers and pavement markings to provide road user information and safe transport.
- Bridges to carry traffic over waterways.
- Footpaths, walkways and cycle-lanes to transport pedestrians and cyclists.
- Street lighting to provide improved visibility and increased safety for pedestrians and road users.

The major part of Council's transportation activity is to ensure the safe, efficient and sustainable maintenance, operation, renewal and upgrading of the roads and bridges. This activity covers the following:

- Funding and administration of contracts for maintenance of the roading asset.
- Programming of road/bridge and other transport related infrastructure renewals.
- Programming of seal extensions, safety improvements and road reconstruction works funded from rates and New Zealand Transport Agency – Waka Kotahi (NZTA) financial assistance.
- Strategy and programme of works to improve walking and cycling network, as part of regional strategy.
- On-going programme of maintaining, improving and constructing new footpaths.
- Funding and support for road safety education programmes in Westland, and on all roads.
- Funding and support for passenger transport services.

The assets

Council holds comprehensive asset inventories for all components of the land transport network and associated infrastructure. This information is mostly held in Council's Road Assessment and Maintenance Management (RAMM) database, which records all components and any renewal work. This system is updated monthly. Street Light and Bridge asset data is contained within separate databases held and maintained by Electronet Services Ltd (Streetlights) and WSP (Bridges).

As at 1 July 2021, Council's land transport network consists of approximately 691 kilometres of roads covering the whole of the Westland District including 48.6 km of Special Purpose Road (SPR), the Haast to Jackson Bay Road.

The land transport network consists of the following physical assets*:

Roading

Asset Component	Total
Roads –sealed	379km
Roads –unsealed	311km
Footpaths – Asphalt / Hotmix	5.6km
Footpaths - Concrete	31.7km
Footpaths - Pavers	1.4km
Footpaths - Sealed	30.3km
Footpaths - Unsealed	1.7km
Bridges	285 units
Culverts	23.4km
Kerb and channel	66.2km
Dish channel	2.5km
Stormwater channels	1241km
Sumps – single	658 units
Sumps – double	12 units
Roadside drains	23km

Traffic Services

Asset Component	Total
Signs	4912 units
Railings	7,161m
Markings	116.4km

Minor Structures

Asset Component	Total
Bus/Tram shelters	1 unit
Retaining wall	13 units
Underpass	4 units

Streetlights

Asset Component	Total
Streetlights	600 units

*Asset distance / units as per Combined West Coast Council's Transport Activity Management Plan 2021 - 2024.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Seal extension programme to mitigate negative environmental and social effects would require significant external funding or rates increases to provide funds.	High traffic volumes can effect air quality, runoff from the discharges from motor vehicles to roads, (oil, rubber, brake dust), have the potential to diminish the water quality of adjacent streams.	High volumes of traffic can affect residential amenity. The most common effects are noise, lighting and air quality. Dust from unsealed roads can cause nuisance to	High volumes of traffic can affect residential amenity. The most common effects are noise, lighting and air quality. Dust from unsealed roads can cause nuisance to

	Economic	Environmental	Social	Cultural
			neighbouring properties.	neighbouring properties.
Positive	A good quality land transport network allows economic activity to thrive, especially in rural areas that are reliant on services such as milk tankers.	Good quality land transport assets support alternative transport methods, such as bicycles, alongside traditional transport, reducing the volume of pollutant traffic on the roads.	Transport networks allow people to travel easily across the district.	Transport networks allow people to travel easily across the district.

The situation in 2021

Waka Kotahi NZTA, the government land transport funding agency, issues target-based maintenance guidelines for all road controlling authorities, which must be incorporated throughout the maintenance contracts.

Condition rating is regularly carried out on the sealed road network and bridges. Development of condition rating methods is required for unsealed roads, signs, ancillary structures, car parks, footpaths, walkways, and service lanes. The assessment of condition of existing assets addresses both their functionality and ability to meet community expectations, levels of service, safety and engineering good practice and to achieve NZTA performance targets.

RAMM deterioration models, regular road inspections by Council professional services staff, consultants and contractors, combined with engineering judgment and experience are used to determine the short to medium-term programmes of renewals. Council is a member of the Regional Transport Committee at the strategic level, and at an operational level through day-to-day contact with NZTA and their consultants.

We receive an annual subsidy from NZTA for maintaining and renewing the roading network. The NZTA base rate subsidy for Westland District is 62% of the total cost on Local Roads and 100% on Special Purpose Roads. Public transport services are subsidised at 50%.

The local share requirement and the cost of nonsubsidised works, are met by ratepayers. In addition to this funding Westland District receives 100% funding for the maintenance and renewal of the Haast-Jackson Bay Special Purpose Road. The Haast-Jackson Bay Transition Plan (February 2018) identified and assessed a number of feasible forward works programmes and recommended a preferred way forward for the SPR transition to an ordinary local road. As part of the transition, Waka Kotahi allocated funding for major improvement, emergency works and pavement rehabilitation for 2018-21. Transitioning the SPR to the standard road network requires a resolution of the Council.

Overall, traffic volumes are deemed sustainable in Westland district, and pressure to expand the local roading infrastructure is minimal. However, the region is heavily reliant on the State Highway network. State highway and local road closures isolate the West Coast from neighbouring regions, and communities from each other, which can have severe social and economic impacts. In the 2019 severe weather events, many dairy farms were cut off due to road closures resulting in farmers having to dump milk as tankers could not access them.

We are a member of our local Regional Transport Committees (RTC), along with Waka Kotahi, Grey and Buller District Councils and the West Coast Regional Council. The RTC is charged with preparing and consulting upon three year Regional Land Transport Programmes. These programmes deal primarily with Land Transport activities receiving financial assistance from the National Land Transport Fund. The Buller, Grey and Westland District Council Transportation teams have also jointly collaborated to develop a robust case for investment to preserve the assets with particular emphasis on improvements around asset condition, levels of service, safety and resilience, all of which

will support economic development across the region. This investment case is specific only to local roads within each district.

To ensure delivery of the 2021 – 2024 Combined Transport Activity Management Plan Business Case (C-TAMP), a regional collaboration for the delivery of technical engineering and asset management services is proposed, comprising in-house and external providers.

Council manages limited passenger transport services in Hokitika under the Regional Council Passenger Transport Plan. This service is provided to meet the needs of the transport disadvantaged and is highly valued by customers. This function was delegated to Council by the West Coast Regional Council some years ago for reasons of efficiency.

Key issues

- Changes in central and regional government policy.
- Mounting network pressures will increase costs, and funding constraints may threaten the ability to deliver an effective, efficient, safe land transport network. West Coast roading teams are under resourced, vulnerable to change and struggle to recruit, with a focus on operational and reactive work, inhibiting their ability to be strategic and plan
- Resilience of the transport network is declining as the impacts of climate change and ageing assets take effect, impacting on network reliability and regional prosperity.
- Failure to predict, identify and remedy life expired assets increases risks including safety, resilience, accessibility, and customer satisfaction.
- Changes in freight demand, fleet specifications and operator expectations, are not being met by the network, reducing freight efficiency and effectiveness.
- A return to increasing visitor numbers, travelling to more destinations, increases tourist vehicles placing greater pressure on visitor facilities, diminishing visitor experience.

Where we want to be in the future

We want to have roading infrastructure that meets the needs of the District, including any growth. The implications for transportation over the next three-year period is that there will be a low rate of growth in demand, with the exception of the dairy industry which is expected to continue to grow strongly. This means both more tankers on the road, larger over dimensional tankers/heavy loads on the road and tankers using roads they have not used previously.

Council aims for a reduction in road accidents where it can influence the causal factors related to road safety issues.

We will further develop predictive modelling techniques, bridge asset management and safety management systems to forecast optimal solutions in a cost-effective manner as well as developing models for the unsealed road network and other assets such as footpaths and car parks.

We have developed a more integrated approach to road management on the West Coast and will continue to collaborate with the Grey and Buller District Councils on the delivery of transport programmes across the region, including, asset management, data collection, common contract models, shared/combined contracts and shared industry knowledge.

We want footpaths and cycle ways that are linked, pleasant and safe to use.

Council also supports the Regional Land Transport Programme in promoting walking and cycling opportunities on all state highway improvements.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Unsealed road metalling	2,774	2021/2022 – 2030/2031 (Years 1 – 10)	62% NZTA Subsidy 38% Depreciation
Sealed road resurfacing	11,651	2021/2022 – 2030/2031 (Years 1 – 10)	62% NZTA Subsidy 38% Depreciation
Drainage renewals	1,964	2021/2022 – 2030/2031 (Years 1 – 10)	62% NZTA Subsidy 38% Depreciation
Sealed road pavement rehabilitation	2,222	2021/2022 – 2030/2031 (Years 1 – 10)	62% NZTA Subsidy 38% Depreciation
Bridge and structure renewals	5,549	2021/2022 – 2030/2031 (Years 1 – 10)	62% NZTA Subsidy 38% Depreciation
Traffic services renewals	1,380	2021/2022 – 2030/2031 (Years 1 – 10)	62% NZTA Subsidy 38% Depreciation
Local road improvements	6,145	2021/2022 – 2030/2031 (Years 1 – 10)	62% NZTA Subsidy 38% Depreciation
Haast-Jackson Bay Road – Sealed road resurfacing	1,665	2021/2022 – 2030/2031 (Years 1 – 10)	73% NZTA Subsidy 27% Depreciation
Haast-Jackson Bay Road – Drainage renewals	299	2021/2022 – 2030/2031 (Years 1 – 10)	73% NZTA Subsidy 27% Depreciation
Haast-Jackson Bay Road – Sealed road pavement rehabilitation	1,664	2021/2022 – 2030/2031 (Years 1 – 10)	73% NZTA Subsidy 27% Depreciation
Haast-Jackson Bay Road – Bridge and structure renewals	2,551	2021/2022 – 2030/2031 (Years 1 – 10)	83% NZTA Subsidy 17% Depreciation
Haast-Jackson Bay Road – Traffic services renewals	112	2021/2022 – 2030/2031 (Years 1 – 10)	73% NZTA Subsidy 27% Depreciation

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)*	Current performance (2020/21)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Diverse Economy Resilient Communities	The transportation network is safe for all users in Westland District	Road safety: The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	1 fatal crash 1 serious injury crash	Zero	Zero

Community Outcome	Level of service	Performance measures (KPI)*	Current performance (2020/21)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Diverse Economy Resilient Communities	The surface condition of roads in Westland is of good quality	Road Condition: The average quality of ride on a sealed local road network, measured by smooth travel exposure	94%	Primary Collector >= 93% Secondary Collector >= 93% Access >= 90% Low Volume >= 89%	Primary Collector >= 93% Secondary Collector >= 93% Access >= 90% Low Volume >= 89%
Resilient Communities		Residents are satisfied with the standard and safety of Council's unsealed roads.*	76% Resident Satisfaction Survey 2020	>70% of residents	>70% of residents
Diverse Economy Resilient Communities	The surface condition of roads in Westland is maintained to a high standard	Road maintenance: The percentage of the sealed local road network that is resurfaced	6.2% (22.9km)	≥6.5%	≥6.5%
Resilient Communities	Footpaths are maintained in good condition and are fit for purpose	Footpaths: The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan).	Currently unable to report accurately on this.	90%	90%

Community Outcome	Level of service	Performance measures (KPI)*	Current performance (2020/21)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Response to service requests are dealt with promptly	Customer service requests: The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the Long Term Plan.	54% responded to within 2 working days. 66% resolved within 2 working days.	100% within 3 days	100% within 3 days

*All of the measures except for Satisfaction of unsealed roads are mandatory

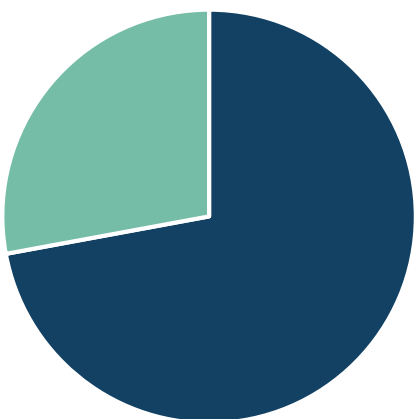
Rationale for financing this activity

Public benefits	Private benefits
An effective, efficient transport network provides a way to move people, goods and services around the District. Good local roads provide the link to other transportation links, like cycle ways, wharves, ports, rail and airports and are vital for economic development.	100% benefit to road users. All people in the district use roads at some stage. Significant benefits also accrue to industry and tourists, both from overseas and other parts of New Zealand, and in recognition of this, subsidies from the NZTA will be employed where possible.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
3,727,422	3,923,507	3,125,137	-	6,257,251

For the 2021/22 year this activity will make up 27.9% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Prospective Land Transport Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Land Transport Statement of Service Performance											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue											
Rates	3,125	3,203	3,173	3,429	3,577	3,646	3,670	3,827	3,899	3,918	
Grants, subsidies and donations	-	-	-	-	-	-	-	-	-	-	
NZTA Subsidy	6,257	5,205	5,903	4,254	4,357	4,459	4,568	4,680	4,797	4,911	
Recoveries	-	-	-	-	-	-	-	-	-	-	
Other Revenue	-	-	-	-	-	-	-	-	-	-	
Total revenue	9,382	8,408	9,076	7,683	7,934	8,105	8,237	8,507	8,696	8,829	
Expenditure											
Transportation	7,651	7,855	7,360	7,583	7,942	8,064	8,143	8,527	8,658	8,738	
Total expenditure	7,651	7,855	7,360	7,583	7,942	8,064	8,143	8,527	8,658	8,738	
Surplus/(Deficit)	1,731	553	1,716	101	-8	42	94	-20	38	92	
Capital Expenditure											
Road Drain Culverts (3032)	207	177	185	189	193	197	202	207	212	216	
Road Sealed Surface (3057)	200	205	210	214	219	224	229	235	240	245	
Roading Bridges & Structures (3033)	500	512	523	535	548	560	573	586	600	613	
Road Traffic Services (3034)	127	137	147	150	153	157	160	164	168	172	
Local Roads Minor Improvements	285	113	366	321	329	336	344	351	360	368	
Road Sealed Surface SPR	150	154	157	161	164	168	172	176	180	184	
Unsealed Road Metalling (3030)	250	256	262	268	274	280	286	293	300	306	
Road Sealed Surface (3031)	1,050	1,075	1,099	1,124	1,150	1,175	1,202	1,230	1,259	1,287	
Road Drain Culverts SPR	27	28	28	29	30	30	31	32	32	33	
Road Sealed Surface SPR	150	154	157	161	164	168	172	176	180	184	
Roading Bridges & Structures SPR	145	148	1,094	155	159	162	166	170	174	178	
Road Traffic Services SPR	10	10	10	11	11	11	11	12	12	12	
Roading Minor Improvements SPR	1,600	512	523	107	110	112	115	117	120	123	
Footpath Upgrades	100	102	105	107	110	112	115	117	120	123	
Total Capital Expenditure	4,801	3,582	4,865	3,531	3,613	3,692	3,777	3,864	3,956	4,043	

Prospective Land Transport Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP		
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)		(000's)
Land Transport												
(SURPLUS) / DEFICIT OF OPERATING FUNDING												
Sources of Operating Funding												
General rates, uniform annual general charges, rates penalties	3,125	3,203	3,173	3,429	3,577	3,646	3,670	3,827	3,899	3,918		
Targeted Rates	-	-	-	-	-	-	-	-	-	-		
Subsidies and grants for operating purposes	2,437	2,563	2,099	2,064	2,117	2,170	2,226	2,284	2,344	2,404		
Fees and charges	-	-	-	-	-	-	-	-	-	-		
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-		
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-		
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-		
Total Operating Funding (A)	5,562	5,766	5,272	5,494	5,694	5,816	5,896	6,111	6,243	6,322		
Applications of Operating Funding												
Payments to staff and suppliers	3,452	3,623	3,098	3,328	3,413	3,498	3,588	3,682	3,779	3,875		
Finance Costs	19	19	21	22	21	21	21	20	19	17		
Internal charges and overheads applied	471	499	528	520	531	568	557	569	605	589		
Other operating funding applications	-	-	-	-	-	-	-	-	-	-		
Total Applications of Operating Funding (B)	3,942	4,142	3,647	3,870	3,965	4,087	4,166	4,271	4,403	4,482		
Surplus(Deficit) of Operating Funding (A - B)	1,620	1,624	1,624	1,624	1,730	1,730	1,730	1,841	1,841	1,841		
(SURPLUS) / DEFICIT OF CAPITAL FUNDING												
Sources of Capital Funding												
Subsidies and grants for capital expenditure	3,820	2,642	3,804	2,190	2,240	2,289	2,342	2,395	2,453	2,507		
Development and financial contributions	-	-	-	-	-	-	-	-	-	-		
Increase (decrease) in debt	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)	(48)		
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-		
Lump sum contributions	-	-	-	-	-	-	-	-	-	-		
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-		
Total Sources of Capital Funding (C)	3,772	2,594	3,756	2,141	2,192	2,241	2,294	2,347	2,405	2,459		
Application of Capital Funding												
Capital Expenditure:												
- to meet additional demand	-	-	-	-	-	-	-	-	-	-		
- to improve the level of service	-	-	-	-	-	-	-	-	-	-		
- to replace existing assets	4,801	3,582	4,865	3,531	3,613	3,692	3,777	3,864	3,956	4,043		
Increase (decrease) in reserves	590	636	516	234	309	278	246	324	289	256		
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-		
Total Applications of Capital Funding (D)	5,392	4,218	5,381	3,766	3,921	3,971	4,023	4,188	4,245	4,299		
Surplus(Deficit) of Capital Funding (C - D)	(1,620)	(1,624)	(1,624)	(1,624)	(1,730)	(1,730)	(1,730)	(1,841)	(1,841)	(1,841)		

What we do and why

Council manages the supply of clean, safe drinking water for consumers on Council supplies to ensure the protection of public health and the environment and to provide for the economic wellbeing of the district.

We intend to retain ownership of the drinking water activities identified in this Long Term Plan (excluding raw water supplies) as Council considers it to be a core function of Council and provides public benefit.

The plan excludes private household roof and bore water supplies and any discussion of private water providers' compliance with the drinking water register i.e. private rural accommodation, and service providers outside Council-managed facilities.

The assets

Asset Component	Total
Treatment Plants	9
Reservoirs	46
Pumping stations	3
Reticulation	116.84km
Service connections	2693
Fire Hydrants	347

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Standards imposed by Ministry of Health are expensive to meet and maintain.	Impact on water sources of extraction for water supplies.	Lack of adequate water treatment may cause health problems in communities	Mahinga kai (traditional food gathering sites) should be protected by ensuring that sufficient water remains at the source to sustain life.
	Rates levied for water treatment upgrades may be too great for those small communities.	Mahinga kai (traditional food gathering sites) should be protected by ensuring that sufficient water remains at the source to sustain life.	During times of infrequent seasonal low water levels at the intake, water conservation alerts may be introduced to ensure adequate supply for the community. This may temporarily restrict non-essential water usage e.g. washing cars or watering the garden.	

	Economic	Environmental	Social	Cultural
	Prolonged disruption (outages) to service can have an economic impact on businesses.			
Positive	Provision and maintenance of township drinking water supplies allows for development of new commercial businesses, residential homes and industrial activities.	Complying with resource consents and monitoring demand provides protection for the natural environment.	Ministry of Health standards ensure safe drinking water supplies for healthy communities.	Ministry of Health standards ensure safe drinking water supplies for healthy communities.
	By managing drinking water assets responsibly and using competitive tendering we can provide value for money for ratepayers and stimulate the economy with work for contractors		Council's urban water supply schemes can typically accommodate firefighting water demand thus providing residents and buildings with safety and security.	

The situation in 2021

Meeting the challenges of the pending Three Waters Review, Freshwater Management Reforms and Climate Change (Zero Carbon) Amendment Act will be significant issues for Council to address through this 2021-2031 Long Term Plan.

Over the past few years we have installed generators for resilience, replaced water meters, upgraded water treatment plants, replaced critical mains in Hokitika and Fox Glacier and improved the reliability of Hokitika river intake. This focus on resilience will continue.

There are nine water supplies throughout the district (six treated and three untreated but potable). The majority of the reticulation is gravity fed from elevated reservoirs. Most treatment plants have been upgraded within the last few years to improve compliance with the Ministry of Health Drinking Water Standards of New Zealand. These are overseen with regular visits from the Ministry of Health (MoH) and reporting from Council.

There are 11 pump stations throughout the District that circulate water through the treatment plant and deliver it to the reservoirs.

We manage the demand for water by metering commercial users in Hokitika, Franz Josef and Fox Glacier to ensure the larger users pay their share, and promoting conservation at times of peak demand. The replacement of meters is a project in this plan and an ongoing activity. Other communities are now being monitored for potential extraordinary consumption. Council will however utilise the funds it was going to use on replacing meters in smaller communities in order to instead address the water shortage issues that the township has experienced at peak demand times over previous years. This is recognised as being a priority for the town.

Council expanded the Blue Spur (Hokitika) water treatment plant in 2015 to meet the future demand on supply which is driven by Westland Milk Products (Westland Milk). This project extended into a further Hokitika River water scheme, which is also funded by Westland Milk Products LTD.

There are asset renewal programmes in place to ensure that infrastructure continues to meet the existing levels of service. A new water treatment plant at Arahura, started in 2020, will supply the needs of this community, fix issues with sea water intrusions and allows for the Arahura Marae to connect to the scheme.

As most water treatment plants have been recently upgraded for the purposes of compliance with the Drinking Water Standards of New Zealand, most water treatment plants have no capacity issues.

Funding of depreciation will remain at the current level and not be diminished to ensure renewals are funded appropriately with less likely need for capital loans.

The Council opposes the aerial sowing of 1080 in all identifiable water supply catchment areas. Catchment areas are considered by Council to be ridgeline to ridgeline, unless the applicant has identified a catchment area acceptable to Council. Council noted that it does not oppose ground laying and it recognises the urgent need for control of TB-infected possums and would support application to central Government for additional funding to cover more ground control work.

Location	Population served by water system*	Age of water system (yrs)^	Water supply treatment	Average daily demand (m ³ /day)	Consented volumes cubic metre per day (m ³)
Kumara	318	45	Mixed media & cartridge filtration & UV disinfection	219	130
Arahura	105	17	No treatment	13	259
Hokitika (including Kaniere)	3447	50	Chlorination & Membrane	7000	12100
Ross	291	36	Membrane filtration & Chlorination	15	518
Harihari	348	41	Cartridge Filter & UV	268	2160
Whataroa	405	16	Mixed media & cartridge filtration, UV disinfection	67	1296
Franz Josef	2611	50	Rapid Sand Filtration, UV disinfection & chlorination	574	200
Fox Glacier	252	48	Multi Media Filtration & Chlorination	550	750
Haast	110	37	Cartridge Filter and UV	113	216

*Per Ministry of Health Drinking Water Online Database

^ Age of scheme based on age of reticulation network.

Key issues

- Ministry of Health requirements for water treatment including greater control and monitoring and the affordability of meeting these requirements.
- Improving quality of asset information to enable better asset management planning and sound decision-making.
- Risk of responsibility for raw/private water supplies under potential 3 Waters Review criteria.
- The increasing demand for water by Westland Milk Products at peak production times and managing that demand in partnership.
- The source water for Fox Glacier has a high discolouration during server rain events.
- Water pressure and flow to be monitored at fire hydrants on parts of the network, mostly in the outer reaches of the reticulation.
- Government review of Three Waters (impact on wastewater and its management). At this stage the review has implemented a new water regulator, Taumata Arowai. We are uncertain of the final outcomes of the review.
- Ensuring that Council can comply with freshwater management requirements in a cost-effective way.
- Infrastructure resilience is tested in Westland District due to climate change as it is exposed to a variety of natural hazards including rising sea levels, landslides, flooding, and storms that is expected to increase with severity and occurrence.
- Storage capacity for resilience purposes

Where we want to be in the future

Over the lifetime of this Plan, Council will ensure that all of its water supplies are treated and meet the Ministry of Health drinking water standards.

We need to have water supplies that can meet the demand for both the local and tourist populations in our district. The demand for water increases markedly at the peak tourist time for both Franz Josef and Fox Glacier Townships. When tourism regains traction following the disruption caused by the Covid-19 pandemic, systems might have to cater for much greater demand than just the resident populations' demand. This has previously proved to be difficult for Council to achieve with the existing capacity in its supplies. We will continue to carry out network modelling to monitor water pressure and flow as development occurs.

Council will improve business continuation plans and emergency management capabilities and try to minimise disruption to supply at all water treatment plants, and all pumped supplies.

It is not pragmatic or financially prudent for Council to undertake works on all identified needs and address every priority at once. Council has to balance a number of considerations when allocating priority ratings for planned programmes of work. Generally, mandatory requirements such as statutory compliance take priority over discretionary activities.

Where co-funding opportunities are available and are a strategic fit for the organisation, Council generally gives these priority as this enables Council to undertake activities for community benefit (increasing existing levels of service), or to meet future demand (growth) while minimising the cost to the ratepayer. As external funding sources available to Council change quite quickly, Council's attitude has been to proactively seek funding for relevant projects while such avenues of financial support are available, especially given the small number of rateable units within our geographically large rating district. In some cases, these external funding sources enable us to create new infrastructure in other areas of our district, enabling us to extend the district distribution of services in ways that otherwise would not be financially possible.

Natural hazards and climate change can cause considerable damage to infrastructure assets and affect delivery of service and cut the District off. The rivers in the District are constantly changing. New water treatment sites (as part of upgrade) will be situated further away from the coastline and rivers to alleviate this risk. Options to be explored for alternative water sources to increase security and future quantities of supply and as a result upgrades need to be brought forward. Generators are being installed at all water treatment plants, to reduce the risk of weather impacts and supply, throughout the district. Hokitika in particular is exposed to a rising sea level and risk reduced by avoiding building infrastructure in low lying areas or in the coastal impact zone.

Council is in the process of making a stepped change from ad-hoc to proactive renewals, and as part of this is continuing to improve its asset data practices to allow for better information to drive the renewals forecasts.

The only growth project currently forecast is for a new water treatment plant for Franz Josef from Year 8 of the Plan to coincide with the relocation of the township under the Future Franz development. The current location of the Franz Josef township is prone to flooding from the Waiho River and is situated in the Alpine Fault Avoidance Zone.

Three Waters Review

The Three Waters Review process is still under development. In late 2019, Government announced that a water regulator will be established to set, monitor and enforce the national drinking water standards. We are uncertain of the effect that this will have on provision of Three Waters services.

The recent Three Waters stimulus funding allocated to the Westland District by DIA supports freshwater management compliance to provide improved community resilience and capacity for clean, reliable and safe drinking water in a region often subject to severe weather impacts. This includes improved monitoring capability of systems remotely to overcome the challenges of access to treatment plants in remote locations in this district and improved environmental performance from our water supply systems. The additional funding program achieves for improvements that would otherwise be unaffordable to local communities in Westland to meet increased compliance standards, replace ageing infrastructure and fund new infrastructure.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Arahura - Water Treatment Plant upgrade	400	2021/2022 (Year 1)	100% Loan
Kumara – Water Treatment Plant remedial works	50	2021/2022 (Year 1)	100% Loan
Ross – Water mains replacement	231	2021/2022 & 2025/2026 (Years 1 & 5)	43% Subsidy 57% Loan
Harihari – Water mains replacement	223	2021/2022 & 2030/2031 (Years 1 & 10)	45% Subsidy 55% Loan
Ross – Pump replacement at Water Treatment Plant	236	2021/2022 & 2030/2031 (Years 1 & 10)	100% Subsidy
Franz Josef - Water mains replacement	630	2021/2022, 2025/2026 & 2030/2031 (Years 1, 5 & 10)	8% Subsidy 91% Depreciation
Kumara – Water mains replacement	336	2021/2022 - 2022/2023 & 2027/2028 (Years 1 – 2 & 7)	100% Depreciation
Hokitika – Water mains replacement	1,372	2021/2022, 2023/2024, 2025/2026, 2027/2028 & 2029/2030 (Years 1,3,5,7 & 9)	100% Depreciation
Water Treatment Plant components replacement	247	2021/2022, 2023/2024, 2025/2026, 2027/2028 & 2029/2030 (Years 1,3,5,7 & 9)	100% Depreciation
Telemetry at Water Treatment Plants – upgrades and replacement	151	2021/2022, 2029/2030 – 2031/2031 (Years 1, 9 - 10)	100% Loan
Hokitika – Replace/repair Brickfield Reservoirs	92	2022/2023 (Year 2)	100% Depreciation

Asset	\$000	Timeframe	Funded by
Kumara – Seismic valve	31	2022/2023 (Year 2)	100% Loan
Harihari – Seismic valve	42	2024/2025 (Year 4)	100% Loan
Kumara – Replace existing reservoirs	283	2024/2025 (Year 4)	100% Depreciation
Hokitika – Water Treatment Plant improvements modules	1,811	2026/2027 – 2027/2028 (Years 6 – 7)	100% Depreciation
Fox Glacier - Water mains replacement	271	2027/2028 (Year 7)	53% Subsidy 47% Depreciation
Franz Josef - New Water Treatment Plant	3,610	2028/2029 – 2030/2031 (Years 8 – 10)	100% Loan

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities	Council supplied potable water is safe to drink	<p>Safety of drinking water: The extent to which the local authority's drinking water supply complies with:</p> <p>a) Part 4 of the drinking water standards (bacteria compliance criteria), and b) Part 5 of the drinking-water standards (protozoal compliance criteria)</p>	<p>a) To date 6 out of the 9 supplies are fully compliant with bacterial compliance criteria at both the water treatment plant and in the distribution zone (Hokitika, Franz Josef, Hari Hari, Kumara, Ross and Whataroa).</p> <p>8 out the 9 supplies comply with bacterial compliance in the distribution zone only.</p> <p>Fox Glacier was issued 4 boil water notices over the 2019-2020 year.</p> <p>Fox Glacier and Haast had E-coli detected in the After Plant (before consumers). E-Coli was not detected in the Haast distribution zone when the After Plant E-coli's were detected so there was no need to issue a boil water notice in these instances.</p> <p>While Arahura is compliant in the distribution zone, samples cannot be taken at the plant because there is no treatment plant.</p>	<p>a) 90% b) 90%</p>	<p>a) 90% b) 90%</p>
			<p>b) 0 out of the 9 supplies compliant with protozoal compliance criteria.</p> <p>The data set for the Blue Spur plant in Hokitika was</p>		

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
			<p>incomplete due to an equipment malfunction.</p> <p>A complete set is required for compliance.</p> <p>Ross failed part of the protozoal criteria due to turbidity being out of range for an extended period of time.</p> <p>Out of the remaining seven, Arahura and Fox Glacier treatment plants await upgrades to comply. Kumara, Whataroa, Hari Hari, Franz Josef and Haast require UV Pro-forma's to be lodged with the Drinking Water Assessor before compliance can be obtained. UV Pro-forma's relate to disinfections equipment at the water treatment plants.</p> <p>Note: Kumara & Whataroa still require the correct plant data to be recorded & logged for compliance.</p>		
Resilient Communities	Requests for service are dealt with promptly	<p>Fault response times:</p> <p>Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:</p> <p>a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (2 hours), and</p> <p>b) resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm</p>	<p>a) No data for attendance times.</p> <p>b) 76%</p> <p>c) No data for attendance times.</p> <p>d) 50%</p> <p>Council staff continue to work alongside contractors to review the Service Request process and system to ensure it is utilised correctly.</p>	<p>a) 95%</p> <p>b) 100%</p> <p>c) 100%</p> <p>d) 100%</p>	<p>a) 95%</p> <p>b) 100%</p> <p>c) 100%</p> <p>d) 100%</p>

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
		<p>resolution of the fault or interruption. (12 hours)</p> <p>c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site (24 hours) , and</p> <p>d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption (72 hours).</p>			
Sustainably Managed Environment	Council supplied water is reliable	<p>Maintenance of the reticulation network: The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).</p>	<p>Not measured</p> <p>Monitored in a number of ways including; telemetry, water meters, repair program, mains replacements and pressure management. This is in context with the Benchloss NZ Manual.</p>	Council does not intend to measure this as it will impose an unreasonable cost.	Council does not intend to measure this as it will impose an unreasonable cost.
Sustainably Managed Environment		<p>Demand management: The average consumption of drinking water per day per resident within the territorial authority district.</p>	<p>Not measured.</p> <p>Council does not have the equipment to measure average consumption hence a new three yearly measurement was not performed in 2019/20.</p> <p><i>Most recent measurement was 2016/2017: 7 Winter 253l per head, Summer 480l per head</i></p>	The average water consumption per person per day is < 500l/day	The average water consumption per person per day is < 500l/day
Resilient Communities	Customers are generally satisfied with the Council supplied water	<p>Customer satisfaction: The total number of complaints received by the local authority about any of the following:</p> <p>a) Drinking water clarity</p> <p>b) Drinking water taste</p> <p>c) Drinking water odour</p> <p>d) Drinking water pressure or flow</p>	<p>a) 5</p> <p>b) 3</p> <p>c) 0</p> <p>d) 15</p> <p>e) 15</p> <p>f) 7</p> <p>Total number of complaints = 45 Complaints per 1000 connections = 16 (2755 connections)</p>	Expressed per 1000 connections to the local authority's networked reticulation system: 25 per 1000 connections	Expressed per 1000 connections to the local authority's networked reticulation system: 25 per 1000 connections

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
		e) Continuity of supply, and f) The local authority's response to any of these issues. Expressed per 1000 connections to the local authority's networked reticulation system.			

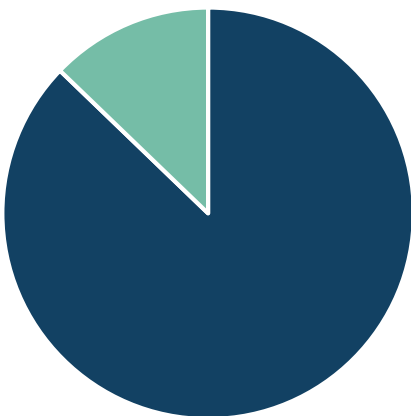
Rationale for financing this activity

Public benefits	Private benefits
The community as a whole benefit from this activity. Water supplies which are treated contribute to making Westland a safe, healthy, well-serviced place to live, work and play.	Fees are charged to extraordinary water users and contributions are required from new developments within the District to recognise the benefits the user will receive.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
1,391,404	2,113,771	-	3,745,173	1,433,070

For the 2021/22 year this activity will make up 12.8% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Prospective Drinking Water Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Drinking Water Statement of Service Performance											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue											
Rates	3,745	3,701	3,817	3,880	3,962	4,073	4,080	4,165	4,342	4,443	
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Grants, subsidies and donations	1,424	-	-	-	-	-	-	-	-	184	
Interest and dividends	2	2	2	2	2	2	2	2	2	2	
Recoveries	8	8	8	9	9	9	9	9	10	10	
Total revenue	5,178	3,710	3,827	3,890	3,972	4,084	4,090	4,176	4,353	4,638	
Expenditure											
General	1,088	1,171	1,240	1,231	1,283	1,360	1,339	1,395	1,486	1,526	
Hokitika	850	888	903	940	956	973	980	1,008	1,050	1,069	
Arahura	49	68	68	71	71	72	73	74	75	76	
Kumara	124	126	128	134	135	136	137	138	141	142	
Kanieri	596	596	596	596	596	596	596	596	596	596	
Ross	147	152	158	162	164	165	167	168	172	174	
Harihari	140	150	152	157	161	163	165	167	173	176	
Whataroa	117	123	124	129	130	135	136	137	141	142	
Franz Josef	212	227	229	236	238	244	246	249	266	299	
Fox Glacier	102	120	137	141	143	145	147	148	153	155	
Haast	81	89	91	93	94	95	94	96	99	100	
Total expenditure	3,505	3,710	3,827	3,890	3,972	4,084	4,090	4,176	4,353	4,454	
Surplus/(Deficit)	1,673	0	0	0	0	0	0	0	0	184	
Capital Expenditure											
Arahura - Telemetry	3	-	-	-	-	-	-	-	7	7	
Arahura - WTP components	5	-	5	-	5	-	6	-	6	-	
Arahura - WTP upgrade	400	-	-	-	-	-	-	-	-	-	
Fox Glacier - Telemetry	3	-	-	-	-	-	-	-	7	7	
Fox Glacier - Watermain replacements	143	-	-	-	-	-	128	-	-	-	
Fox Glacier - WTP components	5	-	5	-	5	-	6	-	6	-	
Franz Josef - Mains replacement	50	-	-	-	274	-	-	-	-	306	
Franz Josef - New generator	40	-	-	-	-	-	-	-	-	-	
Franz Josef - New raw water reservoir	100	-	-	-	-	-	-	-	-	-	
Franz Josef - Telemetry	3	-	-	-	-	-	-	-	7	7	
Franz Josef - WTP and reservoir upgrades	-	-	-	-	-	-	-	586	1,799	1,226	
Franz Josef - WTP components	5	-	5	-	5	-	6	-	6	-	
Haast - Mains replacement	40	-	-	-	-	-	-	-	-	-	
Haast - Security Camera	5	-	-	-	-	-	-	-	-	-	

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Haast - Telemetry	3	-	-	-	-	-	-	-	7	7
Haast - WTP components	5	-	5	-	5	-	6	-	6	-
Haast - WTP external logging for compliance	8	-	-	-	-	-	-	-	-	-
Haast - WTP Generator	40	-	-	-	-	-	-	-	-	-
Haast - WTP in/out flow meters	8	-	-	-	-	-	-	-	-	-
Hari Hari - Mains replacement	100	-	-	-	-	-	-	-	-	123
Hari Hari - New reservoir	125	-	-	-	-	-	-	-	-	-
Hari Hari - Seismic valves (main outlet)	-	-	-	43	-	-	-	-	-	-
Hari Hari - Telemetry	3	-	-	-	-	-	-	-	7	7
Hari Hari - WTP components	5	-	5	-	5	-	6	-	6	-
Hokitika - Blue Spur new 1500m2 reservoir	305	-	-	-	-	-	-	-	-	-
Hokitika - Blue Spur RTU - external logging for compliance	10	-	-	-	-	-	-	-	-	-
Hokitika - Blue Spur WTP renewals	10	-	-	-	-	-	-	-	-	-
Hokitika - Brickfield reservoirs replace/repair	-	92	-	-	-	-	-	-	-	-
Hokitika - Mains replacement	250	-	262	-	274	-	286	-	300	-
Hokitika - Reconfigure Blue Spur reservoirs	15	-	-	-	-	-	-	-	-	-
Hokitika - Telemetry	3	-	-	-	-	-	-	-	7	7
Hokitika - WTP improvements - modules 3	-	-	-	-	-	895	916	-	-	-
Hokitika - WTP components	5	-	5	-	5	-	6	-	6	-
Kumara - Mains replacement	150	72	-	-	-	-	115	-	-	-
Kumara - Reservoirs replacements	-	-	-	283	-	-	-	-	-	-
Kumara - Seismic valve install	-	31	-	-	-	-	-	-	-	-
Kumara - Telemetry	3	-	-	-	-	-	-	-	7	7
Kumara - WTP components	5	-	5	-	5	-	6	-	6	-
Kumara - WTP remedial work	50	-	-	-	-	-	-	-	-	-
Ross - Mains replacement	100	-	-	-	131	-	-	-	-	-
Ross - Replace WTP membranes	214	-	-	-	-	-	-	-	-	-
Ross - Replace WTP pumps	13	-	-	-	-	-	-	-	-	184
Ross - Telemetry	3	-	-	-	-	-	-	-	7	7
Ross - WTP components	5	-	5	-	5	-	6	-	6	-
Ross - WTP Generator	40	-	-	-	-	-	-	-	-	-
Whataroa - New bore	20	-	-	-	-	-	-	-	-	-
Whataroa - Telemetry	3	-	-	-	-	-	-	-	7	7
Whataroa - WTP components	5	-	5	-	5	-	6	-	6	-
Whataroa - WTP generator	40	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	2,349	195	309	325	728	895	1,497	586	2,213	1,900

Prospective Drinking Water Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP		
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)		(000's)
Drinking Water												
(SURPLUS) / DEFICIT OF OPERATING FUNDING												
Sources of Operating Funding												
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-	-
Targeted Rates	3,745	3,701	3,817	3,880	3,962	4,073	4,080	4,165	4,342	4,443	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	2	2	2	2	2	2	2	2	2	2	2	2
Local authorities' fuel tax, fines, infringement fees, and other receipts	8	8	8	9	9	9	9	9	9	10	10	10
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Funding (A)	3,755	3,710	3,827	3,890	3,972	4,084	4,090	4,176	4,353	4,454		
Applications of Operating Funding												
Payments to staff and suppliers	1,179	1,228	1,275	1,349	1,379	1,415	1,446	1,477	1,555	1,597		
Finance Costs	85	91	102	108	103	105	105	101	118	187		
Internal charges and overheads applied	935	991	1,048	1,031	1,053	1,127	1,105	1,129	1,201	1,170		
Other operating funding applications	-	-	-	-	-	-	-	-	-	-		
Total Applications of Operating Funding (B)	2,199	2,310	2,425	2,488	2,536	2,647	2,656	2,707	2,874	2,945		
Surplus(Deficit) of Operating Funding (A - B)	1,556	1,400	1,402	1,402	1,437	1,437	1,435	1,469	1,479	1,510		
(SURPLUS) / DEFICIT OF CAPITAL FUNDING												
Sources of Capital Funding												
Subsidies and grants for capital expenditure	1,424	-	-	-	-	-	-	-	-	-	-	184
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	35	(188)	(221)	(178)	(223)	(223)	(223)	363	1,607	942		
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-		
Lump sum contributions	-	-	-	-	-	-	-	-	-	-		
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-		
Total Sources of Capital Funding (C)	1,459	(188)	(221)	(178)	(223)	(223)	(223)	363	1,607	1,126		
Application of Capital Funding												
Capital Expenditure:												
- to meet additional demand	100	-	-	-	-	-	-	293	900	613		
- to improve the level of service	1,120	31	-	43	-	-	-	-	30	31		
- to replace existing assets	1,129	164	309	283	728	895	1,497	293	1,283	1,256		
Increase (decrease) in reserves	666	1,017	872	898	486	318	(285)	1,247	873	736		
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-		
Total Applications of Capital Funding (D)	3,015	1,212	1,181	1,224	1,214	1,214	1,212	1,832	3,086	2,636		
Surplus(Deficit) of Capital Funding (C - D)	(1,556)	(1,400)	(1,402)	(1,402)	(1,437)	(1,437)	(1,435)	(1,469)	(1,479)	(1,510)		
	-	-	-	-	-	-	-	-	-	-		

Stormwater

What we do and why

Council provides reticulated stormwater to the township of Hokitika (including Kaniere), and roadside drainage to the remainder of the townships of the District to ensure protection of public health and safety, and the environment.

The assets

The smaller stormwater schemes mainly comprise open channels as part of the street drainage system to collect road surface run-off. These are maintained under the transportation activity.

Asset	Length / Number
Number of Connections	616
Length of reticulation	47.94km
Pump stations	6
Manholes and sumps	1,240

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	In unforeseen events such as power outages, flooding of habitable properties could occur if the pump stations do not operate.	Flooding can mean that sediments e.g. oil, grease, organic materials can be washed into natural water courses.	In unforeseen events such as power outages, flooding of habitable properties could occur if the pump stations do not operate.	Stormwater activities may be objectionable to the cultural practices of mana whenua.
	Repairs to stormwater assets (or installation of new assets) may create noise that affects surrounding households or businesses. Such noise is temporary and a result of construction machinery used.	Localised erosion can have an adverse effect on the stormwater outlets which are predominately river outlets.	Repairs to stormwater assets (or installation of new assets) may create noise that affects surrounding households or businesses. Such noise is temporary and a result of construction machinery used.	
	Prolonged disruption (outages) to service can have an economic impact on businesses.		Improving the level of service delivered can result in rates increases	

	Economic	Environmental	Social	Cultural
Positive	Stormwater infrastructure can minimise impact of heavy rainfall and intensity of flooding, thus protecting people and property.	Stormwater infrastructure can minimise impact of heavy rainfall and intensity of flooding, thus protecting people and property.	Stormwater disposal systems contribute to making a safe and healthy place to live and work.	Stormwater disposal systems contribute to making a safe and healthy place to live and work.

The situation in 2021

Key achievements over the past few years have been the \$1 million upgrade of the pipe network, primarily in the Bealey and Rolleston Street catchment zones. A new super sump was installed in Tancred Street in May 2020 as part of a pump upgrade. Additionally, CCTV investigations of approximately 10% of the Hokitika network occurred over the last two years.

Council aims to provide a level of service that does not have adverse effects or degrade receiving waters, reduces risk to the community and property, and to implement a strategy that ensures best value for money is delivered to the satisfaction of the communities.

In Hokitika there are 14 basic stormwater systems that primarily drain water from the roads. Only Hokitika has reticulation for properties. The majority of the stormwater reticulation is gravity-fed with a total of six pump stations in Hokitika. Stormwater is drained to the sea, waterways or land.

All of the stormwater systems are generally meeting service requirements however there may still continue to be surface flooding occurring in parts of Hokitika as a result of heavy rains.

Key issues

- Ageing infrastructure.
- Unknown data for reticulation.
- Poor data on flood zones – investment on flood monitoring and early warning modelling is required.
- Increased ratepayer expectations especially in the urban fringe areas.
- Climate change and sea level rise with potential to cause wide-spread damage.
- The management of stormwater is of particular interest to Poutini Ngāi Tahu.
- Meeting the challenges of changing government legislation, in particular, Three Waters Review, Freshwater Management Reforms, and Climate Change (Zero Carbon) Amendment Act.

Where we want to be in the future

It is not pragmatic or financially prudent for Council to undertake works on all identified needs and address every priority at once. Council has to balance a number of considerations when allocating priority ratings for planned programmes of work. Generally, mandatory requirements such as statutory compliance take priority over discretionary activities. Similarly, public health issues or safety risks take precedence other activities.

Where co-funding opportunities are available and are a strategic fit for the organisation, Council generally gives these priority as this enables Council to undertake activities for community benefit (improving existing levels of service), or to meet future demand (growth or to meet minimum best practice design criteria) while minimising the cost to the ratepayer. As external funding sources available to Council change quite quickly, Council's attitude is to proactively seek funding for relevant projects while such avenues of financial support are available, especially given the small number of rateable units within our geographically large rating district. In some cases, these external funding sources enable us to create new

infrastructure in other areas of our district, enabling us to extend the district distribution of services in ways that otherwise would not be financially possible.

We are currently investing and preparing catchment designs to determine the key stormwater vulnerabilities. We want to ensure there is minimal adverse effects on the environment through the discharge of stormwater. We want to be in a situation where the stormwater systems will be able to respond to any increased rainfall levels within a normalised range.

Council has planned investments over the next 10 years to upgrade the Hokitika stormwater network and to take action as required to continue activities to meet compliance with the resource consents for discharge and treatment as well as stormwater management.

Three Waters Review

Council is committed to working at a regional level to keep informed and plan for any new actions that may be required. There is concern about potential financial implications relating to this item. This review is likely to introduce more stringent criteria that Council must adhere to. We are uncertain of the effect that this will have on provision of Three Waters services.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Hokitika – Sewell Street pump upgrade	100	2021/2022 (Year 1)	30% Loan 70% Depreciation
Hokitika – Kaniere pipeline investigations and upgrades	138	2021/2022 – 2022/2023 (Years 1 – 2)	50% Depreciation 50% Loan
Hokitika – Livingstone Street pump upgrade	1,603	2021/2022, 2024/2025 & 2027/2028 (Years 1, 4 & 7)	50% Depreciation 50% Loan
Hokitika – Stormwater mains replacement	887	2021/2022 – 2025/2026, 2027/2028 & 2029/2030 (Years 1 – 5, 7 & 9)	100% Depreciation
Hokitika – Bealey Street pump upgrade	20	2022/2023 (Year 2)	100% Depreciation
Hokitika – Weld Street extension	56	2026/2027 (Year 6)	20% Loan 80% Depreciation

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Sustainably Managed Environment Resilient Communities	Council Stormwater systems have the capacity to resist major storms and flooding events	System adequacy: a) The number of flooding events that occur in a territorial authority district. b) For each flooding event, the number of habitable floors affected.	a) 0 – No flooding events affecting habitable floors within the Council reticulated stormwater system. b) Total habitable floors = 0	c. 2 d. 10 per 1000 stormwater connections	a) 2 b) 10 per 1000 stormwater connections

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
		Expressed per 1000 properties connected to the territorial authority's stormwater system.	Per 1000 connections = 0 (495 connections) No habitable floors were reported as flooded to Council. However, media reports for the flash flooding event in February 2020 note that two shops and a couple of sleep-outs may have had stormwater enter the properties.		
Sustainably Managed Environment Resilient Communities	Requests for service are dealt with promptly	Response times: The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site. (2 hour)	There were no reported flooding events to attend.	95%	95%
Sustainably Managed Environment Resilient Communities		Customer Satisfaction: The number of complaint received by a territorial authority about the performance of its storm water system, expressed per 1000 properties connected to the territorial authority's storm water system.	Total number of complaints = 58 Complaints per 1000 = 117.2 (495 connections)	10 per 1000 stormwater connections	10 per 1000 stormwater connections
Sustainably Managed Environment Resilient Communities	Council storm water systems protect the natural environment	Discharge compliance: Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: a) Abatement notices b) Infringement notices c) Enforcement orders; and d) convictions	a) 0 b) 0 c) 0 d) 0 100% compliance.	a) 100% b) 100% c) 100% d) 100%	a) 100% b) 100% c) 100% d) 100%

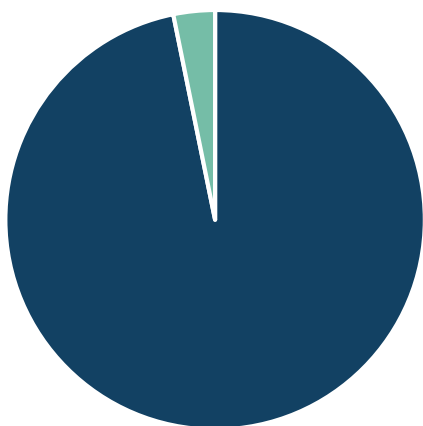
Rationale for financing this activity

Public benefits	Private benefits
The Hokitika community as a whole benefit from this activity. Stormwater disposal systems contribute to making Westland a safe, healthy place to live, work and play.	Stormwater activities are included in the community rates for Hokitika communities that have access to this service.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
526,670	354,642	-	881,312	100,000

For the 2021/22 year this activity will make up 3.2% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Prospective Stormwater Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Stormwater Statement of Service Performance											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue											
Rates	881	934	975	983	1,036	1,059	1,061	1,123	1,137	1,127	
Grants, subsidies and donations	100	-	-	-	-	-	-	-	-	-	
Other Revenue	-	-	-	-	-	-	-	-	-	-	
Total revenue	981	934	975	983	1,036	1,059	1,061	1,123	1,137	1,127	
Expenditure											
Stormwater	881	934	975	983	1,036	1,059	1,061	1,123	1,137	1,127	
Total expenditure	881	934	975	983	1,036	1,059	1,061	1,123	1,137	1,127	
Surplus/(Deficit)	100	0	0	0	0	0	0	0	0	0	
Capital Expenditure											
Hokitika - River outfall flap gates	0	-	-	-	-	11	-	-	-	-	
Hokitika - Contributions towards new developments	20	10	10	11	11	11	11	12	12	12	
Hokitika Retic CCTV	100	-	-	-	-	-	-	-	-	-	
Hokitika Mains replacement	157	161	165	169	172	0	31	-	32	-	
Hokitika - Pump upgrade (Beasley St)	-	20	-	-	-	-	-	-	-	-	
Hokitika - Pump upgrade (Sewell St)	100	-	-	-	-	-	-	-	-	-	
Hokitika - Pump upgrade (Livingstone St)	500	-	-	535	-	-	573	-	-	-	
Hokitika - Kaniere Rd network pipeline investigations/upgrades	15	123	-	-	-	-	-	-	-	-	
Hokitika - Weld St extension	-	-	-	-	-	56	-	-	-	-	
Total Capital Expenditure	892	315	175	715	183	78	615	12	44	12	

Prospective Stormwater Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP		
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)		
Stormwater												
(SURPLUS) / DEFICIT OF OPERATING FUNDING												
Sources of Operating Funding												
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-	-
Targeted Rates	881	934	975	983	1,036	1,059	1,061	1,123	1,137	1,127		
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Funding (A)	881	934	975	983	1,036	1,059	1,061	1,123	1,137	1,127		
Applications of Operating Funding												
Payments to staff and suppliers	160	163	177	181	185	189	193	198	202	206		
Finance Costs	87	95	108	115	118	122	123	131	125	117		
Internal charges and overheads applied	195	206	218	215	219	235	230	235	250	244		
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-	-
Total Applications of Operating Funding (B)	442	465	504	512	523	546	546	564	577	567		
Surplus/(Deficit) of Operating Funding (A - B)	439	469	471	471	513	513	514	559	560	560		
(SURPLUS) / DEFICIT OF CAPITAL FUNDING												
Sources of Capital Funding												
Subsidies and grants for capital expenditure	100	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	107	(144)	(209)	58	(223)	(212)	62	(239)	(239)	(239)		
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-
Total Sources of Capital Funding (C)	207	(144)	(209)	58	(223)	(212)	62	(239)	(239)	(239)		
Application of Capital Funding												
Capital Expenditure:												
- to meet additional demand	20	10	10	11	11	11	11	12	12	12		
- to improve the level of service	288	61	-	268	-	11	286	-	-	-		
- to replace existing assets	585	243	165	436	172	56	317	-	32	-		
Increase (decrease) in reserves	(246)	9	86	(185)	107	223	(38)	309	276	308		
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-	-
Total Applications of Capital Funding (D)	646	324	262	529	290	301	576	320	321	321		
Surplus/(Deficit) of Capital Funding (C - D)	(439)	(468)	(471)	(471)	(513)	(513)	(514)	(559)	(560)	(560)		

Wastewater

What we do and why

Council provides wastewater services to the townships of the District to ensure the protection of public health and the environment and to provide for the economic well-being of the District.

Due to the number of tourists and industrial trucks that visit our district every year, the provision of campervan and stock effluent disposal sites is also important in order to protect our valued natural environment.

The assets

We provide access to reticulated wastewater systems in Hokitika, Franz Josef, Fox Glacier and Haast. These systems service nearly 4,000 properties. The maintenance of treatment plants and reticulation systems is managed through the 3 waters maintenance contract.

Asset*	Length / number
Connected properties	3,853
Actual wastewater connections	2,117
Piped reticulation (gravity)	47.77km
Piped reticulation (rising main)	6.03km
Treatment Plants	4
Pump stations	10
Manholes	696
Hokitika campervan and stock effluent disposal site/Haast & Franz Josef campervan effluent disposal site	There are three public dump stations for campervan waste disposal in the District. The use of these has increased with the larger volume of independent tourists. The stations at Hokitika and Haast flow into the sewage treatment plants.

*As at 30 June 2019, Wastewater Activity Management Plan

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Failure of components.	Discharge of treated wastewater to the environment.	Natural disasters, such as flooding or earthquakes.	Discharge of treated wastewater to the environment.
	Prolonged disruption (outages) to service can have an economic impact on businesses.	Insufficient capacity during peak demand times.	Wastewater activities may create noise that affects surrounding households or businesses. Such noise is temporary and a result of construction machinery used during repairs or installation of new wastewater assets	

	Economic	Environmental	Social	Cultural
	Natural disasters, such as flooding or earthquakes.	Overflows can cause distress and a public health risk, especially when they occur on private property.	Odour can cause distress to affected local properties and restrict their activities	
	Lack of onsite emergency storage and pump stations.		Overflows can cause distress and a public health risk, especially when they occur on private property.	
Positive	Providing a safe and efficient wastewater system allows for economic growth to occur by providing for new developments where capacity exists.	Strict resource consent conditions for wastewater treatment plants help safeguard the environment and water quality, as does regular monitoring and reporting.	Spread of disease is limited and public health improved by having a public wastewater collection and treatment system.	As wastewater systems go through planned upgrades, new discharge options will be explored that utilise land-based methods of disposal.

The situation in 2021

Location	Population served by system (Peak)*	Population served by system (Resident)*	Age of system	Wastewater systems	Actual Discharge Volume (m ³ /day)	Consented discharge volume (m ³ /day)
Hokitika (including Kaniere)	5000	3,887	46	Oxidation pond treatment with aeration system	3,295	10,000
Franz Josef	1,750	341	48	Multi stage pond system with aeration	571	800
Fox Glacier	1,070	306	45	Oxidation pond treatment	214	400
Haast	200	110	38	Oxidation pond treatment	Not known	150

*Peak population served by system is based on bed-nights. Wastewater Activity Management Plan 2020.

Environmental and resource consent compliance matters have been a primary focus for Council in recent times with one situation reaching the level of prosecution by the regulators. The Franz Josef wastewater upgrade was completed in early 2020 to meet compliance with an Environment Court Order and further land-based treatment and discharge options are being considered for the Hokitika site due to the forthcoming resource consent expiry date in April 2026.

Council promotes sustainable and responsible stewardship of the land and environment at each of the four treatment plants and with respect to potential impacts on the environment, for example, cross contamination following heavy

rainfall events and overflows into the stormwater network. There are currently four Council-owned community reticulation and treatment schemes. Council has no intention to develop any new schemes in the foreseeable future.

Asset renewals have been programmed to ensure the infrastructure continues to meet the existing levels of service and comply with environmental regulations.

There are 10 pump stations to assist with delivery to the wastewater treatment plants in Hokitika, Franz Josef and Haast.

Council is a member of the West Coast Lifelines Group. All members take an active role in increasing the resilience of their own networks and developing relationships and procedures for working together in an emergency.

The future of wastewater management is uncertain with the national Three Waters Review underway and this will continue to be a high focus area, both financially and physically in the immediate future when further details are released about potential national guidelines for wastewater treatment and discharge.

Key issues

- Problems are known to exist with inflow and infiltration in a number of catchments that cause overflows and stormwater cross-contamination as a result of low lying gully traps, poor pipe condition and manhole lids too low.
- Ageing Asbestos Cement (AC) pipework in three out of the four wastewater schemes represents a significant renewal expenditure commitment to Council over the next ten years. Over 50% (and as high as 77%) of all reticulation (excluding service connections) in Hokitika, Franz Josef and Fox Glacier is AC pipework.
- Trade Waste: The impacts of septage receipt at WWTPs needs better control. The actual effect from all major trade waste parties needs to be actioned with relevant financial impact return. There is currently a shortfall between effect/consequence and risk to council for non-compliance, reputational damage and financial loss.
- Government review of Three Waters (impact on wastewater and its management). At this stage the review has implemented a new water regulator, Taumata Arowai. We are uncertain of the final outcomes of the review.
- The Waste Water standards are under review and may impact further control methods.
- Change in weather patterns and increased seasonal tourist population also affects Council's ability to meet the high demand for treated water for the town.
- The management of wastewater is of particular interest to Poutini Ngāi Tahu.
- New environmental standards, particularly for discharges to freshwater, mean that Council is required to meet higher thresholds of compliance with its wastewater schemes.
- There has been growth in privately owned and rented campervans which is increasing demand for campervan effluent disposal sites.

Where we want to be in the future

It is not pragmatic or financially prudent for Council to undertake works on all identified needs and address every priority at once. Council has to balance a number of considerations when allocating priority ratings for planned programmes of work. Generally, mandatory requirements such as statutory compliance take priority over discretionary activities. Similarly, public health issues or safety risks take precedence over optional wastewater activities.

Where co-funding opportunities are available and are a strategic fit for the organisation, Council generally gives these priority as this enables Council to undertake activities for community benefit (increasing existing levels of service), or to meet future demand (growth) while minimising the cost to the ratepayer. As external funding sources available to Council change quite quickly, Council's attitude is to proactively seek funding for relevant projects while such avenues of financial support are available, especially given the small number of rateable units within our geographically large rating district. In some cases, these external funding sources enable us to create new infrastructure, enabling us to extend the level of service to the community in ways that otherwise would not be financially possible.

We want to provide affordable wastewater schemes for those communities needing a community scheme.

Council will aim to deliver wastewater treatment plants that will consistently meet resource consent standards for discharge. We want to ensure there is minimal infiltration of stormwater into the wastewater systems.

The resource consent for Hokitika Wastewater Treatment Plant and discharge is due to expire in 2026. The community has expressed a preference for a land-based outfall scheme. Council will need to build an acceptable new scheme prior to the consent expiring.

An asset renewal programme will be implemented to protect existing infrastructure. Council will continue to undertake the investigation, consultation, design and construction of various identified wastewater schemes and the options to mitigate the threats that the environment present to them, and they present to the environment. Increasing focus on health and safety means that we have remediated priority risks and will continue to improve the safety at our treatment plants as budgets allow.

Three Waters Review

The Three Waters Review process is still under development. In late 2019, Government announced that a water regulator will be established to set, monitor and enforce the national drinking water standards. We are uncertain of the effect that this will have on provision of Three Waters services.

Central Government initiatives drive reporting and compliance requirements for Wastewater. The Three Waters Review is likely to introduce higher standards for compliance. For smaller Councils such as Westland District Council, depending on the outcome of the Review, this may mean the only way to achieve compliance is to construct mechanical plants. This would have a huge financial implication on Council as currently none of our Wastewater Treatment Plants are mechanical and additional contractor skillsets would be required.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Hokitika – Wastewater lines replacement	596	2021/2022 – 2023/2024 (Years 1 – 3)	42% Subsidy 58% Depreciation
Franz Josef – Wastewater mains replacement	258	2021/2022 & 2026/2027 (Years 1 & 6)	35% Subsidy 65% Depreciation
Haast - Wastewater mains replacement	184	2021/2022 & 2026/2027 (Years 1 & 6)	27% Subsidy 73% Depreciation
Fox Glacier – Wastewater mains replacement	594	2021/2022 & 2027/2028 (Years 1 & 7)	42% Subsidy 58% Depreciation
Hokitika - Wastewater treatment and disposal	10,167	2022/2023 – 2025/2026 (Years 2 – 5)	13% Depreciation 87% Loans
Replacement of Wastewater Treatment Plant components	112	2022/2023, 2024/2025, 2026/2027, 2028/2029 & 2030/2031 (Years 2,4,6,8 & 10)	100% Depreciation
Hokitika - Wastewater mains replacement	2,245	2024/2025, 2027/2028 & 2030/2031 (Years 4, 7 & 10)	100% Depreciation
Kaniere – Wastewater pump station	39	2026/2027 (Year 6)	100% Depreciation
Haast - Wastewater Treatment Plant upgrade	970	2026/2027 & 2028/2029 (Years 6 & 8)	44% Depreciation 56% Loan

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Resilient Communities Sustainably Managed Environment	Council wastewater systems are managed without risk to public health	System and adequacy: The number of dry weather sewerage overflows from the territorial authority's sewerage system. Expressed per 1000 sewerage connections to that sewerage system	4 – 1 dry weather + 3 unknown rainfall sewerage overflows reported. Complaints per 1000 connections = 1.8 (2197 connections) Reported overflows includes all dry weather overflows as well as overflows where the amount of rainfall is unknown. An overflow is considered to be 'dry weather' in the absence of information to the contrary. This is because due to the variation in weather across the district on any given day, an overflow event is considered to be in fine weather unless specifically noted. It is considered good practice to record all wastewater overflow to indicate if there are ongoing issues with a particular line or if there is excessive stormwater infiltration in a particular part of the wastewater reticulation.	Number: 10 per 1000 sewerage connections	Number: 10 per 1000 sewerage connections
Resilient Communities Sustainably Managed Environment	Council wastewater systems are safe and compliant	Discharge compliance: Compliance with the territorial authority's resource consents for discharge from its sewerage system	a) 0 b) 0 c) 1 d) 0 In March 2020 the Franz Josef WWTP	a) 100% b) 100% c) 100% d) 100%	a) 100% b) 100% c) 100% d) 100%

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
		<p>measured by the number of:</p> <ul style="list-style-type: none"> a) abatement notices b) infringement notices c) enforcement orders, and d) convictions. <p>Received by the territorial authority in relation those resource consents.</p>	met all the conditions outlined in the court enforcement order.		
Resilient Communities Sustainably Managed Environment	Customers are generally satisfied with the Council wastewater systems	Fault response times: Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: <ul style="list-style-type: none"> a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site (2 hours), and b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault (4 hours). 	<ul style="list-style-type: none"> a) No data for attendance times. b) 17% resolved within the required timeframe (1/7) <p>Council staff have reviewed the Service Request process and implemented a procedure where the request will require attendance times completed before the request be signed off as complete. This will be reported on in the 2020/2021 year.</p>	<ul style="list-style-type: none"> a) 95% b) 90% 	<ul style="list-style-type: none"> a) 95% b) 90%
Resilient Communities Sustainably Managed Environment		Customer satisfaction: The total number of complaints received by the territorial authority about any of the following: <ul style="list-style-type: none"> a) sewage odour b) sewerage system faults c) sewerage system blockages, and 	<ul style="list-style-type: none"> a) 4 b) 7 c) 13 d) 2 <p>Total number of complaints = 26</p> <p>Complaints per 1000 connections = 11.8 (2197 connections)</p>	<ul style="list-style-type: none"> a) 2 b) 10 per 1000 stormwater connections 	<ul style="list-style-type: none"> a) 2 b) 10 per 1000 stormwater connections

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
		d) the territorial authority's response to issues with its sewerage system, Expressed per 1000 connections to the territorial authority's sewerage system			

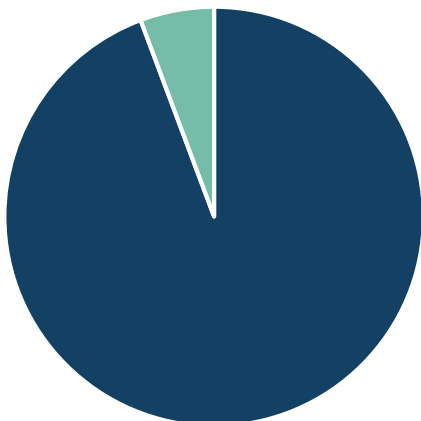
Rationale for financing this activity

Public benefits	Private benefits
The community as a whole benefit from this activity. The provision of reliable wastewater systems contributes to making Westland a safe, healthy, well-serviced place to live, work and play.	Fees are charged to commercial wastewater system users and contributions are required from new development to connect to systems in order to recognise the benefits the user received. Only those connected or able to connect pay a wastewater rate.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
894,529	668,058	-	1,446,899	1,982,772

For the 2021/22 year this activity will make up 5.7% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

Prospective Wastewater Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Wastewater Statement of Service Performance											
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue											
Rates	1,447	1,633	1,764	1,862	2,008	2,105	2,083	2,168	2,253	2,242	
Fees and Charges	109	111	113	116	118	121	124	126	129	132	
Grants, subsidies and donations	1,867	-	-	-	-	-	-	-	-	-	
Interest and dividends	6	6	6	6	5	5	5	5	5	5	
Recoveries	1	2	2	2	2	2	2	2	2	2	
Other Revenue	-	-	-	-	-	-	-	-	-	-	
Total revenue	3,430	1,752	1,885	1,986	2,134	2,233	2,214	2,302	2,389	2,381	
Expenditure											
General	364	411	463	500	537	656	655	731	762	740	
Hokitika	551	644	717	770	817	862	858	865	881	889	
Arahura	1	1	1	1	1	1	2	2	2	2	
Kaniere	76	76	76	77	77	77	79	80	80	81	
Franz Josef	416	434	439	445	447	450	441	444	451	453	
Fox Glacier	79	86	87	89	89	80	79	80	82	83	
Haast	76	101	102	104	105	107	99	100	132	133	
Total expenditure	1,563	1,752	1,885	1,986	2,134	2,233	2,214	2,302	2,389	2,381	
Surplus/(Deficit)	1,867	0	0	0	0	0	0	0	0	0	
Capital Expenditure											
Fox Glacier - Mains replacements	250	0	-	0	-	0	344	-	-	-	
Fox Glacier - CCTV for mains	25	-	-	-	-	-	-	-	-	-	
Fox Glacier - Power to site	25	-	-	-	-	-	-	-	-	-	
Fox Glacier - Security Camera	5	-	-	-	-	-	-	-	-	-	
Fox Glacier - Septage receiving area	57	-	-	-	-	-	-	-	-	-	
Franz Josef - Mains replacement	90	-	-	-	-	168	-	-	-	-	
Franz Josef - CCTV	28	-	-	-	-	-	-	-	-	-	
Franz Josef - Retic lift	97	-	-	-	-	-	-	-	-	-	
Hokitika - Network growth	3	3	3	3	3	3	3	3	3	3	
Franz Josef - Network growth	3	3	3	3	3	3	3	3	3	3	
Fox Glacier - Network growth	3	3	3	3	3	3	3	3	3	3	
Haast - Network growth	3	3	3	3	3	3	3	3	3	3	
Hokitika - WWTTP components	-	5	-	5	-	6	-	6	-	6	
Franz Josef - WWTTP components	-	5	-	5	-	6	-	6	-	6	
Fox Glacier - WWTTP components	-	5	-	5	-	6	-	6	-	6	
Haast - WWTTP components	-	5	-	5	-	6	-	6	-	6	
Haast - CCTV	25	-	-	-	-	-	-	-	-	-	
Haast - WWTTP aerator	23	-	-	-	-	-	-	-	-	-	

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Haast - Pump station upgrade	50	-	-	-	-	-	-	-	-	-
Haast - W'wTP telemetry	5	-	-	-	-	-	-	-	-	-
Haast - W'wTP security camera	5	-	-	-	-	-	-	-	-	-
Haast - Septage receiving area	57	-	-	-	-	-	-	-	-	-
Haast - Mains replacement	50	-	-	-	-	134	-	-	-	-
Haast - W'wTP Upgrade	-	-	-	-	-	112	-	966	-	-
Hokitika - Mains replacement	-	-	-	698	-	-	747	-	-	800
Hokitika - Z-line section replacement	113	116	118	-	-	-	-	-	-	-
Hokitika - Retic I&I	222	-	-	-	-	-	-	-	-	-
Hokitika - Retic CCTV	28	-	-	-	-	-	-	-	-	-
Hokitika - Feasibility, design and build new W'wTP	700	3072	3140	3212	3286	-	-	-	-	-
Hokitika - Fitzherbert St pump station upgrade	125	-	-	-	-	-	-	-	-	-
Kaniere - Pump upgrades	-	-	-	-	-	39	-	-	-	-
Total Capital Expenditure	1,990	3,218	3,268	3,942	3,297	487	1,102	1,001	12	836

Prospective Wastewater Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	(000's)	(000's)
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Wastewater												
(SURPLUS) / DEFICIT OF OPERATING FUNDING												
Sources of Operating Funding												
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-	-
Targeted Rates	1,447	1,633	1,764	1,862	2,008	2,105	2,083	2,168	2,253	2,242	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	109	111	113	116	118	121	124	126	129	132	-	-
Interest and dividends from investments	6	6	6	6	5	5	5	5	5	5	-	-
Local authorities fuel/tax, fines, infringement fees, and other receipts	1	2	2	2	2	2	2	2	2	2	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Funding (A)	1,563	1,752	1,885	1,986	2,134	2,233	2,214	2,302	2,389	2,381	-	-
Applications of Operating Funding												
Payments to staff and suppliers	447	458	502	528	542	553	565	578	607	620	-	-
Finance Costs	108	109	147	166	207	248	251	245	257	242	-	-
Internal charges and overheads applied	221	234	247	243	249	266	261	266	284	276	-	-
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-	-
Total Applications of Operating Funding (B)	776	800	896	957	998	1,067	1,078	1,089	1,148	1,137	-	-
Surplus/(Deficit) of Operating Funding (A - B)	787	952	989	1,028	1,136	1,166	1,137	1,212	1,242	1,243	-	-
(SURPLUS) / DEFICIT OF CAPITAL FUNDING												
Sources of Capital Funding												
Subsidies and grants for capital expenditure	1,867	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(260)	662	636	611	585	(383)	(454)	126	(483)	(483)	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-	-
Total Sources of Capital Funding (C)	1,607	662	636	611	585	(383)	(454)	126	(483)	(483)	-	-
Application of Capital Funding												
Capital Expenditure:												
- to meet additional demand	825	317	324	332	340	22	11	108	12	12	-	-
- to improve the level of service	640	614	628	642	657	56	-	483	-	-	-	-
- to replace existing assets	525	2,286	2,316	2,968	2,300	409	1,090	410	-	824	-	-
Increase (decrease) in reserves	404	(1,604)	(1,643)	(2,303)	(1,576)	296	(419)	337	747	(76)	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-	-
Total Applications of Capital Funding (D)	2,394	1,614	1,625	1,639	1,721	783	683	1,338	759	761	-	-
Surplus/(Deficit) of Capital Funding (C - D)	(787)	(952)	(989)	(1,028)	(1,136)	(1,166)	(1,137)	(1,212)	(1,242)	(1,243)	-	-

Solid Waste

What we do and why

Council is responsible for encouraging efficient and sustainable management of solid waste. Westland District Council is party to a shared West Coast Regional Waste Minimisation and Management Plan in conjunction with Buller District Council and Grey District Council to ensure efficiency and consistency between the local authorities to manage waste in our relatively isolated, low populated region. This plan focuses on the management of solid waste using a waste hierarchy of reduction, reuse, recycling and recovery of waste, as well as the disposal of waste that cannot be recycled.

We manage solid waste across Westland District, including waste and recycling collection (pick-up) in the northern and southern parts of the District, the provision of transfer stations and disposal sites serving all townships, and responsible camping waste stations.

The assets

The assets have been performing well and are primarily in good condition.

Asset	Location / Number
Transfer Stations	Fox Glacier (Mobile transfer station) Franz Josef Haast Harihari Hokitika Kumara Ross Whataroa
Open Landfills	Butlers (Hokitika) Haast (Denis Road)
Closed Landfills	Franz Josef Fox Glacier Hannah's Clearing Harihari Hokitika Kumara Neil's Beach Otira Ross Whataroa
Responsible Camping recycling / Waste Stations	10 – located through the district at Responsible Camping sites during the season (November – April)
Township litter bins	Fox Glacier Franz Josef Harihari Hokitika Kumara Ross
Household litter bins*	Approximately 3000
Household recycling bins^	2,891

*This asset is assigned to an individual property. Expected useful lifespan is 15 – 20 years. The average age of the litter bins is 11 years old and it is expected that bins will need to be renewed or replaced between Years 3 – 8 of the plan.

^ This asset is assigned to an individual property. Expected useful lifespan is 15 – 20 years. The average age of the recycling bins is six years old and it is expected that bins will need to be renewed or replaced between Years 3 – 8 of the plan.

Effects of this activity

	Economic	Environmental	Social	Cultural
Negative	Inefficient use of resources.	Potential for landfill to release damaging leachate and gases into the environment.	Health and safety risks to staff and the public.	Potential for landfill to release damaging leachate and gases into the environment.
	Service costs driven by national factors outside of Council’s control cause higher costs than the community would like.	Potential damage to the environment through littering and the illegal dumping of waste.		Potential damage to the environment through littering and the illegal dumping of waste.
Positive	Access to waste disposal and recycling services at reasonable cost supports economic activity (and industries) in the district.	Provision of recycling services and waste minimisation educational programmes diminishes the demand for landfill space and reduces negative effects of this activity.	Safe and sanitary waste disposal offered to most residents of the district through kerbside collection or transfer stations.	Safe and sanitary waste disposal offered to most residents of the district through kerbside collection or transfer stations.
			Mobile responsible camping waste stations offer safe and sanitary waste disposal to tourists travelling through the district.	Mobile responsible camping waste stations offer safe and sanitary waste disposal to tourists travelling through the district.

The situation in 2021

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

Solid waste and recyclables are collected from the kerbside in Kumara, Ross, Hokitika and Kaniere townships, and the main roads in between, on alternate weeks. Council provides transfer stations and landfills for the communities in Westland to recycle and dispose of their waste.

We have a user-pays approach to this activity where the person who creates the waste pays for its disposal through charges at the transfer stations and as part of general rates. This has been a cause of contention with some members of the community who believe that the fees and charges for transfer station disposal are too high, and consequently choose to illegally dump waste. Council takes a hard line on the illegal disposal of waste through the use of infringements.

Waste minimisation activities include education about, and promotion of, recycling, home composting and various other waste minimisation methods.

Waste minimisation through recycling and other methods has been steadily increasing for the past 10 years. The Waste Minimisation Act 2008 places additional responsibilities on the operators of waste disposal facilities to weigh or measure waste and collect a levy on every ton of material that goes to landfill. This levy is then passed on to the Ministry for the Environment and part of the funds are returned to Council to assist with waste minimisation initiatives and activities.

The management of solid waste is an issue that is important to the community. Council will continue to work with the EnviroSchools agency and Paper for Trees. Poutini Ngāi Tahu are also interested in supporting Council's waste minimisation initiatives.

Council will continue to provide waste and recycling services at current levels of service at the existing sites, excluding Haast Landfill. This site is not forecast to be operational beyond July 2021, and the site will be capped and closed once it has reached capacity. South Westland solid waste will be transported to Butlers landfill and a new landfill site in South Westland will be investigated if demand and waste volumes are high enough.

Council received funding through the Covid-19 Shovel Ready Projects Recovery Fund to open a new cell at Butlers Landfill, and to complete the clean-up of the rubbish left over from the unexpected closed Fox Glacier Landfill erosion during the March 2019 severe weather event. This project extends the lifespan of the landfill by an estimated eight years. This funding boost is extremely positive as it removes significant ratepayer burden for this expensive and necessary project.

Summary of the Waste Minimisation and Management Plan

This business activity operates under a comprehensive Regional Waste Minimisation and Management Plan prepared in accordance with the Local Government Act 2002.

Council's integrated waste management strategy is based on the following hierarchy and listed in order of priority:

- Reducing the amount of material that enters the waste stream.
- Reusing as much material as possible.
- Recycling as much material as possible.
- Recovering as much material or energy as possible.
- Residual management (including disposal to landfill) once the solid waste stream has been reduced in each of the above stages.

The waste from transfer stations and kerbside collections around the district is deposited in the landfills at Butlers and Haast*.

Effective and efficient waste management and minimisation planning is underpinned by the central Government's three core goals as stated in the New Zealand Waste Standards:

- To lower the cost of waste and risk to society
- To reduce environmental damage from generational disposal of waste
- To increase economic benefits by using material resources more efficiently.

Effective and efficient waste management and minimisation is achieved when less waste is sent to the landfill, when resources are used wisely, when the economic cost of managing waste is reduced thereby minimising societal costs and risks.

* Until Haast landfill reaches capacity

Key issues

- Ability of the community to embrace waste minimisation
- Setting charges at a level that encourages waste reduction but does not result in increased illegal disposal of waste to the environment
- Reduction in tonnages of waste because of the current disposal fees
- Close Landfill Capping Projects
- Legislation may change – e.g. waste levy
- Increasing the level of communication and education to the community
- Opening hours at transfer stations that suit the community.
- Changing global solid waste situation impacting recycling practises.
- Erosion-prone closed landfills.
- Capacity at open landfills.
- Glass recycling and green-waste collection, and associated costs.

Where we want to be in the future

It is not pragmatic or financially prudent for Council to undertake works on all identified needs and address every priority at once. Council has to balance a number of considerations when allocating priority ratings for planned programmes of work. Generally, mandatory requirements such as statutory compliance take priority over discretionary activities. Similarly, public health issues or safety risks take precedence over waste minimisation and educational activities.

Where co-funding opportunities are available and are a strategic fit for the organisation, Council generally gives these priority as this enables Council to undertake activities for community benefit (increasing existing levels of service), or to meet future demand (growth) while minimising the cost to the ratepayer. As external funding sources available to Council change quite quickly, Council's attitude is to proactively seek funding for relevant projects while such avenues of financial support are available, especially given the small number of rateable units within our geographically large rating district. In some cases, these external funding sources enable us to create new infrastructure in other areas of our district, enabling us to extend the district distribution of services in ways that otherwise would not be financially possible.

Councils want to have a waste management system that minimises waste to landfill and is financially and environmentally sustainable. The aim is to divert reasonable and achievable quantities of waste from the landfill. This will involve not only reducing waste to the landfill but also increasing the amount of recycling carried out by households and businesses.

We want to have an educated community committed to waste minimisation, and Council is planning on being more active in waste education over the life of the Plan. Council would like to review the balance between funding this activity through user charges and the general rate, and will consult with the community on any proposals to change this funding policy. Closed landfills require monitoring and additional capping from time to time and this cost has to be funded. It is likely that environmental standards in this activity will only become more stringent over time, and Council must be ready to respond to changing legislation if it happens.

The global solid waste environment is changing, including legislation and policy. The China National Sword Policy in 2018, and the upcoming Basel Convention Amendments in 2021 will have an impact on recycling.

The community has expressed the desire for kerbside glass recycling and organic waste collection. Organics collection in particular is likely to have huge benefits in terms of decreases of waste volume to landfill. Council has to find ways

of balancing the community’s desire for increased levels of service for recycling with the ability of the community to pay for the cost of these services (either directly or indirectly e.g. through rates).

Several closed landfills in the district are vulnerable to erosion (by coastal intrusion or river). Council is aware of this risk and will proactively plan for site remediation and/or management. This will add significant costs over the next 10 years.

Key Capital Projects

Asset	\$000	Timeframe	Funded by
Haast – Landfill capping	30	2021/2022 (Year 1)	100% Loan
Haast - Transfer station	30	2021/2022 (Year 1)	100% Loan
Butlers Landfill – Intermediate capping & new cell design	100	2021/2022 (Year 1)	100% Loan
Harihari – Landfill protection	71	2021/2022 & 2024/2025 (Years 1 & 4)	100% Loan
Hokitika – Glass Crusher	329	2021/2022, 2025/2026 & 2029/2030 (Years 1, 5 & 9)	100% Subsidy
Hokitika – Waste minimisation	555	2021/2022 – 2030/2031 (Years 1 - 10)	100% Loan
Hannah’s Clearing – Landfill protection	21	2024/2025 (Year 4)	100% Loan
Neils Beach – Landfill protection	21	2024/2025 (Year 4)	100% Loan
Hokitika – Township maintenance rubbish bins	22	2026/2027 (Year 6)	100% Depreciation
Kumara - Township maintenance rubbish bins	11	2027/2028 (Year 7)	100% Depreciation
Fox Glacier - Township maintenance rubbish bins	6	2028/2029 (Year 8)	100% Depreciation
Haast - Township maintenance rubbish bins	6	2028/2029 (Year 8)	100% Depreciation

How we want to perform

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Sustainably Managed Environment	Solid waste is managed appropriately	All necessary consents for solid waste activities and capital projects are applied for, held and monitored accordingly.	100% consents in place, all testing requirements for 12 months followed and results provided to West Coast Regional Council.	100%	100%

Community Outcome	Level of service	Performance measures (KPI)	Current performance (2020)	Performance Target Years 1 – 3 (2021 – 2024)	Performance Target Years 4 – 10 (2025 – 2031)
Sustainably Managed Environment	Maximised recycling efficiency	Reduce incidents of recycling bin contamination.	This is a new measure. Data from July 2019 – June 2020 is approximately 17% contamination.	Less than 5% of bins contaminated annually.	Less than 5% of bins contaminated annually.

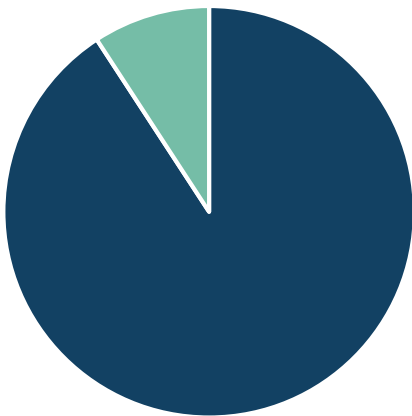
Rationale for financing this activity

Public benefits	Private benefits
Public benefit by waste disposed of conveniently and correctly within the statutory requirements set by the New Zealand Government. The public also benefits from Council taking care of illegal waste disposal.	Rates and fees are charged to recognise the benefits the user receives.

Financial Information

Operating Expenditure	Other Expenditure	Paid for from		
		General Rates	Targeted Rates	Other Revenue
177,246	2,354,300	896,387	780,000	862,900

For the 2021/22 year this activity will make up 9.2% of the Council's yearly expenditure



Refer to Part E - Financial Policies section (Revenue and Financing Policy) for more information about rationale for using different funding sources.

Refer to Part F - Financial Statements section (Funding Impact Statement and Financial Summary) for more information about the activity groups.

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

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

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

These documents can be obtained from the Council offices.

Prospective Solid Waste Statement of Service Performance

For the year ended 30 June 2022 – 2031

Prospective Solid Waste Statement of Service Performance												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP		
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)		(000's)
Revenue												
Rates	1,676	2,022	2,069	2,099	2,127	2,193	2,179	2,219	2,277	2,294		
Fees and Charges	753	773	831	882	923	943	963	984	1,006	1,027		
Grants, subsidies and donations	100	-	-	-	110	-	-	-	120	-		
Recoveries	5	5	5	5	5	5	5	5	5	6		
Other Revenue	5	5	5	5	6	6	6	6	6	6		
Total revenue	2,539	2,805	2,910	2,991	3,170	3,147	3,153	3,215	3,415	3,333		
Expenditure												
Collections	772	772	772	772	772	772	772	772	772	772		
Transfer station	1,760	1,902	2,004	2,081	2,146	2,232	2,275	2,333	2,410	2,448		
Total expenditure	2,532	2,674	2,776	2,853	2,918	3,004	3,047	3,105	3,182	3,220		
Surplus/(Deficit)	8	131	134	138	252	143	107	110	232	113		
Capital Expenditure												
Butlers Landfill - Intermediate capping	100	-	-	-	-	-	-	-	-	-		
Haast - Capping	30	-	-	-	-	-	-	-	-	-		
Haast - Develop transfer station	30	-	-	-	-	-	-	-	-	-		
Hannahs Clearing - Landfill protection	0	-	-	21	-	-	-	-	-	-		
Hari Hari - Landfill protection	50	-	-	21	-	-	-	-	-	-		
Hokitika - Refuse shed 1 - Doors & iron replacement	43	-	-	-	-	-	-	-	-	-		
Hokitika - Refuse shed 2 - Roof replacement	-	-	31	-	-	-	-	-	-	-		
Nelis Beach - Landfill protection	-	-	-	21	-	-	-	-	-	-		
Hokitika - Glass crusher	100	-	-	-	110	-	-	-	120	-		
Hokitika - Waste minimisation	50	51	52	54	55	56	57	59	60	61		
Total Capital Expenditure	403	51	84	118	164	56	57	59	180	61		

Prospective Solid Waste Funding Impact Statement

For the year ended 30 June 2022 – 2031

Prospective Council Funding Impact Statement Group of Activities												
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	(000's)	(000's)
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Solid Waste												
(SURPLUS) / DEFICIT OF OPERATING FUNDING												
Sources of Operating Funding												
General rates, uniform annual general charges, rates penalties	896	1,224	1,254	1,266	1,276	1,325	1,291	1,311	1,350	1,347		
Targeted Rates	780	798	815	833	851	869	888	907	927	947		
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-		
Fees and charges	753	773	831	882	923	943	963	984	1,006	1,027		
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-		
Local authorities fuel tax, fines, infringement fees, and other receipts	10	10	10	10	11	11	11	11	12	12		
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-		
Total Operating Funding (A)	2,439	2,805	2,910	2,991	3,061	3,147	3,153	3,215	3,295	3,333		
Applications of Operating Funding												
Payments to staff and suppliers	1,978	2,064	2,136	2,212	2,270	2,322	2,374	2,426	2,479	2,531		
Finance Costs	60	66	73	78	76	77	76	73	68	62		
Internal charges and overheads applied	377	399	422	415	424	454	445	455	484	471		
Other operating funding applications	-	-	-	-	-	-	-	-	-	-		
Total Applications of Operating Funding (B)	2,415	2,529	2,632	2,706	2,770	2,854	2,895	2,953	3,031	3,064		
Surplus/(Deficit) of Operating Funding (A - B)	24	276	279	285	290	293	258	261	264	269		
(SURPLUS) / DEFICIT OF CAPITAL FUNDING												
Sources of Capital Funding												
Subsidies and grants for capital expenditure	100	-	-	-	110	-	-	-	-	120		
Development and financial contributions	-	-	-	-	-	-	-	-	-	-		
Increase (decrease) in debt	106	(160)	(131)	(101)	(170)	(171)	(173)	(174)	(176)	(177)		
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-		
Lump sum contributions	-	-	-	-	-	-	-	-	-	-		
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-		
Total Sources of Capital Funding (C)	206	(160)	(131)	(101)	(60)	(171)	(173)	(174)	(176)	(177)		
Application of Capital Funding												
Capital Expenditure:												
- to meet additional demand	-	-	-	-	-	-	-	-	-	-		
- to improve the level of service	175	-	-	58	110	-	-	-	-	120		
- to replace existing assets	228	51	84	60	55	56	57	59	60	61		
Increase (decrease) in reserves	(171)	64	64	66	66	66	28	28	28	30		
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-		
Total Applications of Capital Funding (D)	232	116	148	184	230	122	86	87	208	92		
Surplus/(Deficit) of Capital Funding (C - D)	(25)	(276)	(279)	(285)	(290)	(293)	(258)	(261)	(264)	(269)		



Part D – Key Strategies

174 Financial Strategy

183 30-Year Infrastructure Strategy

Financial Strategy

This document is prepared in accordance with the requirements of section 101A of the Local Government Act 2002.

Purpose

The purpose of the financial strategy is to:

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

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

"We work for the people of Westland to grow and protect our communities, our economy and our unique natural environment".

The strategy provides a framework within which these objectives can be delivered through financially prudent and sustainable principles throughout the 10-year period of the Long Term Plan 2018-2028.

Significant Factors

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

Population Changes

Westland have used information from the Infometrics 2020 Westland District Economic Profile as Stats NZ 2018 Census data is not yet available.

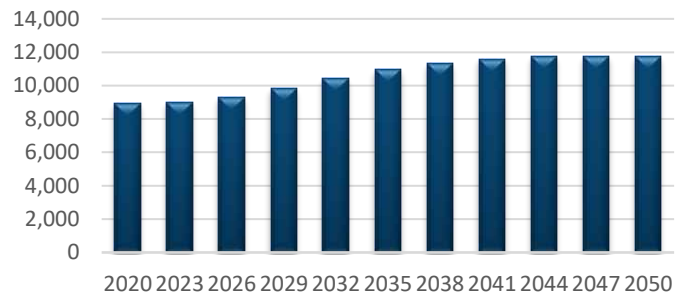
The forecast number of rating units each year, including the comparative 2021, is shown below:

Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Rating units	6,554	6,620	6,686	6,753	6,820	6,888	6,957	7,027	7,097	7,168	7,240

This data shows that the population has not changed significantly over the last 3 years. The population of Westland in 2020 was 8,920 and is expected to increase until 2046 when the population will start to decline.

**Westland projected population
30 June 2020 – 30 June 2050**

Population Growth



The effect of COVID-19 on these projections is subject to significant variations at this time unknown. The population of some of the tourist reliant towns are likely to reduce whilst there is a loss of international tourism. At this stage, it is unknown how these towns will rebound in future years. This will impact the whole district as the cost of infrastructure will be borne by a lower population for potentially some time.

There were changes in the way that Māori freehold land has been valued at September 2020 as directed by the Valuer-General. A discount rate is now included which has reduced the value of the land for rating purposes. This will come into effect from July 2021. This has the impact of increasing the rates for all ratepayers in the district.

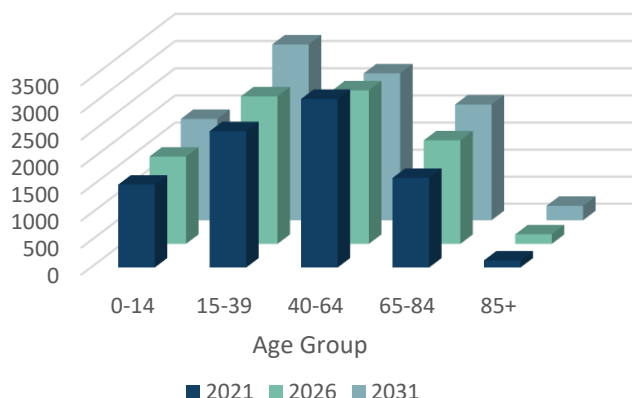
However, the forecast profile of Westland’s population brings some inherent challenges:

1. Operating and renewal costs will inevitably rise, and these costs will need to be affordable to a sparse and static population.
2. Council services in Westland are subject to high seasonal tourist demand, which means that some service capacity must be built into our asset management and operational plans. This strategy interlocks with Council’s infrastructure strategy. Council have decided to upgrade rather than renew these assets to include extra capacity.
3. As illustrated below, Westland is predicted to experience an ageing population over the life of this Long Term Plan. It is forecast that the number of residents aged over 65 will increase by 29% over the 10 year period of this plan and those 85+ will increase by 104%. Residents aged 15-39 are also expected to increase by 29% as younger people replace retiring workers.

More aged care facilities and Elderly Housing will be required as well as providing facilities that encourage the younger workers to migrate to the Westland District with their families. This will affect affordability thresholds as it can be expected that rates will become a higher proportion of average household income.

4. COVID-19 impacts on population has not yet been determined, Council will need to be flexible to adapt to any changes in these forecasts.

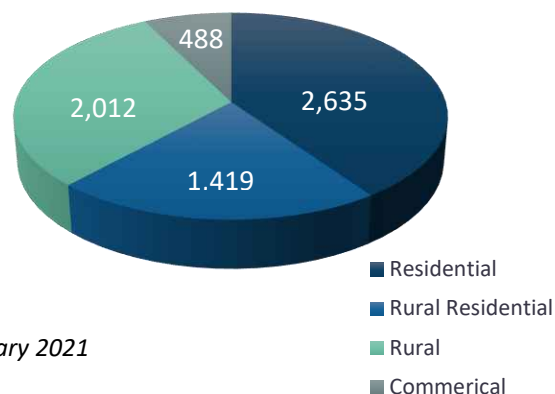
Westland Age Demographic Forecast



Land Use

Council’s rating base is represented by the following property types:

Westland Ratepayers by Differential



At February 2021

The main enterprises in the district are tourism and dairy farming. The proportions are not expected to change significantly during the life of this plan.

These property types determine the differentials used in Councils rating system.

Operating Costs

The cost of maintaining current levels of service is forecast to increase over the life of the plan. Legislative changes have had an impact on costs, however Council has been underfunding the cost of providing activities in the past in order to keep rate increases low. Council now needs to be realistic in budgeting for the actual cost of providing services. It is unsustainable to continue to subsidise rate increases into the future.

The impact of Covid-19 also affects the costs of providing services, as materials and services are more difficult to source.

The main impact of legislative changes relate to 3 Waters and Solid Waste services as shown below.

Item	Cost for the LTP
Cost of maintaining public toilets has increased to facilitate new toilets in the district	Additional \$45,000 per annum for the first year with approximately \$20,000 for each year after.
Changes in legislation have resulted in forecast increases for the Solid Waste activity.	During the life of the plan costs are forecast to increase approximately \$100,000 each year, the main increases are based on Emissions Trading Scheme legislative changes and the cost of roadside collections.
Forecast operating costs for the 3 waters activities to meet legislative requirements*.	The cost of Drinking Water and Wastewater services is forecast to increase in year one by \$130,000 with a further increase of \$220,000 in Year 2, and moderate increases in future years. Stormwater costs are forecast to increase at approximately \$50,000 each year. *dependent on Council still providing these activities.

environmental and legal compliance, particularly where new legislation requires this.

The intention is then to concentrate on Council’s aging assets through the renewals programme.

This strategy will see a gap in the renewals programme in the first 10 years, where depreciation reserves will accumulate at a higher rate than renewals spend. This gap will be addressed after year 10. By continuing to accumulate reserves, Council will have more financial capacity to address the renewals programme.

The plan also contains funding for further condition assessments on Councils Infrastructure in order to gain further information on the assets and to carry out a physical stocktake.

Council works with various strategic partners such as Waka Kotahi, and has successfully increased the subsidy rate to 62% for the first 3 years of this plan. Future unknown changes in legislation may affect the subsidy rate going forward.

A regional approach and collaboration are essential in order to ensure consistency of service throughout the remote West Coast and to respond collaboratively to legislative changes. Council works with the other West Coast Councils and there are currently initiatives including the Three Waters reform, Solid Waste and Waste Minimisation where a regional approach could be taken to reduce cost and address environmental issues.

The expected capital expenditure on network infrastructure is illustrated below:

Land Transport

These items are included as part of the Waka Kotahi total roading capital programme which is viewed as maintaining levels of service.

Capital Expenditure

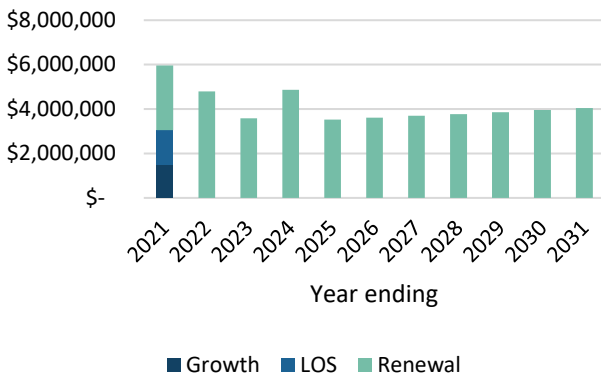
Over the last three years, data about the condition of Council’s assets has improved. Council is committed to continue to further improve the quality of the data.

Affordability has been a challenge to replace and renew assets. Trying to keep rate increases as low as possible means that depreciation has not been fully funded for several years, depleting asset renewal reserves. This has resulted in reactive maintenance and asset failures.

Since 2018, depreciation has been fully funded except for the portion of Land Transportation where Council receives a subsidy from Waka Kotahi, and landfills.

Over the next 10 years Council’s Infrastructure Strategy is to carry out upgrades and enhancements, this will support growth in the district from both higher population and tourism. This will increase our

Land Transport

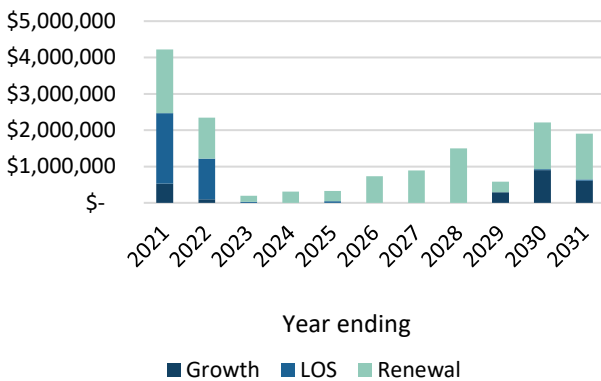


The increased spend in Year one of the plan relates to low cost/low risk improvements for safety improvements and structure upgrades amounting to an extra \$1.3 million. In Year three \$900,000 has been forecast for bridge repairs with a further \$200,000 for further low cost/low risk improvements. The rest of the plan is forecast to remain static.

Drinking Water

The projects included in Water Services include Renewals expenditure, Level of Service increases and Growth. The expenditure is consistent with the Infrastructure Strategy.

Drinking Water

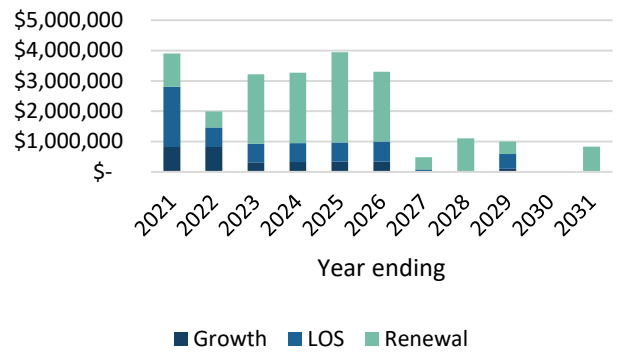


The peaks in water supply in Year two relates to Water Treatment Plant upgrades to meet drinking water standards, this work is a continuation from 2021, and mains replacements throughout the district \$350,000. After Year one, Council is providing emphasis on the renewals programme With a gradual increase to Year seven of the plan with mains renewals throughout the district and replacement of modules at the water treatment plants. Years nine and ten see Council planning requirements for changes in the Franz Josef township.

Wastewater

The projects included in Wastewater include Renewals expenditure, Level of Service increases and Growth. The expenditure is consistent with the Infrastructure strategy.

Wastewater

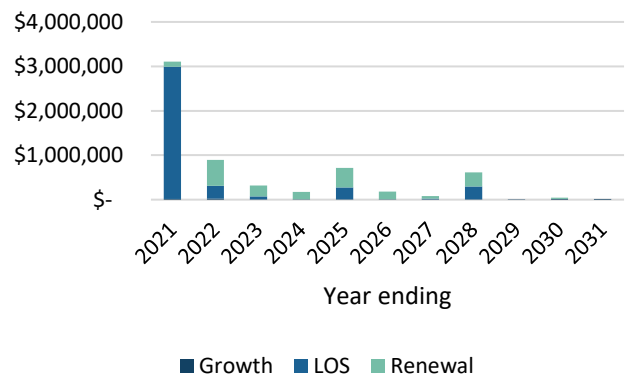


Main replacements are forecast for the first year of the plan, then ongoing until 2026. Planning, design and build for the Hokitika Wastewater Treatment Plant will be undertaken. Due to the resource consent expiring in 2026 this work will be priority whilst carrying out the renewals programme throughout the district.

Stormwater

The projects included in Stormwater include Renewals expenditure, Level of Service increases and Growth. The expenditure is consistent with the Infrastructure strategy.

Stormwater



Upgraded pump stations are planned for Year one of the plan, \$600,000 of which is a continuation of the projects undertaken in 2021. Through the rest of the plan there will be further upgrades to pump stations and renewals of the reticulated system.

Other Factors

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

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

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

Sources of Funding

Operating Revenue

The expected revenues by major source are shown in the table below:

Year ended 30 June	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rates	18,148	20,416	22,556	22,884	23,465	24,104	24,393	24,927	25,738	26,076
Subsidies & grants	11,410	7,008	6,970	5,265	5,664	5,724	5,218	5,549	6,585	6,830
Fees & charges	1,801	1,844	1,924	1,997	2,062	2,105	2,150	2,196	2,243	2,289
Interest & Dividends	228	477	477	477	477	477	476	476	476	476
Others	789	699	712	683	625	637	651	664	678	691
TOTAL	32,376	30,444	32,639	31,306	32,293	33,047	32,888	33,812	35,720	36,362

Rates

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

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

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

The rates system contains the following features:

Capital Value Based General Rate

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

Uniform Annual General Charge

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

Community Rates

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

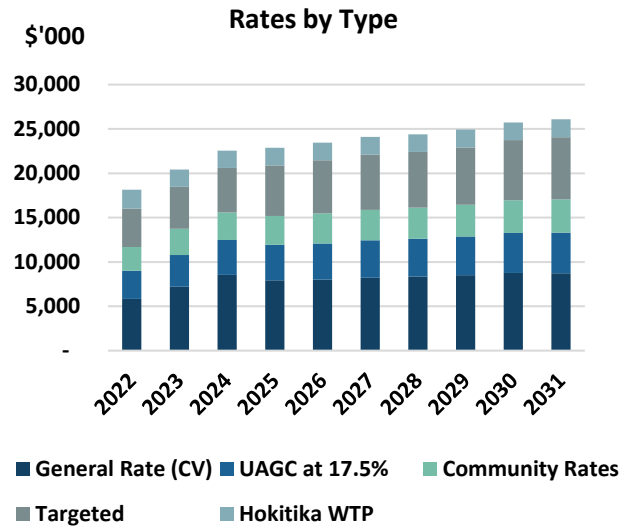
Differentials

Council has identified four sectors, based on land use, for which differentials are applied to both the General Rate and the Community Rates. These are used to determine what proportions of each rate should be applied to each sector.

Targeted Rates

Where specific users can be readily identified, for example utilities and refuse collection, the costs of providing these services are recovered through targeted rates. This includes the rate associated with the debt repayment in Year one, and demand driven increased running costs of the Hokitika Water Treatment Plant Upgrade over the first four years of the plan.

The graph illustrates the forecast rates by type:



Subsidies & Grants

The largest single area of expenditure is on the transportation network. Council optimises the Waka Kotahi Funding Assistance Rate (FAR) by satisfying the requirements for an approved roading programme. The District receives 62% funding on qualifying expenditure in 2021/2022 with 100% on special purpose roads. These factors are set for three years, after which these rates may change. For the purposes of this plan, these rates have been carried over the 10 years.

Other grants where Council may qualify, are from Ministry of Health towards the upgrade of Water Treatment Plants, and certain community activities also qualify for grant funding.

Included in Grants and Subsidies is funding for responsible camping, this is assumed through the life of the plan, however if this funding is not received Council will need to make a decision on how and if this activity is continued.

In the first year of the plan, the National Library has provided funding for two staff in the Library to concentrate on cultural activities. Once this funding ends Council has planned to continue with this service through the Library and fund through rates.

Fees & Charges

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

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

Interest & Dividends

Council receives dividends from its CCO Westland Holdings Ltd and interest from bonds and cash deposits. The impact of Covid-19 has seen reduced interest rates and less revenue from investments, this is forecast to continue at lower levels for some time. The dividend received from Westland Holdings Limited is being maintained at similar levels over the life of the plan to support growth in the CCO's, because of the impact of Covid-19 there is no dividend forecast to be received in Year one of the plan.

Others

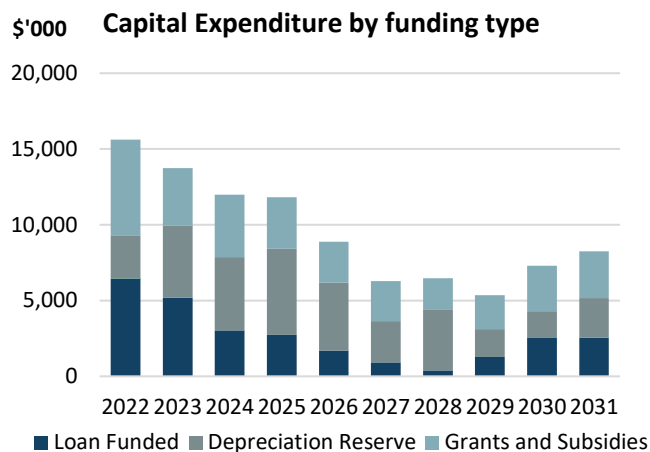
Additional income streams are explored and realised, including rental of office space, a share of regional petrol tax and retail income.

Capital Funding

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

- Period and area of benefit – this includes the concept of intergenerational equity, where today's users pay for their current consumption only.
- Availability and cost of funding sources – the infrastructure strategy guides when renewals are scheduled. Council's financial position is expected to improve year on year and so such factors as internal borrowing may become available in future years.
- Scale and duration of projects – the installation of shelving in the library would have a very different funding profile to the upgrade of a water plant.

The forecast capital expenditure by funding source is shown below:



Grants & Subsidies

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

Council intends to apply for all areas of external grants to fund infrastructure where upgrades and new assets are required through the impact of growth in tourism and for the potential cost of complying with the new drinking water standards. Council opted into stage one of the water reforms and has received some funding of \$6.9 million which is being used mainly towards the Wastewater upgrades.

Depreciation Reserves

Recovering depreciation costs as part of operating income generates cash surpluses that can be allocated to renewal funds for assets and loan repayments. This is most appropriate for long life assets where a fund can be steadily accumulated, and intergenerational equity is created because each generation of users pays for their consumption. Due to the policy of not fully funding depreciation until 2018 to keep rates increases affordable, the impact has resulted in some reserves not holding enough funding to undertake renewals. Where these funds are depleted, Council will firstly attempt to obtain funding from external sources, however, will then need to loan fund the shortfalls.

The effects are seen in the Wastewater, Buildings, and Parks and Reserves activity groups. The shortfall should not impact the overall debt limits over the life of the plan.

Special Reserves

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

Rates

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

Loans

Loan funding is most appropriate for long life assets where insufficient depreciation reserves are available. This option is therefore preferred in the case of new assets or substantial upgrades. Council policy is to repay such borrowings over 20 years, linking to intergenerational equity because repayments will be spread over the estimated period of consumption. Council will fully fund depreciation and the loan repayments will be made from the depreciation reserves.

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

Where possible internal borrowing arrangements will be utilised in preference to external debt at rates not exceeding Council's cost of borrowing.

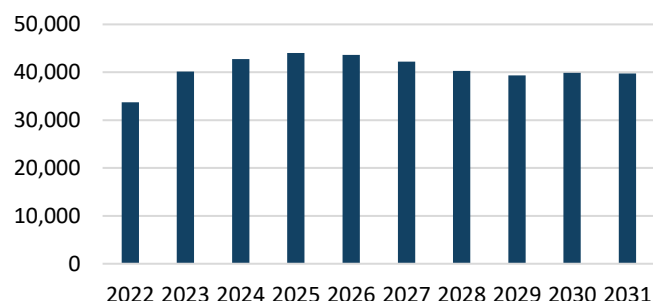
Council was accepted as a guarantor borrower in the Local Government Funding Agency (LGFA) in November 2020 and is able to access a greater level of borrowings from the agency with further savings to the cost of borrowing. Most of Council's debt is now held with the LGFA. The LGFA now also have a short-term funding instrument which can be utilised for periods of one month or more, this allows for any shortfall in cash reserves where there may be timing differences between funding and payments.

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

Debt is forecast to increase each year until 2025 when there will be a peak to \$43.5million, and then will start

to reduce each further year of the plan. This is because Council must consider the potential impact of new drinking water standards on existing infrastructure, if these enhanced standards are required and 3 Waters activities are still carried out by Council, there will need to be significant upgrades to existing infrastructure.

Debt balances



Interest rate ceilings are fixed by a portfolio of swaps through Westpac, with the transition of borrowing to LGFA, this will allow Council to utilise more competitive rates from institutions other than Westpac.

Financial Management

Council's financial philosophy for this long term plan is one of resilience and sustainability, as in its vision to 'grow and protect our communities'.

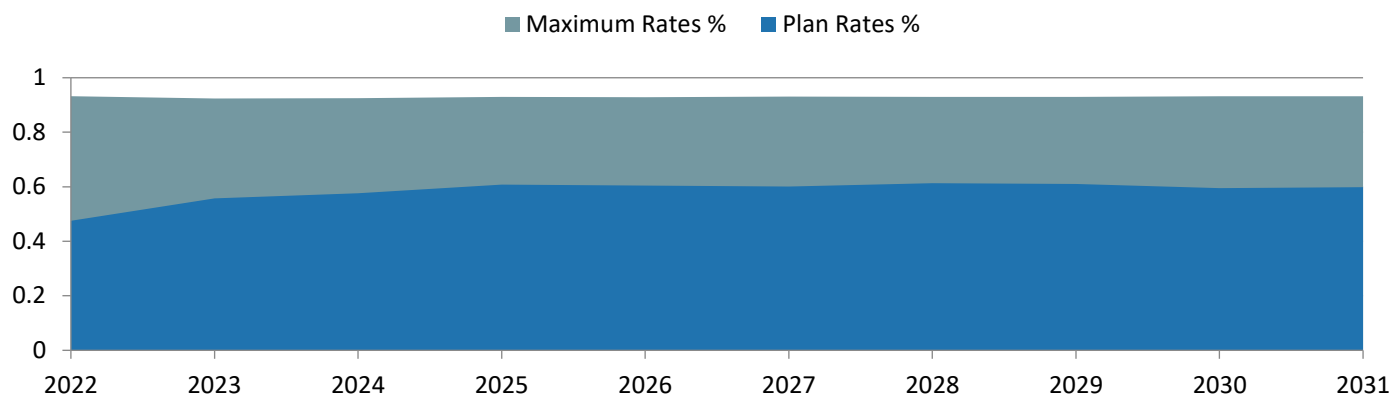
However, the financial strategy also provides for increases in level of service based on the projected growth in tourism at the time when international tourism returns.

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

Limits on Rates

There are no significant changes being considered to the rating system for this Long Term Plan. Council quantify an overall limit on rates, expressed as a proportion of operating income. The overall limit is the aggregate of the limits for each activity, meaning the total varies slightly each year.

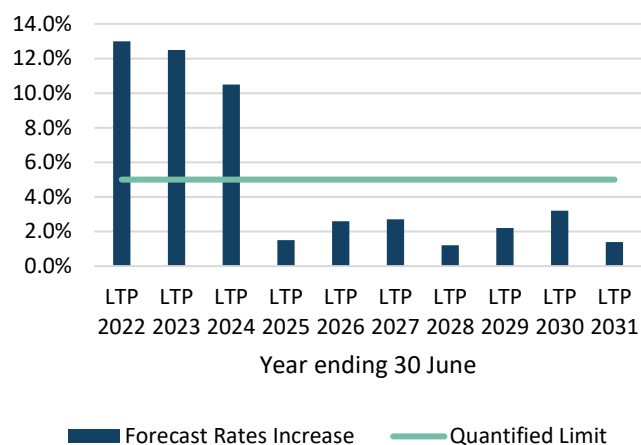
Rates as a Proportion of Total Operating Income



Year ended 30 June	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenue	38,213	36,611	39,126	37,675	38,798	40,124	39,783	40,857	43,261	43,605
Maximum Rates	35,621	33,823	36,191	35,005	36,046	37,345	36,975	37,983	40,307	40,639
Plan Rates	18,148	20,416	22,556	22,884	23,465	24,104	24,393	24,927	25,738	26,076

Limits on Rates Increases

Forecast Rates Increase 2021 - 2031



Rates increases are forecast to exceed the 5% limit set by Council in 2013 for the first 3 years of the plan. This is required as Council has taken a realistic approach to the costs to carryout Council activities. To keep the rates at a more affordable level in Year 1, Council has reduced the increase required by 5% and added this rates requirement to Year 3. This reduces the burden on ratepayers by smoothing the rate increases over the 3 year period. After this the rates increases are kept at lower levels. If Council maintains a realistic approach to rating, large increases should not be necessary in normal circumstances in the future. Some years will see larger increases than others due to 3 yearly elections and future long term plan costs.

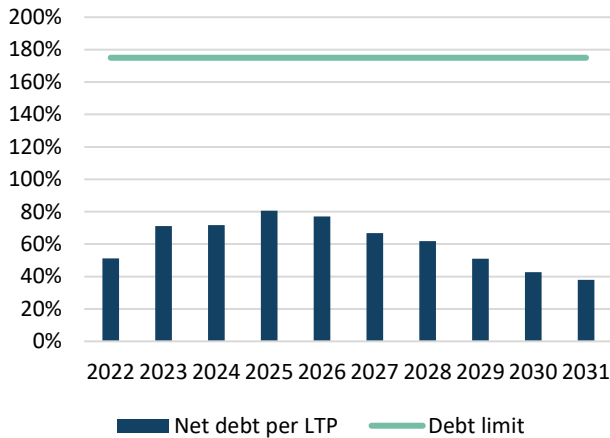
External Debt and Limits on Borrowing

Council directs that debt should only be used to finance new or upgraded assets, however, some loan funding throughout the life of the plan for renewal expenditure may be required. Renewals will be funded through depreciation reserves where there are reserves available. Low value assets will be funded through rates. Each tranche of debt is to be repaid over a period of 20 years. Interest is paid in the year it is applied and not accumulated with the principal.

The Council is a guarantor borrower with the LGFA, which gives Council a limit of up to 175% of net debt to revenue. The Liability Management Policy has been written to facilitate compliance with the scheme. Council employs a Multi Option Credit Line with Westpac to provide a flexible borrowing facility of \$4m. The LGFA also now offers short-term loans from 1-3 months duration. There is also swap portfolio to fix its short, medium and long-term interest rates. This is forecast to continue and will be managed to adequately provide for Council's requirements through the life of this plan.

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

Debt lending limit



Security for Borrowing

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

Investments

Liquid Investments

Council no longer maintains a bonds portfolio. The return on bonds was not significant and tied up liquid funds for a two-year period. This is reviewed from time to time to ensure that Council is managing cash efficiently. Council has been able to obtain some reasonable term deposit rates for short-term deposits. The portfolio currently provides a rate of return of 0.48%, which is less than Council's average borrowing cost of 1.29% including lender margin.

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

Under Council's Liability Management and Investment Policies, there is likely to be a move towards Investments rather than Derivatives when rates are favourable. This would align with holding cash reserves to meet the renewals expenditure over the life of the plan.

Equity Investments

Council hold 100% of the shareholding in Westland Holdings Limited, with a nominal value of \$8,695,000. The company in turn owns and controls the following Council Controlled Organisations:

- Westroads Limited
- Destination Westland Limited

An annual dividend receivable of \$250,000 has been included in Council's financial forecasts for all years except Year one of the plan, where Covid-19 has significantly affected Council's CCO/CCTOs. Council also normally receives a subvention payment of approximately \$220,000. Together these represent a return on investment of 5.4%.

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

Westland Holdings Limited has increased its capital by adding an amount of uncalled capital to support borrowing. This takes the form of a guarantee from Council to support the CCO's borrowings with LGFA. This is a contingent liability.

Council also holds a \$26,000 shareholding in Civic Financial Services Ltd (previously Civic Assurance) as at February 2021. This is a legacy investment and since the restructure of Civic Assurance and the advent of the Local Authority Protection Plan, there are no provisions or income expectations in respect of this asset.

30-Year Infrastructure Strategy

Overview

It is important to Westland District Council (Council) that people living in Westland have a good quality of life that enables them to thrive economically and socially. It is essential that infrastructure and services provided by Council are maintained to a high standard to support our community and our economy.

This Strategy aims to identify areas of focus for Council to build resilience within our communities, whilst maintaining an acceptable level of service. This Strategy, along with the other strategic documents, will help ensure that Council is a good steward of its assets.

The focus of Council's Infrastructure Strategy over the next 30 years is a threefold approach:

1. Maintain our assets at the existing levels of service to deliver reliable services for our communities.
2. Fund the appropriate renewal of our current infrastructure to ensure that the assets are safe and meet legislative requirements.
3. Ensure our critical assets are resilient to any disruption so our communities are safe and provided with essential services.

Assets will be upgraded where appropriate, to enable Council to meet increasingly higher environmental and regulatory standards.

Key strategies include:

- Planning for infrastructure based on the increasing impact of tourism on our infrastructure networks.
- Ensuring that affordability is the key focus of all expenditure and investment discussions for current and future ratepayers.
- Ensuring the effectiveness of our current assets by having up-to-date and appropriate operational plans in place to keep the assets operating at existing service levels.
- Renewing assets through managing deterioration as they approach their end of planned life.
- Identifying risks associated with owning and managing assets by developing detailed asset management plans using current data, and identifying appropriate mitigation methods to reduce any effect..
- Prioritising existing network capacities first to meet future needs before increasing capacity.
- Maximising the use of subsidies, user payments and seeking external funding where possible as a first principal approach for infrastructure investment followed by inter-generational loans for new assets and upgraded assets which increase levels of service to ensure that both current and future communities pay for the asset they are using.
- Depreciation will be used to fund renewals, and rates funding will be used for small low value assets.
- Ensuring the Council's assets are protected from risk via prudent insurance arrangements.
- Identify, gather and improve data accuracy to enhance the Council's level of data confidence and reliability.
- Delivering value for money and improved efficiencies of our infrastructure.

Council has been successful in securing external government funding and will continue to do this. The significant investment in infrastructure required, particularly in core infrastructure, is a major challenge for Council. This is cannot be funded by ratepayers only. A key focus of Council therefore is on lobbying central government for infrastructure funding to support our economic potential. Council has made successful applications for funding to the government's 'Shovel ready' infrastructure funding. Alongside the "Shovel ready" projects, Council was

successful in obtaining \$6.8M in funding through the 3 Waters Reform. This has enabled Council to begin work on infrastructure projects that might not have been otherwise unaffordable.

Despite the unexpected downturn in international tourism due to the Covid 19 pandemic, Council has been able to make significant progress in the pressure on our core infrastructure services. With the additional funding from the Tourism infrastructure Fund this has helped upgrade all of our public toilets within the district and has also contributed towards drinking water and wastewater assets.

The West Coast Wilderness Trail and associated support network experienced strong demand with domestic tourism even during the 2020 winter months, with a 10.5% increase for 2019/20. Council believes this asset will continue to add value as a destination market. However, higher domestic tourism remains focussed on the Northern part of the region and the region as a whole will be slow to recover in the short to medium-term.

The National Policy Statement on Urban Development has been considered and is not deemed to be applicable to the Westland District due to the lack of urban areas.

This Infrastructure Strategy

Introduction

Westland District Council's vision statement is:

We work with the people of Westland to grow and protect our communities, our economy and our unique natural environment.

Council is responsible for the management of land transport, three water services, parks and reserves, cemeteries, solid waste and community buildings within Westland District. This 30 Year Infrastructure Strategy has been prepared by Council in accordance with section 101B of the Local Government Act (LGA) 2002, with assistance from Morrison Low Consultants.

This strategy integrates the planning frameworks with other strategic planning documents including Council's Activity Management Plans, Long Term Plan and Financial Strategy. These documents are the key tools for managing Council's assets and allowing Council to achieve identified infrastructure objectives over the next 30 years with prudent management and responsible stewardship.

Council is the custodian of approximately \$479 million (replacement value) of core infrastructure and community assets, which enable us to provide services to our community.

This strategy is critical to a sustainable future and the achievement of the Council's vision. Council has invested substantial resources into the maintenance of these assets over many years to service the needs and enhance the quality of life of the communities of Westland District.

In order to identify and prioritise its capital projects, Council has adopted a process that includes the following:

- Identification of upgrade capital projects to meet legislative requirements.
- Review of the projects list identified in the previous Long Term Plan and the assessment of these against current priorities.
- Discussions with asset managers and operational and maintenance teams to determine the critical issues and assets and how to ensure an appropriate level of service is maintained.
- Review of asset data (condition assessment, criticality, performance) to identify and prioritise ongoing renewals.

This strategy is a living document that helps to guide the activities and decision making of the Council into the future. The initiatives and actions identified in the strategy will be reviewed every three years, along with Council’s Long-Term Plan to ensure applicability in the changing environment and to incorporate community feedback.

Purpose of this Strategy

The purpose of an infrastructure strategy is to identify significant infrastructure issues for a council during the period covered by its strategy, the principal options for managing those issues and the implications of those options. This strategy also outlines the most likely scenario for the management of Council’s infrastructure assets during the strategy’s 30 year period, the estimated costs of managing those assets, the nature and timing of expected significant capital expenditure decisions and the assumptions on which the scenarios are based.

This strategy has been prepared in accordance with the requirements of Section 101B of the Local Government Act (LGA) 2002. This strategy includes the core infrastructure assets identified in section 101B (6) of the LGA being:

- Water supply (drinking water)
- Sewerage and the treatment and disposal of sewage (wastewater)
- Stormwater drainage (stormwater)
- Roads and footpaths (land transport).

The majority of stopbank and flood control assets in the region are owned by West Coast Regional Council, which has a Regional Flood Protection Bylaw that governs this activity. There is minimal involvement or documentation outside of the stormwater activity. Council’s investment in stopbanks will be divested to the West Coast Regional Council.

In addition to the above assets, and in accordance with section 101B(6)(b) of the LGA, this strategy also includes:

- Cemeteries
- Parks and reserves
- Council buildings
- Solid waste
- Wilderness trail.

The issues discussed reflect the current legislative environment and the communities’ priorities across the District.

The financial forecasts are estimates and the reliability of the forecasts decreases beyond 10 years and towards the 30-year planning scope.

Strategy Layout

The strategy document sections, and corresponding LGA sections are tabled below:

Table 1: Strategy layout

Strategy Section		LGA 2002 as amended (Section 101B)
This Infrastructure Strategy	Identifies the core infrastructure included in this strategy	2(a) and 6
	Illustrate the linkages between strategic documents	2
Strategic Context	Identifies the Westland District and provides context	2 (a)
	Discuss the significant infrastructure issues at district level	2(a) & (b)
How Our Infrastructure is Managed	Documents the strategic statements that will guide decision-making for the next 30 years	2(b)

Significant Infrastructure Issues	Discuss the significant infrastructure issues at activity level and the associated assumptions	2(a) & (b)
	Identifies the principal options for the significant issues and documents implications, cost, when and funding source	2(b); 3(a) to (e) & 4(a)
Financial Summary	Identifies the financial forecasts associated with the actions proposed	4(a) to (c)

Infrastructure Assets

The Westland District infrastructure assets are described in the table below by activity. Considering the replacement value of the infrastructure assets shows that land transport makes up 67% of the infrastructure assets by value, followed by three waters (drinking water, stormwater and wastewater), which combined make up 24%.

Table 2: Westland District infrastructure assets

Activity	Description	Replacement Value	% of total
Drinking Water	Water extraction, eight treatment plants and distribution of 149km of pipelines, 13 pump stations and four reservoirs	\$52.0 million	11%
Wastewater	Wastewater collection of 78km of pipelines and ten pump stations, four treatment plants and discharges	\$30.9 million	6%
Stormwater	Stormwater collection of 52 km of pipelines and six pump stations, and discharges	\$34.1 million	7%
Land Transport	691km of roads, 379km sealed and 311km unsealed (arterial, collectors, local; kerb and channel), 190 bridges, 95 large culverts and footpaths	\$319.7M	67%
Cemeteries	Open public cemeteries at Kumara, Ross and Hokitika with associated assets including fences, access roads, berm areas and parks furniture	\$2.3 million	0.48%
Parks and Reserves	Parks, five playgrounds and one skatepark, and sportfields provided at Kumara, Hokitika, Ross, Harihari and Fox Glacier	\$4.7 million	1%
Community Buildings	Public buildings including six community halls, pensioner housing with 46 units, ten sports and recreation buildings, and ten public toilets	\$20.9 million	4%
Solid Waste	Two open landfills (Butlers and Haast), ten consented closed landfills and five transfer stations	\$5.7 million	1%
West Coast Wilderness Trail	Cycle trail and bridges	\$8.6 million	2%
TOTAL		\$478.9 million	100%

Sources:

- Council's AssetFinda (as at 30 June 2019) for three waters and parks
- Council's RAMM Asset Valuation Module Results for land transport
- Preston Rowe Paterson Commercial Report for Westland District Council (August 2018) for community buildings
- Council's AssetFinda (as at 30 June 2016) for solid waste assets prepared by ANA Group.

Linkages with other Documents

To develop a coherent infrastructure framework that helps to maintain a rich and diverse network of reserve spaces that protect the region's ecology and support the identity, health, cohesion and resilience of the District's communities. The core infrastructure Activity / Asset Management Plans demonstrate how the service delivered supports the achievement of the Council's Visions and Community Outcomes and complies with legislative

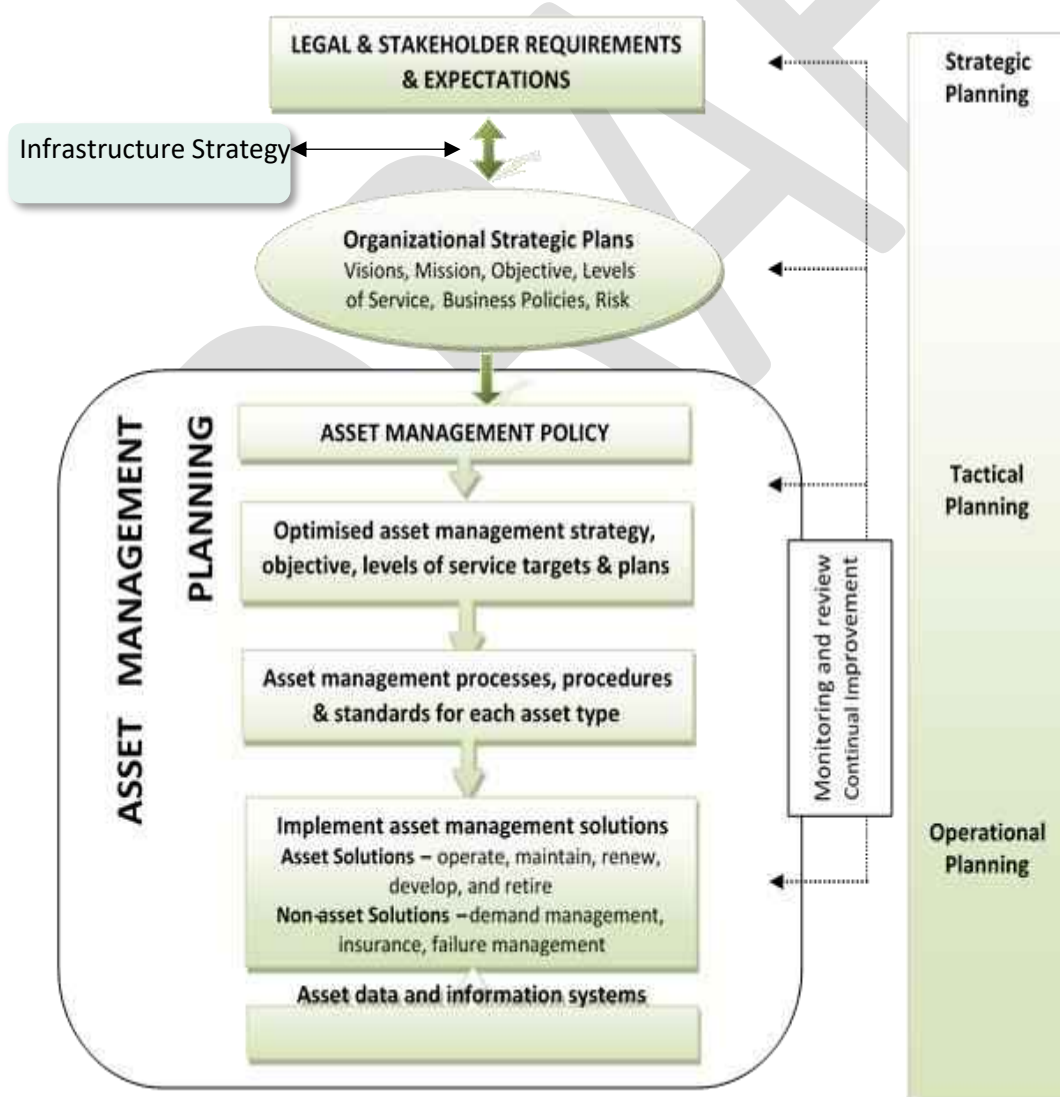
requirements. It also provides draft financial forecasts and activity information which feeds into the Long Term Plan and Financial Strategy. These relationships are summarised in the following diagram.

This Infrastructure Strategy links with the following Activity / Asset Management Plans:

- Drinking Water Asset Management Plan 2021 -2031
- Wastewater Asset Management Plan 2021 -2031
- Stormwater Asset Management Plan 2021 -2031
- West Coast Districts Combined Activity Management Plan Transportation July 2020 (draft)
- Parks, Reserves and Cemeteries Asset Management Plan 2021 -2031
- Update to 2015 Buildings and Pensioner Housing Asset Management Plan (2021 – 2031)
- Solid Waste Asset Management Plan 2021 -2031
- West Coast Wilderness Trail Asset Management Plan 2021-2031.

Importantly, this link is in two directions. Our strategic documents direct our infrastructure planning, the nature and level of our asset investment, and our asset management system provides key information and inputs that inform our strategic thinking.

Figure 1: Infrastructure strategy- linkages with other documents



Strategic Context

Significant Issues

There are significant issues facing our District which will have a flow on impact on what infrastructure Council delivers, where and how. In preparing this strategy, Council has identified four strategic district infrastructure issues that need to be at the forefront of infrastructure planning and decision making:

1. Poor delivery of capital programme.
2. Wastewater upgrade costs are a significant challenge for Council.
3. Resilience of critical infrastructure.
4. Many of the assets are coming to end of their life at similar period and will need replacement.

Table 3 details the implications and the actions Council will take to respond to the key strategic issues at district level as these are common to all activities. The significant issues for each activity are covered in the Significant Infrastructure Issues Section.

Table 3: Significant district issues

Significant District issues	Implications	Council's response
1. Poor delivery of capital programme.	<ul style="list-style-type: none"> • There has been poor performance in delivering our capital programme for the last three years (less than half). • This was mainly due to internal resourcing issues, management changes, less focus on non-core infrastructure, two major incidents and weather events that took up Council resources and contactor availability. • It improved in 2019/20 for three waters capital programme. • This may impact on the delivery of the larger capital programmes, boosted by Central Government funding. 	<ul style="list-style-type: none"> • Internal asset management resources have been boosted by the addition of an Asset Manager, Asset Engineer and Project Manager. • This is supplemented with three contract project managers to scope and deliver the larger capital programme.
2. Wastewater upgrade costs are significant challenge for Council. Ability to upgrade the Hokitika Wastewater Treatment Plant that meets resource consent conditions and iwi expectations balanced against community affordability.	<ul style="list-style-type: none"> • Treatment plant upgrade to meet resource consent conditions are costly and will impact Council's overall debt levels. • Traditional treatment methods are not acceptable to iwi and Council needs to explore alternative options, learn from upgrades that have been successful, and stage appropriate solutions overtime. • The wastewater ponds are a major challenge to meet iwi's cultural requirements. • There is longstanding performance issue that needs to be addressed (an unconsented discharge into the waterway). 	<ul style="list-style-type: none"> • Council wishes to upgrade to mechanical treatment as has been successfully implemented in neighbouring Grey District Council and has a smaller environmental footprint. • Council has only been successful to date in obtaining external funding for the feasibility study and start the resource consent process. • Iwi are involved with the project to ensure the solutions are culturally acceptable.
3. Resilience of critical infrastructure.	<ul style="list-style-type: none"> • Infrastructure resilience is tested in Westland District as it is exposed to a variety of natural hazards including earthquakes, landslides, flooding, fault line and storms. These natural disasters 	<ul style="list-style-type: none"> • Continue to seek external funding for relocating Franz Josef township. • Continue to only undertake short to medium solutions for the infrastructure

can cause considerable damage to infrastructure assets and affect delivery of service and cut the District off. The rivers in the District are constantly changing.

- Franz Josef township is prone to flooding from the Waiho River and situated in the Alpine Fault Avoidance Zone.
- Council has plans to relocate the township under the Future Franz development but has been unsuccessful in obtaining external funding to date.
- Council responded generally well with the lockdowns due to the global pandemic in 2020. There were valuable lessons learnt including ensuring there are adequate provision of equipment.

serving Franz Josef including the water treatment plant and local roads.

- Continue to collaborate with the Regional Council on river management and sustainable flood protection works to ensure our communities are safe.
- **Three waters:**
 - Council will develop master plans for servicing Franz Josef in the medium to long term including water supply and wastewater treatment plants (has a 15 year consent)
 - Strengthen infrastructure resilience including installing seismic valves at reservoirs, installing generators at critical plant and updating the telemetry so Council has real time information across the District
- **Land transport:**
 - Council will continue to accommodate emergency diversions from State Highway route in collaboration with Waka Kotahi NZ Transport Agency (Waka Kotahi) where practical. Council will invest in risk mitigation on vulnerable sections of the transport network.

4. Many of the assets are coming to end of their life at similar period and will need replacement.

- Many of the assets were constructed about 50 years ago and coming to the end of their life at similar period and will need replacement.
- This may be unaffordable for our current and future ratepayers.
- Investment is also required to ensure that our assets meet the levels of service to our communities, meet legislative requirements, and are resilient to any disruption.

- **Land transport:**
 - Council monitors the age and condition of our transport assets through inspections and analysis in our RAMM database. Council needs to improve the completeness and accuracy of our asset data so this can be used to predict failure and smooth the future renewal requirement, particularly for pavements and bridges.
- **Three waters:**
 - Current renewal strategy is based on asset failures, undersized reticulation, improving network resilience and operational knowledge. Age is still used for preparing long term renewal projections.
 - Council wishes to move to a risk based water renewal programme based on analysis of break histories and taking into account criticality, material type, condition, resilience and other factors, to be consistent with good industry practice. This new approach requires internal capability and better information to make decisions.

Westland Context

Our District

The Westland District stretches 400 kilometres from the Taramakau River in the north to Barn Bay in the south and is situated in the southern end of the West Coast region. Although large in land mass, the District contains many small townships, making it one of the most sparsely populated areas in New Zealand. About 40% of the District's population live in the main township of Hokitika. The rest of Westland's population reside in the smaller townships spread throughout the District. These settlements include the townships of Fox, Franz Josef, Otira, Whataroa, Ross, Harihari and Kumara.

The West Coast is surrounded by the majestic Southern Alps to the east, and the Tasman Sea to the West. Nature has endowed Westland with spectacular scenery, characterised by flowing icy glaciers like Fox and Franz Josef, rugged coastlines, bush-clad mountains, and crystal-clear waterways encompassed by towering native forests.

Agriculture is one of the biggest contributors to the local economy, along with tourism. Although the wider region is renowned for its mining industry, Westland has had to differentiate itself and has grown a strong agriculture base. The District contains the Westland Milk Products processing plant, located in Hokitika, which is the largest employer in Westland, and currently services 393 local dairy farms.

Our Community

Westland District's population has remained relatively static at 8,920 (based on information from Infometrics 2020 Westland District Economic Profile). This is predicted to continue to increase over the next 30 years.

About 14.4% of our District population identifies as Māori (based on 2018 Census data). If current trends continue, this is likely to increase by about 6% over the next 30 years.

However, the make-up of our population base is expected to change, with the elderly population increasing and more ethnic diversity of those living in Westland expected. The Long Term Plan has been prepared taking the assumption that there will continue to be an ageing population in the District. Infometrics Westland Forecast report suggests that young workers will migrate to the District to replace retiring workers, which will result in a younger population than anticipated. However, the district will need to provide facilities and opportunities to encourage this type of growth while still preparing for the likelihood of an ageing population.

The global disruption due to COVID-19 has impacted New Zealand's communities and the economy. Significant levels of uncertainty remain regarding the scale and duration of COVID-19 impacts, particularly in the medium to long term including the impact on our District's population and any demographic changes. Council will continue to monitor and update as things change at District and regional levels.

For some townships, the resident population has dropped significantly, due to the loss of the international tourist market, particularly Glacier country.

The potential impact of the COVID-19 pandemic on our economy is not yet fully understood and is evolving rapidly. In the short term, COVID-19 might impede our rate of growth, given the immediate impact of closed borders on international tourism and the flow on effect on employment. However, increased domestic tourism, particularly in the northern parts of the District, might reduce the impact of the anticipated downturn in tourism related activity. Long-term impacts on the economy are still being assessed at a national level in collaboration with local government. The impacts on tourism and the local economy are discussed in the following sections based on the best available information to date. These different trends need to be considered with infrastructure planning.

In terms of migration and demographics, if border restrictions remain in place for an extended period (up to 18 months), then it is expected that:

- Population growth will slow
- Reduction in immigration, international students and work visas, particularly in the short-medium term (1-4 years)
- Maybe off-set in part by a trans-Tasman bubble and an increase in the number of returning New Zealanders
- Potential shortage of skilled migrants to support delivery of Government’s stimulus package.

Tourism Trends

Westland is one of the main gateways to the West Coast and is also one of the most scenic driving routes New Zealand has to offer with State Highway 6 running right through the middle of the District. While the District shares its boundaries with eight neighbouring regions, this has made the District a key logistical route for tourism as well as freight.

Prior to the Covid-19 pandemic, tourism continued to expand with a strong contribution to the local economy. Fox Glacier and Franz Josef Glaciers are major attractions to the region as well as the national parks and more recently the popular West Coast Wilderness Trail.

In terms of tourism, if border restrictions remain in place for an extended period (up to 18 months), the impacts on the Westland District are:

- The District is one of the most reliant on tourism, with guest nights per capita (40) five times higher than the national average (8). 50% of the tourism spend in the region comes from international visitors, and an even greater percentage South of Hokitika, so the District is heavily impacted by border closures.
- The ability to off-set these losses through domestic tourism is challenged by our remoteness from major population centres in the North Island.

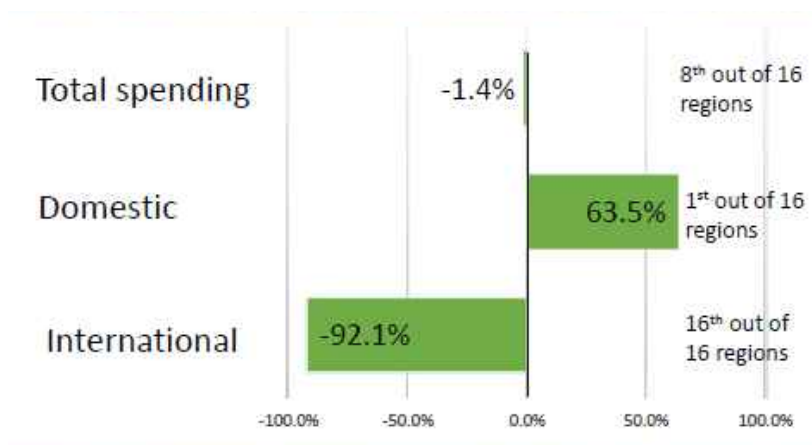
The latest impact on tourism spending (prepared by Ministry of Business, Innovation and Employment (MBIE)) due to the impact of COVID-19 in the West Coast Region including Westland District is shown in Figure 2 and Figure 3. The West Coast came 14 out of the 16 regions for annual change (between September 2019 and 2020). For total spending, the West Coast came 8 out of the 16 regions.

Figure 2: Annual change in tourism spending (September 2019 to 2020)



Source: Development West Coast, MBIE (as at November 2020)

Figure 3: Domestic versus international tourism spending change (September 2019 to 2020)



Source: Development West Coast, MBIE (as at November 2020)

International tourism is likely to take some time to recover once New Zealand reopens the borders. Potentially international tourist levels could return to 80% of pre-Covid-19 levels by 2025, but this might not be reflected in the Westland District. It is too soon to predict the long-term effects on tourism but Council expects a very slow recovery in the short to medium term.

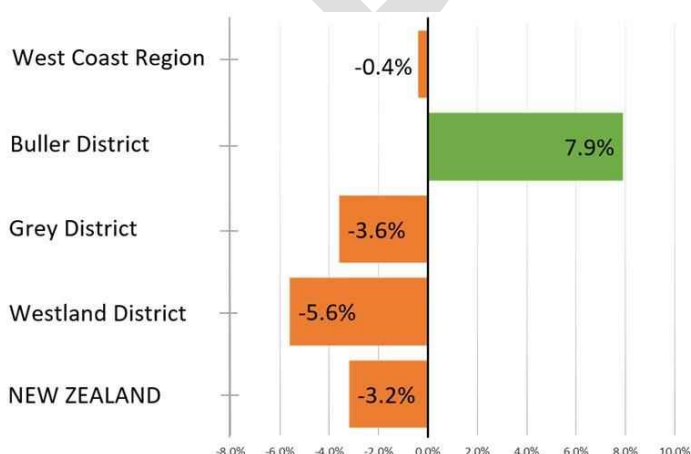
Economic Trends

The potential economic impacts on the West Coast Region are based on various independent sources, recognising that there is so much uncertainty. It is noted that:

- West Coast economy relies heavily on a small number of industries, with tourism, agriculture and mining making significant contributions
- Employment in agriculture and mining is forecast to remain relatively stable.
- However, the District is vulnerable to the introduction of environmentally-focussed regulations that will impact key industries.

The gross domestic product (GDP) growth is an important indicator of the economic performance of a country. The latest impact on GDP growth (prepared by MBIE) due to the impact of COVID-19 in the West Coast Region including Westland District is shown in Figure 4. The West Coast came 11 out of the 16 regions comparing September 2020 Quarter with 2019). For total spending, the West Coast came 8 out of the 16 regions.

Figure 4: GDP growth (September 2020 Quarter compared to 2019)

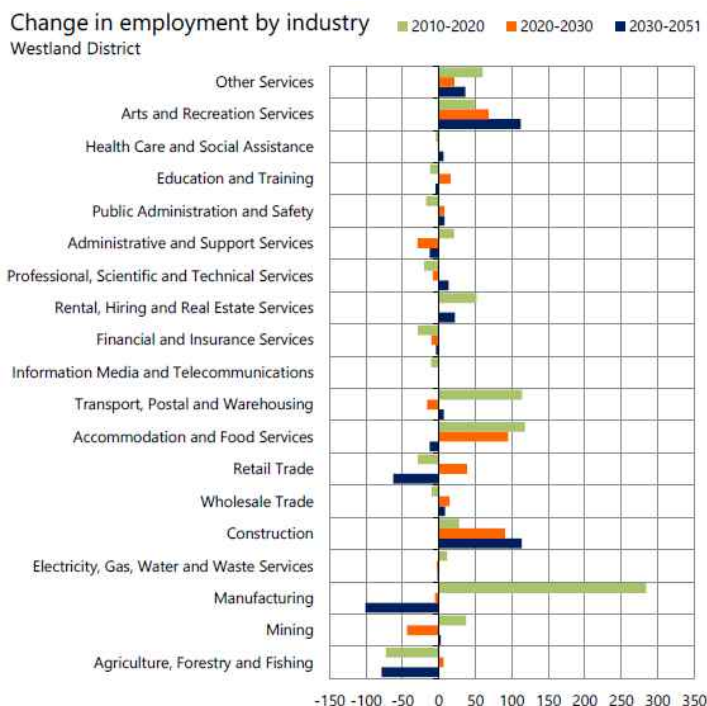


Source: Infometrics, Development West Coast, MBIE (as at November 2020)

Employment in Westland has been seriously affected by the Covid-19 pandemic due to the District’s reliance on the tourism industry. Infometrics predicts a fall of 16.1% in 2021 with slow short-term recovery. Over the life of the plan, employment levels are expected to grow and return to pre-Covid 19 levels by 2030.

The primary sector is likely to be adversely affected by environmental legislation, which could result in a shift in core industries in the District. With the slow return to tourism, industries such as manufacturing, construction, and arts and recreation services are likely to gain strength. An ageing population is likely to create more demand for healthcare and social assistance, but the longer-term trend for this industry is to be consolidated in Grey District and Christchurch. If aged care facilities are developed in the district this would drive additional growth.

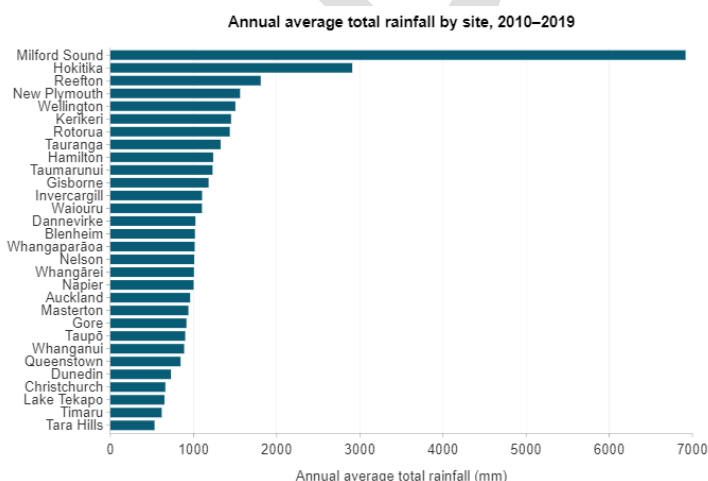
Figure 5: Change in employment by industry 2010 – 2051



Natural Hazards

The Westland District’s physical attractions such as the glaciers, Southern Alps and national parks also tests the viability of townships and can impact the infrastructure. The District is one of the wettest in New Zealand.

Figure 6: Annual average total rainfall



Source: Stats NZ

Coastal hazards

Coastal roads and infrastructure (for example Hokitika waterfront and Revell Street, Okarito and Neils Beach) will face increased risk from coastal erosion and inundation, increased storminess and potential sea-level rise. Council considers coastal hazards and potential climate change impacts / risks when designing new infrastructure. Options are identified for those assets most at risk and Council implements projects on a priority basis as funding becomes available.

Earthquakes, flooding and landslides

The greatest risk to asset performance is natural disasters. Due to location, topography and geology the intensity and number of natural events impacts on the security of our infrastructure network. These factors raise the risk to Westland communities of business and household disruption and isolation. Therefore, improving the resilience of all the infrastructure network and our ability to have back-up systems like generators is a priority to help alleviate some of these potential risks.

Council has identified resilience of our critical infrastructure as a Significant Issue District wide. Current infrastructure resilience initiatives include installing seismic valves at reservoirs, installing generators at critical plant, and updating the telemetry so that real time information is available from across the District.

The Westland area has a major alpine fault running through its region. The Alpine Fault connects two subduction margins where the ocean floor descends into the Earth's mantle. At this point the surfaces of the two plates making up the South Islands alpine fault meet.

The Pacific Plate on the easterly area of New Zealand is moving westwards and the Australian Plate, on the western side of New Zealand moves eastwards. They move at a relative rate of about 45mm per year. As these two plates move against each other enormous pressure builds up which must eventually be released through earth movement. The result is a major earthquake along the Alpine fault. The pressure has been continually building for about 280 years since it was last released by a large earthquake in 1717 AD.

This earthquake is a normal part of New Zealand's evolution. The historical patterns of earthquakes and current research on the Alpine Fault indicate that it is likely to rupture very soon. It is 280 years since the last earthquake. Recent research published in *Nature Geoscience*¹ in April 2021 show the probability of the next large earthquake occurring before 2068 to be about 75 per cent. Modelling shows the next earthquake is likely to be at least magnitude 8 or higher.

With an expected magnitude of 8 (or greater), this will be considered a great earthquake not simply a strong one. The force will result in a horizontal earth shift of up to 8 metres, and a vertical displacement of 4 metres.

The following image shows that all of Westland experiences a pattern of frequent shallow earthquakes (refer to Figure 7).

As a result, Council has identified priority projects for earthquake strengthening of buildings. These earthquake prone buildings are costly to address and take time. The following initiatives that address seismic performance of our buildings are:

- The Museum (Carnegie Building) will be closed from February 2021 for about one year so the seismic strengthening work can be undertaken. Council has recently purchased the Mountain Jade building, which will become the Discovery Centre and accommodate aspects of the Hokitika Museum-. The Carnegie Building will provide a Museum and exhibition space once the works are completed.

¹ <https://www.nature.com/articles/s41561-021-00721-4>

- In 2020 Council Headquarters was assessed as earthquake prone (at 34% IL Level 2). Based on this, Council will invest in bringing the building up to at least 67% IL Level 2. This also impacts Headquarter’s ability to host an Emergency Operations Centre during a Civil Defence emergency (requires 100% IL Level 4).

Figure 7: The pattern of shallow earthquakes in New Zealand

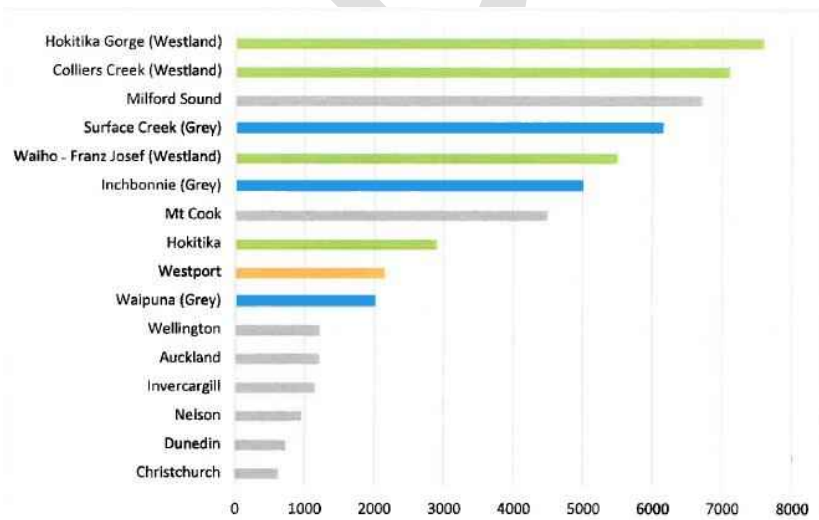


Source: GNS Science

As well as typical annual rainfall, the district is also subject to orographic rainfall, which create large dumps of rainfall in isolated areas or across the District within a very short period of time. This can cause widespread damage mainly to roading and bridges.

Figure 8 shows the annual rainfall of some parts of our District including Hokitika Gorge and Colliers Creek to be approximately 7-8 times the mean annual rainfall of cities like Wellington, Auckland, Invercargill, Nelson, Dunedin or Christchurch. Hokitika receives over 3,000mm of rain annually, Waiho / Franz Josef approximately 5,500mm and Colliers Creek and Hokitika Gorge between 7,000 to 8,000mm annually.

Figure 8: Mean annual rainfall



Sources: NIWA and West Coast Regional Council

Heavy rainfall increases the risk of flooding, erosion and landslides, which is already high in many parts of the region. Many Westland communities are located along narrow coastal and river strips beneath mountain ranges, leaving them exposed to increased risks of storms, flooding and landslides.








Work is underway with master planning to look at the longevity of the Franz Josef township including Council’s infrastructure. West Coast Regional Council is also investing in river protection works to provide a medium-term solution to the flood risk.

Planning for Climate Change

At regional level

Climate change is a major management issue facing all infrastructure providers and the built environment. The major trends expected by 2040 to be as a result of climate change for the West Coast Region are (based the Ministry for the Environment’s website):

Table 4: Regional climate change predictions

Climate aspect	Description and projections to 2040
 Temperature	Compared to 1995, temperatures are likely to be 0.7°C to 1.0°C warmer by 2040 and 0.6°C to 3.0°C warmer by 2090.
 Rainfall	Rainfall will vary locally within the region. The largest changes will be for particular seasons rather than annually.
 Wind	Changes in wind direction may lead to an increase in the frequency of westerly winds over the South Island, particularly in winter and spring.
 Storms	Future changes in the frequency of storms are likely to be small compared to natural inter-annual variability.
 Snowfall	The West Coast region is likely to experience significant decreases in seasonal snow. By the end of the century, the number of snow days experienced annually could decrease by as much as 30-40 days in some parts of the region. The duration of snow cover is also likely to decrease, particularly at lower elevations.
 Glaciers	Overall glacier ice mass has decreased by 25 per cent over the last 60 years in New Zealand and is expected to continue to do so into the future. Some of our most iconic glaciers (such as Franz Josef) have advanced in recent times. This is a result of more precipitation falling at their glacier heads.
 Sea-level rise	New Zealand tide records show an average rise in relative mean sea level of 1.7 mm per year over the 20th century. Globally, the rate of rise has increased, and further rise is expected in the future. The Ministry for the Environment provides guidance on coastal hazards and climate change, including recommendations for sea level rise.

At local and activity levels

Our specific proposed actions are outlined in the following table at activity level for core infrastructure with further detail in each Activity / Asset Management Plan.

Table 5: Proposed climate change actions

Activity	Most likely effect due to climate change	Proposed actions
Drinking Water	<ul style="list-style-type: none"> The current location of the Arahura bore site (as part of upgrade) is located near the coastline and at risk from erosion and salt intrusion. 	<ul style="list-style-type: none"> Exploring relocating existing new Franz Josef township to new location as prone to flooding from the Waiho River and situated in the

	<ul style="list-style-type: none"> The Franz Josef Water Treatment Plant could be from large rock debris when the Waiho River is in flood, washed out or severe earthquake. Ross - The township of Ross has very high groundwater tables and this therefore could pose a risk. 	<p>Alpine Fault Avoidance Zone. This will need a new Water Treatment Plant.</p> <ul style="list-style-type: none"> Explore alternative water sources to increase security and future quantities of supply (may need to be brought forward). This would apply to Ross.
Wastewater	<ul style="list-style-type: none"> The Franz Josef Wastewater Treatment Plant could be significantly damaged (similar to water supply above). Inflow and infiltration increases and reduces pipeline capacity during events resulting in more overflow events. 	<ul style="list-style-type: none"> Exploring relocating existing new Franz Josef township to new location. Implement the inflow and infiltration programme with recent Government funding package to prioritise catchments and to find cost effective methodology.
Stormwater	<ul style="list-style-type: none"> Increased flooding due to pipe capacity issues. 	<ul style="list-style-type: none"> Allow for increase in rainfall intensity when designing new infrastructure.
Land Transport	<ul style="list-style-type: none"> No access to communities and parts of the District cut off due to flooding / bridge damage, particularly Haast to Jackson Bay One of the main resilience issues that the district faces is due to the vulnerability of the transport network. Westland is 350km long and serviced by only one major road, State Highway 6. This leaves the District vulnerable in the event of road closures due to closeness to the coast, steep side slopes, proximity to the Alpine Fault, and crossing many rivers. 	<ul style="list-style-type: none"> Identification of critical bridges and culverts and development of renewal management strategies. Improve the Haast to Jackson Bay route (Special Purpose Road) including strengthening resilience (coastal erosion, rockfall, and flooding), pavements (defects and corrugated sections), and structures (age, pier slumping, structural condition). Haast-Jackson Bay Road is of significant concern and has been impacted by coastal erosion and slips. Improvements to the road have been included in the Regional Land Transport Plan, submitted to Waka Kotahi for consideration.

Aging Infrastructure

Aging, in terms of infrastructure, means the asset is coming towards or beyond the design life expectancy.

Areas of the District have been built over decades, and today there is both underground and aboveground infrastructure which is well past its expected life. As ageing occurs, Council is already seeing an increase in reactive maintenance.

A key challenge for the District is the balance between reactive maintenance, programmed or preventative maintenance, and the inevitable rehabilitation or outright replacement of assets which have both physically and economically run past the point of repair.

There are risks of high running maintenance costs and loss of service through failure of aged assets. A significant portion of the proposed asset renewal programme is aimed ensuring that these risks are mitigated by a continual replacement of assets that have reached an age at which ongoing reliable performance is lost.

Council has historically fallen short in the level of renewals required to keep networks in appropriate condition and performance levels. Within each Activity there is a concentration of age based renewals forecasted. While each activity area has renewals budgeted, the main focus and expenditure within the 3 Waters area will be on renewal of the Hokitika Wastewater Treatment Plant (WWTP). An analysis of age based renewals forecasted versus planned budget is covered in the condition and performance section of this document.

Table 6: Assets at end of design life by 30 June 2022

ASSET TYPE	% of Total Amount at the end of design life as at 30 June 2022	
	District Wide	Hokitika
Water Lines	10.4%	8.3%
Water Plant	13.6%	
Wastewater Line	5.7%	0%
Wastewater Pant	27.0%	
Stormwater Line	7.5%	
Stormwater Plant	15.4%	

Over the last three years, data integrity has been improved and Council is committed to continuing to improve the quality of its asset data over the next 30 years. Provision has been included in the infrastructure budgets over the next 10 years to conduct a physical stocktake of assets to review their condition.

The first 10 years of Council’s Infrastructure Strategy is based on carrying out upgrades and enhancements previously identified. The focus over the next two decades will primarily be undertaking risk based renewals based on evidence (using condition and performance data collected), with the exception of Franz Josef services (relocation of township).

Table 7: Spending on renewals Years 1 - 30

Asset	Renewals spend in years	Renewals spend in years	Renewals spend in years
	1 – 10 \$000	11 – 20 \$000	21 – 30 \$000
Stormwater	2,007	498	620
Drinking Water	7,837	4,941	6,024
Wastewater	13,128	1,523	1,893
Bridges & Structures	8,099	8,943	11,117

Whilst our intention is to decrease the backlog of ageing assets, Council believes that our first priority is to our environmental, public safety and legal compliance. The three waters assets’ capital works programme over the next 10 years brings us up to our compliance requirements and improves future capacity and resilience for our communities. Once this programme of works has been completed, Council will then be in a position to invest heavily in the ageing assets and bring them up-to-date. The risk of not completing asset renewals when they fall due is the potential for increased maintenance costs, asset failures and service interruption. Council will monitor asset performance closely to mitigate this risk and actively maintain the asset to prevent breakdowns.

Over the 10 years of the Long-Term Plan, Council’s level of funding is ahead of the planned renewals due to significant Government subsidies, which will result in saving the depreciation funding otherwise tagged for certain renewal projects. Council therefore is building up the financial capacity to react if significant breakages occur. As Council gains better information on asset condition, it will always revisit renewals annually. Better information for some areas may be able to be obtained sooner, however some areas e.g. stormwater infiltration/inflow can take years to fully map out the effects. While the LTP forecasts primarily reflect an age-based analysis, and are not based on detailed condition assessment, Council’s overall approach is to continue to clear the renewals arrears over the 30 years of the Infrastructure Strategy.

In the short to medium term, there are increased risks of asset failures leading to service interruptions. Council will minimise the impact of these risks by:

- Monitoring asset performance and taking appropriate action when and where issues are identified.
- Undertaking a programme of inspections to build up knowledge of the condition of asset and supplement this information by analysing the performance and failure of assets.

- Developing a risk-based programme of renewals which brings forward asset renewals with the highest risk and greatest significance if they fail.
- Continuing to fund the depreciation on these assets so that a sustainable financial base exists for the long-term renewal of assets.
- Build capacity within the organisation to deliver asset planning and carry out the increased levels of renewals required to maintain the assets.

Regional Collaboration

Regional collaboration and maintaining relationships are essential for Westland District Council particularly as remote community, responding to legislative changes as well as connecting with iwi, Government agencies and neighbouring councils. The key strategic relationships are summarised in the following table.

Table 8: Summary of key strategic relationships

Strategic Relationship	Discussion and purpose
Other West Coast District Councils	<ul style="list-style-type: none"> • Buller, Grey and Westland District Councils work together on various initiatives at mayoral, Chief Executive and Group Manager levels • Current initiatives include: <ul style="list-style-type: none"> ○ Three water model on response to the pending reforms ○ Regional Land Transport Activity Management Plan ○ Investigating Butlers Landfill as regional facility ○ Development of regional Waste Management and Minimisation Plan.
Department of Conservation	<p>Te Tai Poutini (Westland National Park) is over 80% of the West Coast region. The region has plenty of day walks and tramps to enjoy and is a major attraction for visitors. Council coordinates with the Department of Conservation cycle trails and walkways including the West Coast Wilderness Trail (starts in Greymouth and finishes in Ross).</p>
Iwi	<p>Increasingly, legislation requires a greater role in the governance or decision making for local iwis about key assets such as water. Major infrastructure projects require significant input from iwi to ensure cultural considerations are understood and provided for, alongside other factors.</p> <p>For three waters, all persons and functions under the Water Services Bill must give effect to Te Mana o te Wai, this includes suppliers, territorial authorities, and regional councils. Taumata Arowai (the new water regulator) is also required to give effect to Te Mana o te Wai.</p> <p>A partnership agreement has been established between Te Rūnanga o Ngāti Waewae, Te Rūnanga o Makaawhio and Council. The agreement allows for participation in Council decision-making. Two chairs have been appointed to attend and participate in Council meetings.</p> <p>The goals of the partnership are:</p> <ul style="list-style-type: none"> • To provide a framework for the parties to work together toward improving Westland • To provide mechanisms and resources that assist Poutini Ngāi Tahu Papatipu Rūnanga to participate in Council policy, planning, and other decision making processes • To facilitate the sharing of information to build a better understanding that enhances collaboration and strategic thinking about Westland’s future • Identify strategic opportunities to work closely together for the betterment of Westland District • Build iwi capacity and capability to partner with local government.
West Coast Regional Council	<p>Council works with the Regional Council mainly in the following areas:</p> <ul style="list-style-type: none"> • Land transport activity to give effect to the strategic priorities in the Government Policy Statement particularly for promoting mode of transport choices • Flood control. The majority of stop bank and flood control assets in the region are owned by the Regional Council. The effective function and integrity of these flood control assets are critical for the safety and prosperity of our townships, particularly Franz Josef.

- The Regional Council issues resource consents for land use activities in our District such as mining and farming. Westland District Council also seeks resource consents for our infrastructure activities including three waters and landfills (operational and closed).

Waka Kotahi

Waka Kotahi is Council's funding partner for the land transport activity. Council has been successful in increasing the subsidy rate from 59% to 62% (from 2021/22) to reflect the District's needs.

Council and Waka Kotahi need to work together so that the local and state transport networks are integrated and undertake planning for transport needs as well as in emergencies.

Council must also give effect to Waka Kotahi vision and other key planning processes and documents including the Government Policy Statement and Regional Land Transport Programme.

New Technology

Communications

A significant technology shift for Westland District is the deployment of broadband and mobile connectivity programmes. Being a remote district, this technology rollout is mission critical so that Council can access data for delivering our infrastructure services, be attractive for tourists and allow businesses to operate nationally and internationally. It also enables all of our communities to thrive.

Key initiatives of the broadband and mobile connectivity programmes are:

- Provide Ultra-Fast Broadband across the district.
- Reduce mobile black-spots in tourist locations and remote rural areas.

Improving asset knowledge

Advances in technology can potentially impact the demand for water related services, such as:

- Improved tools for understanding the capacity of water and sewerage systems and / or the environmental effects. This may provide better information that guides where new development is allowed to occur.

Significant Assumptions and Risks

This strategy is based on the following assumptions:

Table 9: Significant assumptions

Significant assumptions	Risk and impact	Risk level	Mitigation
<p>Population change</p> <p>The population of the District will remain statics.</p> <p>The make-up of our population base is expected to change, with the elderly population increasing and more ethnic diversity of those living in Westland expected.</p> <p>The population statistics used are based on Statistics New Zealand medium growth forecast.</p>	<p>Population growth is significantly higher than forecast in a localised area, putting pressure on infrastructure. Or population significantly declines resulting in under-utilisation of infrastructure.</p> <p>Uncertainty with COVID-19 impacts particularly in the medium to long term including the impact on our district's population and any demographic changes.</p>	Medium	<p>Council take into account population changes when planning and reviewing infrastructure development.</p> <p>Council will continue to monitor and update as things change at District level and regionally.</p> <p>Generally, small changes in population can be managed within the existing level of service.</p>
<p>Tourism</p> <p>Border restrictions remain in place for an extended period (up to 18 months). The Trans-Tasman bubble does not start until 2022 (Australians traditionally make up the greatest portion of international travellers to Westland).</p>	<p>That projected tourism rates are significantly higher or lower than expected.</p> <p>Significant drop in revenue in the tourist areas and associated service industries for international tourists. This will be somewhat offset from Trans-Tasman bubble and increase in domestic tourist market.</p>	High	<p>Council will continue to monitor tourism growth and economic indicators provided by external agencies such as Infometrics.</p> <p>Council will work with Development West Coast and other agencies to determine proactive engagement with key stakeholders to mitigate economic impacts.</p>

<p>In the short to medium term international tourism will remain low. Domestic tourism will support an increase in tourism particularly in Northern Westland, but not to pre-Covid 19 levels.</p>			
<p>Inflation The 2021 Long Term Plan is based on the BERL's Local Government Cost Adjustor Forecasts for three scenarios with due to the COVID-19 impact. The stalled rebuild scenario has been used as best reflects Westland's District with higher reliance on tourism and shrinking population. The Local Government Cost Indicator (LGCI) annual changes are:</p> <ul style="list-style-type: none"> • 2019 – 3% • 2020 – 2% • 2021 – 0% • 2022 – 2.4% • 2023- 2.3% • 2024 – 2.2% • 2025 – 2.2% • 2026 – 2.3% • 2027 – 2.1% • 2028 – 2.2% • 2029 – 2.2% • 2030 – 2.3% • 2031 – 2.1%. 	<p>It is difficult to predict accurately the impact of COVID-19 on the local economy. However, Council will continue to monitor the key attributes impacting our communities.</p>	<p>High</p>	<p>Council will review its budget annually through the Long Term Plan / Annual Planning process and may adjust work programmes / budgets where necessary. Council will continue to monitor economic indicators provided by BERL.</p>
<p>Climate change Climate change will impact on the Council's operations in the medium to long term and will require an appropriate response to adapt and prepare for potential impacts. Long term impacts are considered with building infrastructure assets.</p>	<p>The effects of climate change are more severe than expected, resulting in additional costs to mitigate impacts and increasing damage to Council infrastructure.</p>	<p>Medium</p>	<p>Council activities will build appropriate mitigation responses into infrastructure development. Council will continue to monitor climate change science and the response of central government, and adapt its response where required.</p>
<p>Natural hazards The Westland District has within it's geography significant exposure to natural hazards, and this is considered when investing in the capital programme. All projects are assessed based on the resilience of the critical assets as part of the full project. Council does not budget for specific natural disaster events. Instead, our focus is on ensuring our assets have capacity to mitigate impacts.</p>	<p>Natural disasters may occur that have a significant impact on Council services resulting in unbudgeted costs beyond the capacity of the Council to cope.</p>	<p>High</p>	<p>Council has a Civil Defence Emergency Plan that will be implemented in the event of an emergency. Council has comprehensive insurance, but will also be seeking government support in the form of a Disaster Relief Fund for the replacement of infrastructure assets in the event of a natural disaster. Capital improvement projects are identified in the Activity / Asset Management Plans to strengthen the resilience of our critical assets.</p>

<p>Costs Capital expenditure estimated costs are based on Council's best estimates and known planned expenditure.</p>	<p>Capital expenditure varies from budget. There may be increased operation and maintenance costs associated with maintaining assets that are beyond their useful life. Covid-19 is impacting on the supply chain for aspects of sourcing materials. This may inflate costs yet to be quantified.</p>	<p>Medium</p>	<p>Council will review its budget annually through the Long Term Plan / Annual Planning process and may adjust work programmes / budgets where necessary.</p>
<p>Funding sources Funding sources (including external funding sources) do not materially change over the life of this Infrastructure Strategy. Council will continue to seek external Government funding and other sources (e.g. Development West Coast) as it becomes available.</p>	<p>Levels and sources of funding differ from that forecast resulting in projects being revised or alternative funding sources used.</p>	<p>Medium</p>	<p>Funding for projects and assets is considered before the commencement of each project or asset. A significant impact from changes in funding or funding sources may result in revised capital works programme.</p>
<p>Availability of contractors and materials Contractors and materials will be available to undertake the work required to agreed standards, deadlines and cost.</p>	<p>Projects could be delayed if there is a shortage of contractors or materials or contractors may not deliver to agreed standards, budget and timeframe.</p>	<p>Medium</p>	<p>Spread projects as much as possible and continue to engage with local contractors. Ensure robust contracts are in place. Undertake shared procurement with other West Coast councils as much as practical.</p>
<p>Service levels Service levels remain unchanged except where stated as projects or changes required by funding partner Waka Kotahi, or Taumata Arowai.</p>	<p>Significantly enhanced service levels are demanded by the community or imposed by the government. This will lead to additional cost and / or resourcing requirements.</p>	<p>Low</p>	<p>Council regularly monitors existing service provision within its operation on a day to day basis. Minor changes may be made to service levels where budget, contracts and resources allow. Participate in industry forums to provide input into any significant service level changes for a small, remote district council. Major changes in service levels will be confirmed with the community via consultation and will generally require and increase to fees or rates.</p>
<p>Asset Condition Asset condition and performance data is accurate, except where improvements to data collection and monitoring have been identified.</p>	<p>Asset data is inaccurate, leading to more / less assets needing to be renewed or timing or renewals is incorrect. Critical assets fail before they are scheduled for planned renewal. This may lead to a loss of service for a period of time.</p>	<p>Medium</p>	<p>Implement asset management improvement plan to ensure timely renewal intervention in accordance with good asset management practice. Review planned renewals through the Annual Planning process. Focus of asset management improvements are for critical assets.</p>
<p>District boundaries There will be no change to District boundaries.</p>	<p>Amalgamation will be forced onto local councils.</p>	<p>Low</p>	<p>Early and ongoing communication between councils to understand the impact of this prior to it happening.</p>
<p>Three water reform Council assumes that the Government will proceed with the water reform programme</p>	<p>Council will continue to work with other West Coast councils on regional aggregation model as best meets our community needs and keeps it local.</p>	<p>High</p>	<p>Council will keep up to date with the Government's proposed water reform programme. Council will submit on the Water Services Bill to ensure Westland District's community needs are considered.</p>

including aggregating and forming water entities.

Resource consents

Resource consents will be obtained with acceptable conditions, and expiring resource consents will be renewed with similar conditions during the period of the Infrastructure Strategy.

Resource consent is not obtained or renewed, or conditions imposed are unacceptable. This would have significant impacts on costs and the ability to provide that activity / infrastructure. A major non-renewal may mean an entirely new approach may be required and may delay projects.

Medium

Appropriate planning for resource consent applications / renewals should ensure that they are obtained. Monitoring of compliance with existing resource consent conditions will provide a compliance for future processes. The renewal of consents is dependent upon the legislative and environmental standards and expectations that exist at that time.

How Our Infrastructure is Managed

Strategic Statements

Council will follow the Strategic Statements to guide decision-making over the next 30 years. This is additional to complying with the relevant New Zealand legislation. These statements have been developed through Council workshops and adopted by Council. The following table outlines the Strategic Statements and shows the alignment with the Community Outcomes.

Table 10: Strategic statements

Strategy number	Strategic statements	Community Outcomes
1	Involving the community and stakeholders.	Resilient Communities
2	Delivering core services that meet community expectations and demonstrate value and quality.	Resilient Communities
3	Grow and protect our communities, our economy and our unique natural environment.	Diverse Economy and Sustainably Managed Environment
4	To provide mechanisms and resources that assist Poutini Ngāi Tahu Papatipu Rūnanga to participate in Council policy, planning, and other decision making processes, as set out in the partnership agreement.	Resilient Communities

The model for the future development and evolution of the Infrastructure Strategy is shown below and includes:

- The development of the Infrastructure Strategy is owned by District Assets but involves a wider stakeholder group i.e. finance, IT, planning and external consultants. The Capital Projects and Tenders Committee is the vehicle for reviewing and revising based on the best information available. The forum meets monthly to review progress of current projects and planning for future projects.
- The Infrastructure Strategy will evolve in a continuous cycle of review and improvement so that quality of output matches the changing needs of Council. Workshops with Council members sets the direction for management to follow. It is critical that any change of leadership or membership of Council does not undermine the planning process.
- Normally each review will take twelve months but can be initiated sooner if requested by the Council due to significant district or legislative changes.

Figure 9: Strategy review process



Applying Strategic Statements to Infrastructure Planning

Statement 1: Involving the community and stakeholders

To support this strategic statement:

- All people feel valued and supported within a caring community.
- Strong relationships between people from different cultures, communities and organisations build a united community.
- The place of Māori is recognised and respected. The Treaty of Waitangi is recognised and respected.
- The goals of Poutini Ngāi Tahu (partnership agreement) are committed to and embedded in the ways our infrastructure assets are managed.
- People from all sectors of the community are able and encouraged to contribute to their communities.
- Cooperation, collaboration and coordination between agencies, organisations and councils occur to avoid duplication of resources, minimise regulation and promote a consistent focus.

Statement 2: Delivering core services that meet community expectations and demonstrate value and quality

To support this strategic statement:

- Getting the funds required for upgrades of ageing or obsolete infrastructure, and for increased infrastructure to meet increased levels of service and growth.
- Identifying what infrastructure is important to the community and to meet the Council's legislated obligations, Council's levels of service have been developed to help define and identify the key strategic priorities around our infrastructure.
- Apply community considerations and expectations in decision making on infrastructure.
- Ensuring core services enable the community and the environment to be healthy.
- Ensuring core services enable our district to develop, grow and prosper.

Statement 3: Grow and protect our communities, our economy and our unique natural environment

To support this strategic statement:

- Resources are used sustainably, developed and protected.
- The District's natural features and landscapes are understood, valued, maintained and enhanced for future generations.

- Built environments and amenities are of a high standard and contribute significantly to the well-being of people and communities.
- People are valued and their contribution to the economic, cultural, environmental and social well-being of the region is recognised and supported.
- Sustainable development is encouraged.
- Kaitiakitanga (the protection and management of the environment) is understood and valued.

Statement 4: To provide mechanisms and resources that assist Poutini Ngāi Tahu Papatipu Rūnanga to participate in Council policy, planning, and other decision making processes, as set out in the partnership agreement

To support this strategic statement:

- Established a partnership agreement between Te Rūnanga o Ngāti Waewae, Te Rūnanga o Makaawhio and Council.
- Enables participation in Council decision making.
- The two appointed chairs attend and participate in Council meetings.

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Infrastructure Condition and Performance

Core Infrastructural assets

The core Westland District Infrastructure Assets and their age-based condition are shown in Table 2. The following describes their condition assessment.

Table 11: Age-based infrastructure condition assessment

Assets	Sub Group	Geographic Area	Age-Based Infrastructure Condition				
			Very Poor	Poor	Average	Good	Excellent
Water	Pipelines	Arahura				99.7%	0.3%
		Fox Glacier		11%	1%	83%	5%
		Franz Josef		14%	20%	51%	15%
		Haast			0.2%	96%	3.8%
		Hari Hhari			0.5%	98.7%	0.8%
		Hokitika (includes Kaniere)	2%	11%	12%	62%	13%
		Kumara		10%	10%	72%	8%
		Ross	6.4%		5.3%	88%	0.3%
		Whataroa			0.3%	99.6%	0.1%
Water	Treatment Plants, Pump Stations & Reservoirs	Arahura	15%	23%	24%	38%	
		Fox Glacier	54%		14%	29%	3%
		Franz Josef	9%	4%	7%	78%	2%
		Haast	26%	2%	12%	48%	12%
		Hari Hari	6%		65%	29%	
		Hokitika (includes Kaniere)*	6%	17%	36%	37%	4%
		Kumara	16%		42%	42%	
		Ross	5%	5%	26%	59%	5%
		Whataroa	25%	13%	12%	25%	25%
Water	Fittings	Arahura				100%	
		Fox Glacier	31%	1%	7%	59%	2%
		Franz Josef	44%	4%	4%	35%	13%
		Haast	3%	63%		14%	20%
		Hari Hari		70%		30%	
		Hokitika (includes Kaniere)	14%	9%	18%	38%	21%
		Kumara	3%	22%	11%	61%	3%
		Ross		53%	4%	42%	1%
		Whataroa				100%	
Wastewater	Pipelines	Fox Glacier		76%	1%	22%	1%
		Franz Josef		50%		41%	9%
		Haast			62%	23%	15%
		Hokitika (includes Kaniere)		64%	4%	23%	9%
	Treatment Plants & Pump Stations	Fox Glacier	20%	50%	20%	10%	
		Franz Josef					100%
		Haast	23%	8%	46%	23%	
		Hokitika (includes Kaniere)	33%	11%	23%	30%	3%
	Manholes & Flush Tanks	Fox Glacier		16%	84%		
		Franz Josef			62%	38%	
Haast				3%	91%	6%	
Hokitika (includes Kaniere)		1%		72%	21%	6%	
Stormwater	Pipelines	Fox Glacier			22%	77%	1%
		Franz Josef			26%	69%	5%
		Haast				98%	2%
		Hari Hari			97%	3%	

	Hokitika (includes Kaniere)		0.1%	75.4%	17.5%	7%
	Kumara			90.1%	9.4%	0.5%
	Ross			77%	23%	
	Whataroa			91%	9%	
Pumpstations	Hokitika	15%	3%	34%	48%	15%
Manholes	Fox Glacier			33%	67%	
	Franz Josef			25%	75%	
	Haast			100%		
	Hari Hari			100%		
	Hokitika*			66%	20%	14%
	Kaniere*			100%		
	Ross			100%		
	Whataroa			100%		

NB1: Categories are based on age-related information. For example, very poor is the oldest infrastructure.

NB2: A high proportion of assets in the treatment plant category are rated “very poor” due to the design life of several components being short i.e. 5 – 10 years. This does not mean that the overall treatment plant is running beyond its design life. The exception to this is the Arahura and Fox Glacier plants, which are currently being upgraded.

The current state of our infrastructure assets in terms of condition and performance is summarised by activity below. Further details are provided in relevant Activity Management Plans.

Over the past few years, some proactive renewal projects have not been undertaken, which has now caused or will cause a backlog in renewals. In most cases, especially line renewals, it is unrealistic to replace all assets that are due to be renewed when their design life expires. With this in mind, Council has tried to reduce the impact of a back log by doing proactive renewals.

With a better resourced team, we can focus more on condition assessment of assets to programme renewals in the areas most needed. With the 3 waters reform funding, Council has projects for CCTV work on all our wastewater infrastructure. This will enable us to obtain a more accurate condition rating and prioritize renewals.

Drinking water

The condition rating for drinking water assets is currently based on age for about 98% of the assets, and not on visual site assessment. The condition rating of the drinking water pipeline assets is detailed in Table 11 above. Site verification will investigate the assets initially assessed as poor.

Overall, most of Council’s drinking water pipelines are made of plastic pipes (either PVC (62%), polyethylene (PE) (18%)) and are considered relatively young. There is still asbestos cement pipelines (11%) and indicative of the problematic pipe materials that are known to fail. These assets will need replacement in the short to medium term. There is a replacement programme in place to address the asbestos concrete pipelines. Most unplanned pipe repairs are generally on old asbestos cement pipes and therefore the asset performance of these assets is considered poor. Where major critical asbestos cement pipes have been identified, these have been prioritised for renewal.

It is intended to verify the asset condition with additional internal resources. The initial focus will be on the critical drinking water (above ground) assets. Common industry practice is to survey asset condition about every three to five years. For below ground drinking water assets, condition is assessed through analysing break data. These practices still need to be adopted and implemented and identified as improvement actions.

Figure 10: Water line renewals based on age versus planned budget

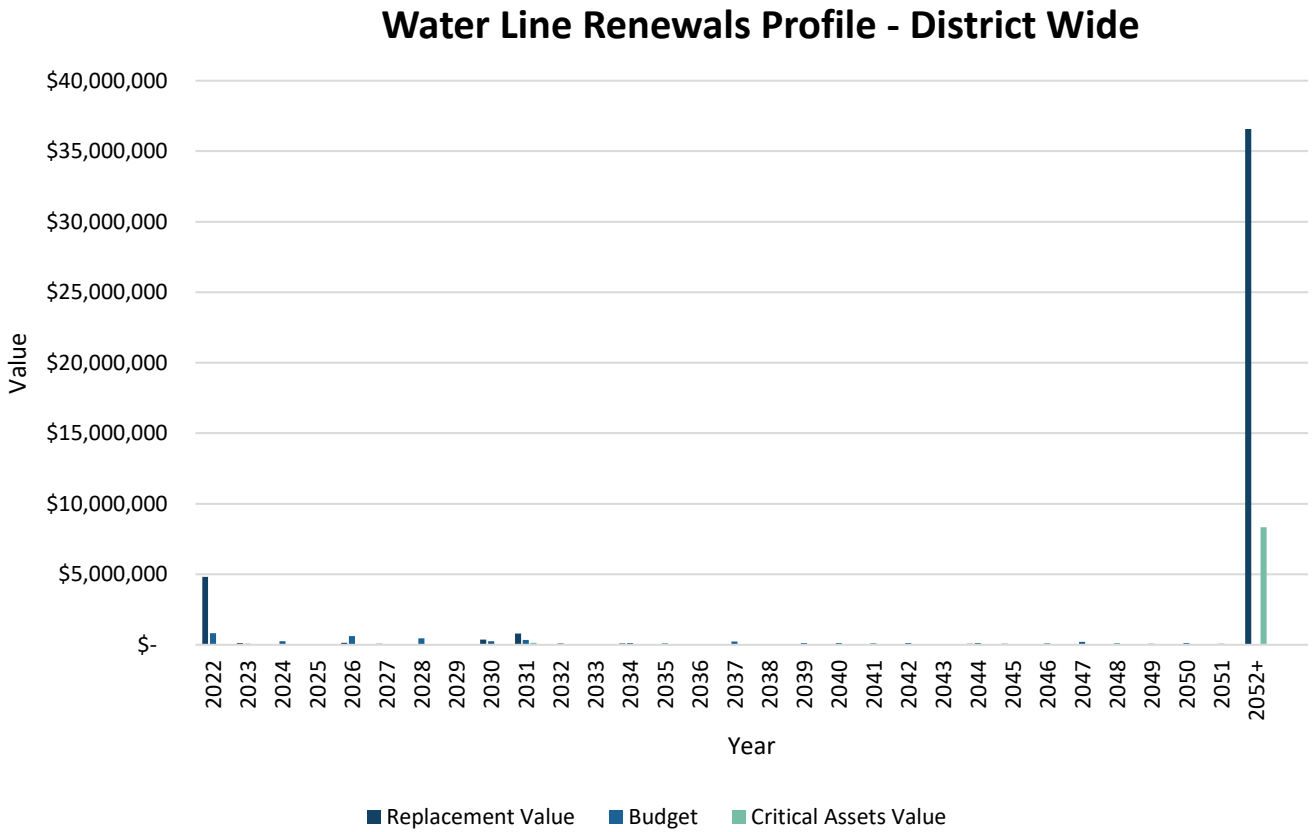
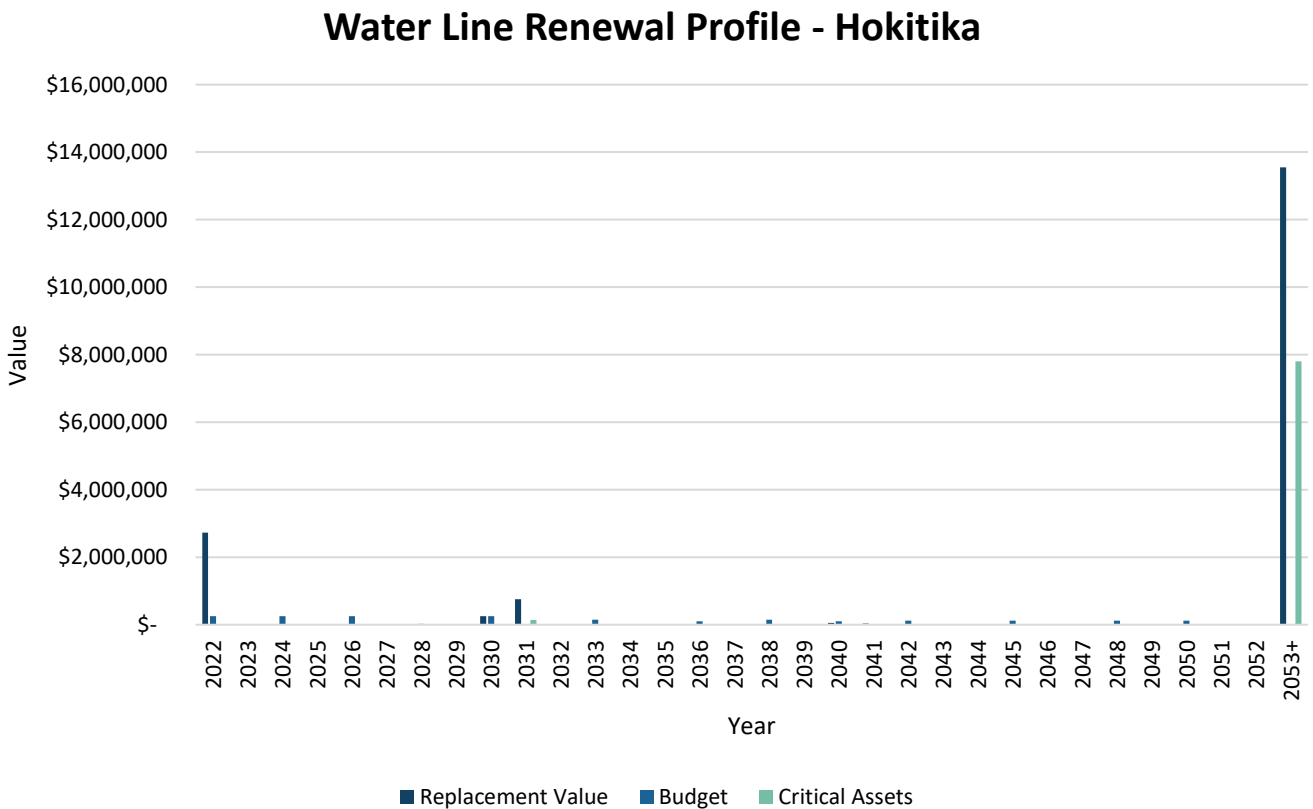


Figure 11: Water Line renewals based on age versus planned budget - Hokitika only



Asset performance of Council’s drinking water network is assessed in terms of water leakage and water quality as follows:

- Water quality - Council has a suite of plans and processes to provide assurance that it is providing safe drinking water. These include the Water Safety Plans, operating procedures, and operations and maintenance manuals for the treatment plants.
- Council’s water quality is measured monthly against the mandatory performance measures and reported in the Annual Report. Council wishes to focus on achieving the mandatory performance measures. Meeting the mandatory performance measures for drinking water quality is a challenge as a small and remote district council.
- Water leakage - Water loss can happen for a range of reasons, including leaks and breaks in the network and this results in Council treating more water than is needed.

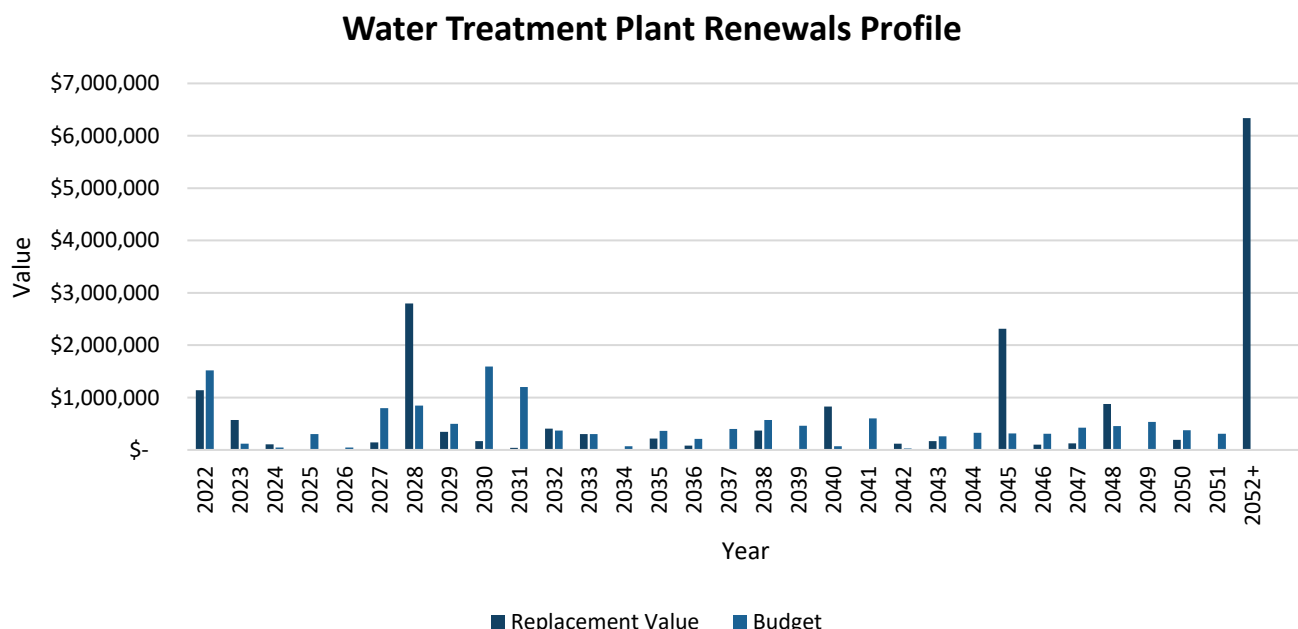
Council has not historically directly measured the percentage of real water loss (i.e. leakages) from its networked reticulation system due to the associated costs and resourcing needed. Council has budgeted for and recently installed some water meter devices at the water treatment plants and reservoirs to better measure for losses.

Real water loss is mandatory performance measure but is not currently measured. It is monitored in a number of ways including telemetry, water meters, repair programme, mains replacements and pressure management.

In response, Council has identified future improvements so it can report on real water losses:

- Set up the methodology for real water loss from Council’s networked reticulation system. Set targets and start monitoring.
- Set up the measurement systems for the two environmental performance measures (leakage and average water consumption) as a priority.

Figure 12: Water Treatment Plant renewals based on age versus planned budget



Wastewater

The existing condition data for wastewater assets is limited and based on reactive surveys and investigations occur in response to an operational issue / incident. With the appointment of a dedicated Asset Management Team, Council intends to get a better understanding of the current state of the wastewater assets. A programme will be developed with a focus on the critical assets.

There are large amounts of asbestos concrete pipes of similar age that might need to be replaced at a similar time, but Council needs to gather evidence to inform the renewal programme. Council is using the Government’s three water reform package to replace three sections of wastewater mains made of asbestos concrete material that have been known to be problematic.

Figure 13: Wastewater line renewals based on age versus planned budget

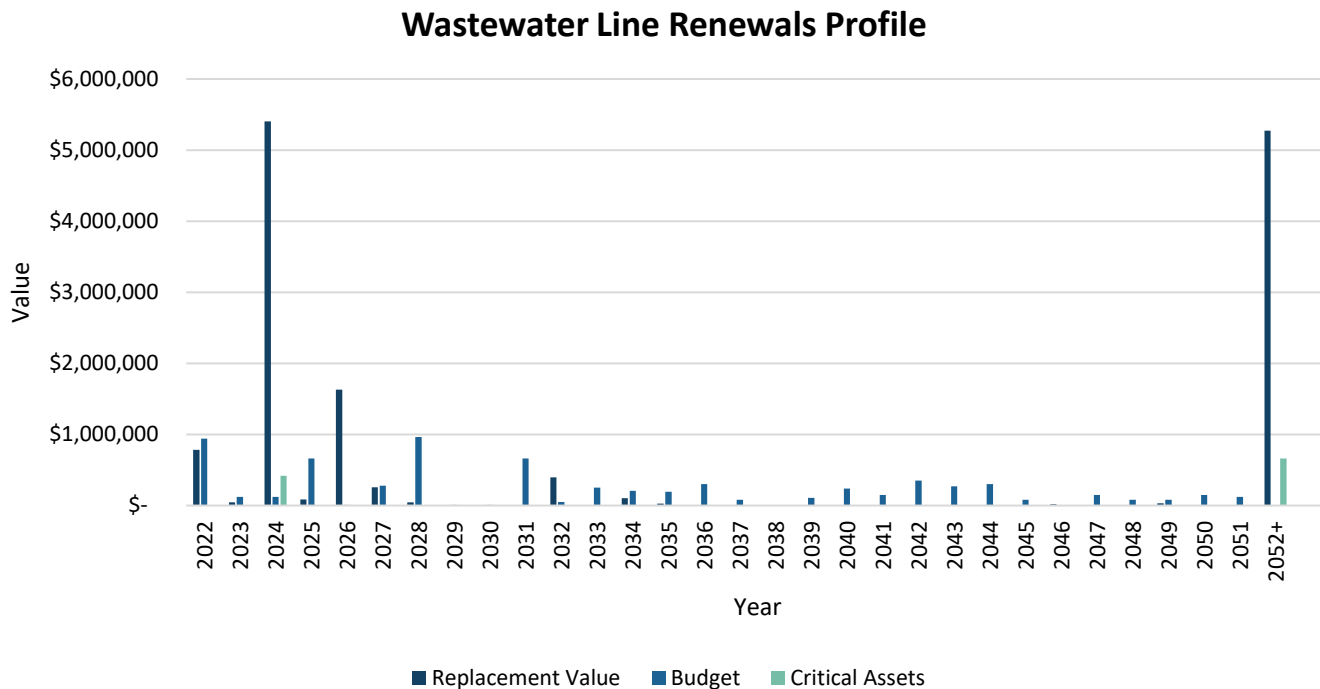
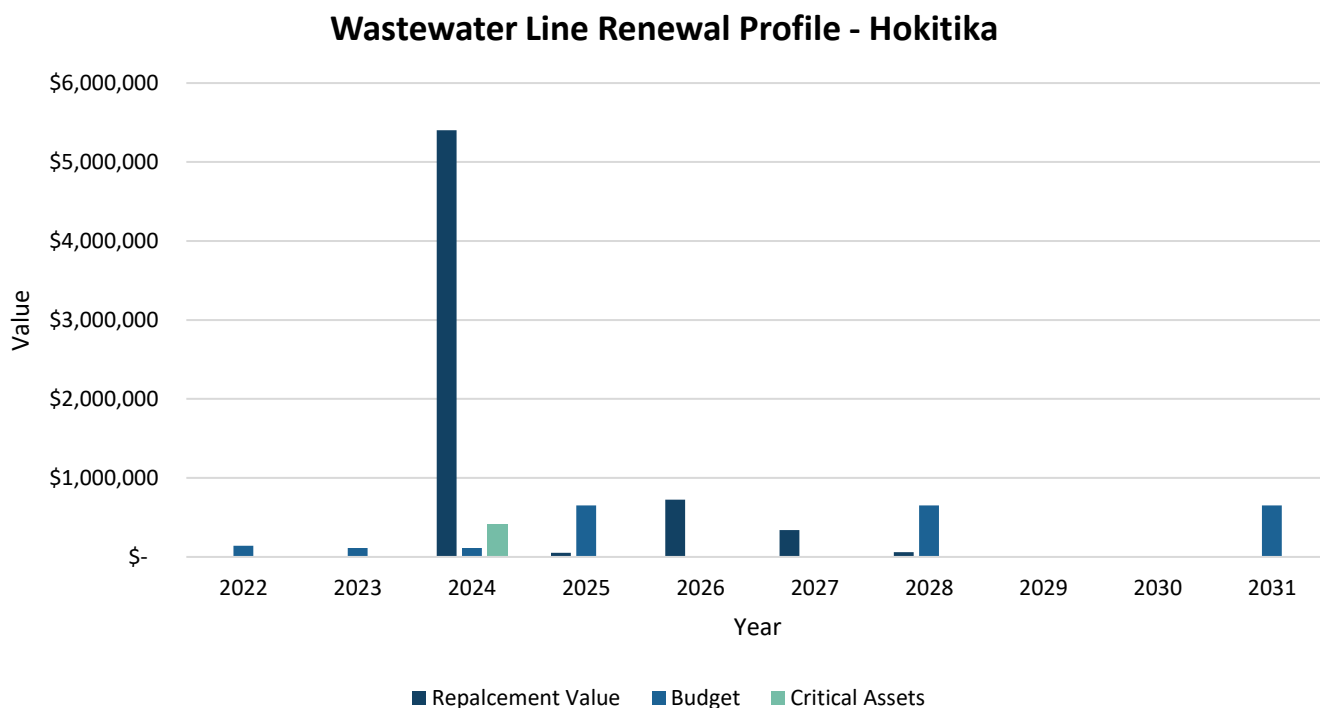


Figure 14: Wastewater line renewals based on age versus planned budget – Hokitika only



Asset performance of Council’s wastewater network is assessed in terms of overflows and inflow and infiltration as follows:

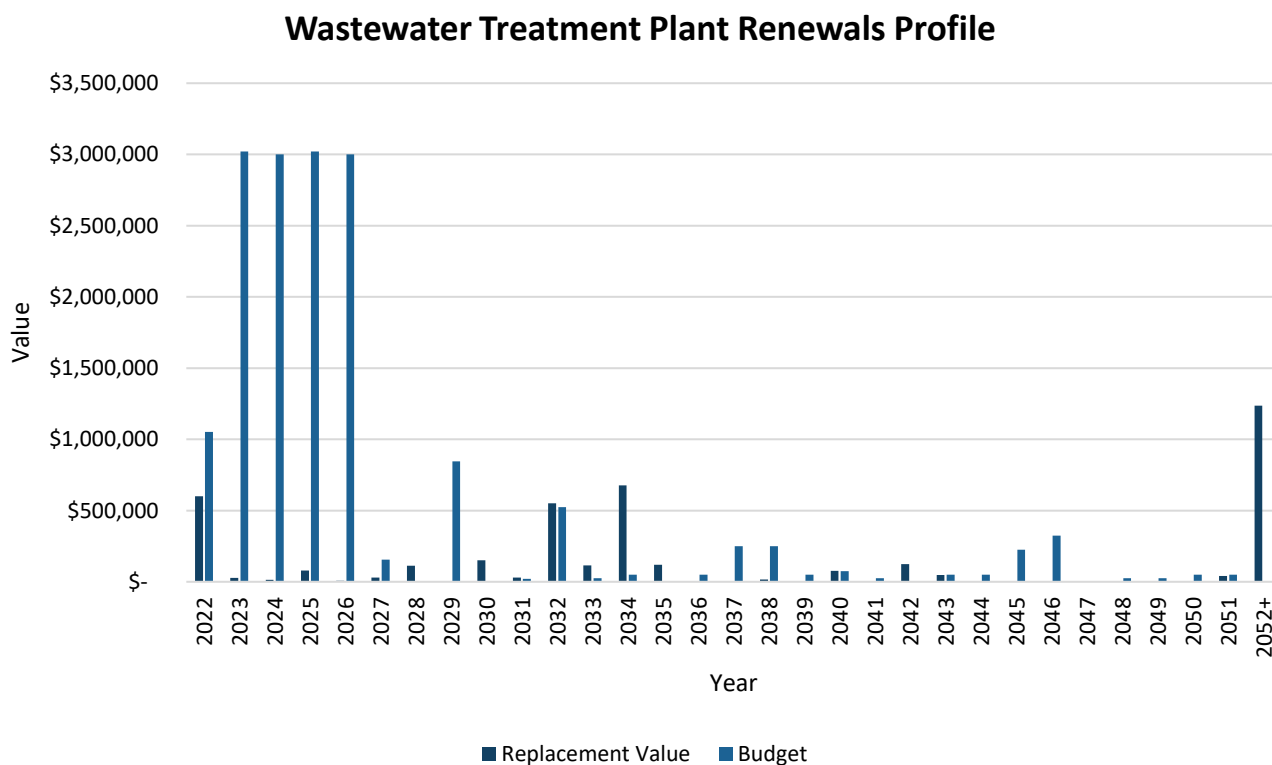
- Dry weather overflows. A dry weather overflow is an uncontrolled wastewater discharge that is not associated with a rain event. Currently, most of our pump stations are not connected to a monitoring system, however as budgets allow we will improve the number of pump stations on telemetry so that Council can monitor real-time activity and report failures. This will help us to mitigate effectively by preventing dry weather overflows from entering the environment and for reporting to the Regional Council.

Dry weather overflows are reported as a mandatory performance measure and to the Regional Council.

Blockage incidences occur from time to time but our asset performance for dry weather overflow events is relatively low (5 in 2019/20 and 12 in 2018/19) and meets industry accepted benchmarks.

- Inflow and infiltration. Operationally some of our catchments are leaky. This is the term used to describe groundwater and stormwater entering into dedicated wastewater system resulting in the system becoming overloaded and overflows occurring. Council has successfully secured external Government funding to undertake an inflow and infiltration study in Hokitika and Franz Josef townships. This funding will target the older areas where inflow and infiltration will likely be higher.

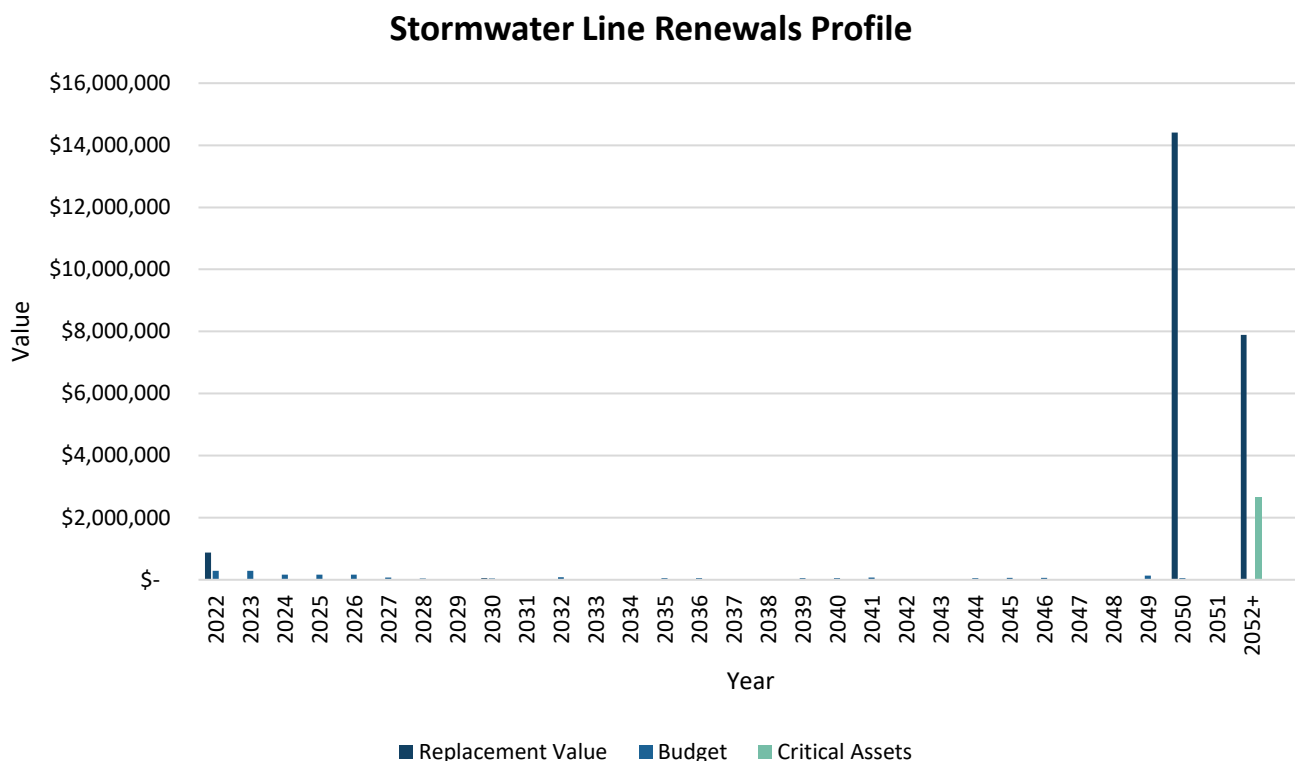
Figure 15: Wastewater Treatment Plant renewals based on age versus planned budget



Stormwater

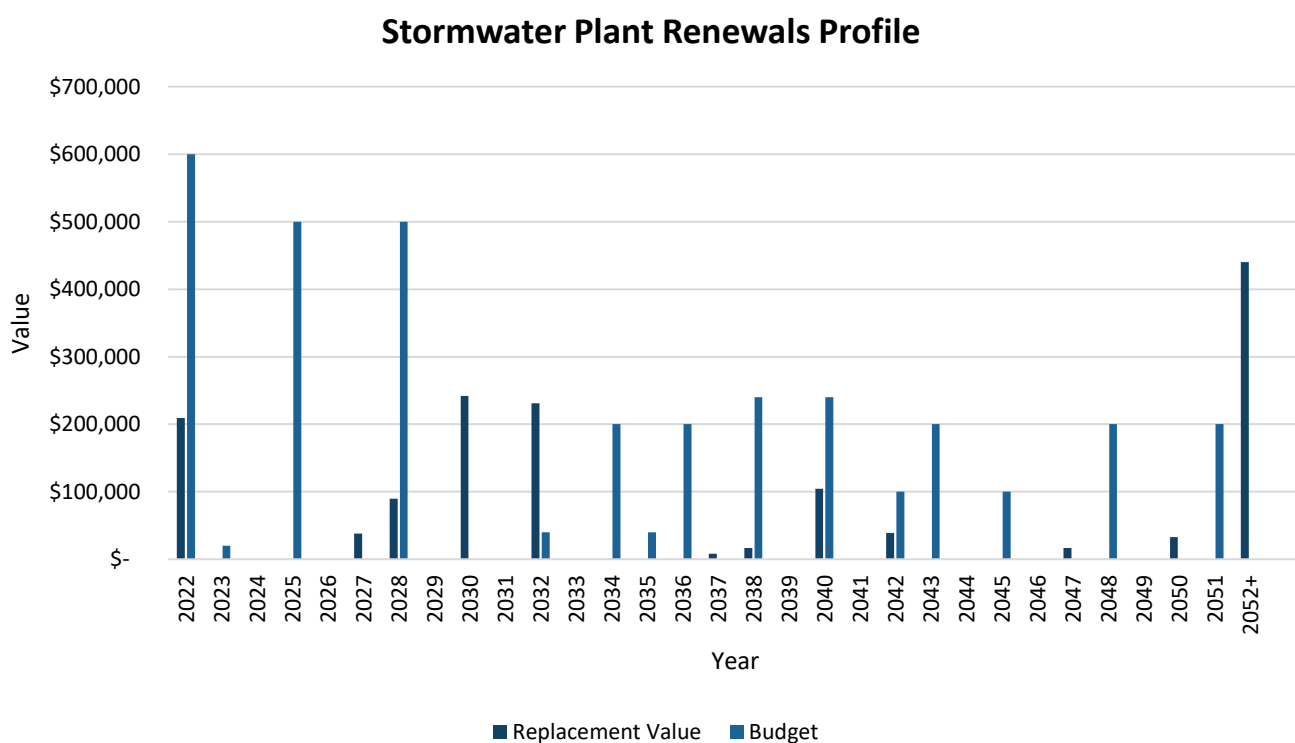
The existing condition data for stormwater assets is reactive (similar to wastewater). The surveys are normally undertaken in response to blockages or understanding the network configuration. A programme will be developed with a focus on the critical assets (similar to wastewater).

Figure 16: Stormwater line renewals based on age versus planned budget



Asset performance of the stormwater network is assessed in term of capacity (flood protection) and stormwater quality. Hokitika can experience significant flooding from heavy rainfall events. Further investment in Stormwater infrastructure within the town centre zone to be completed as per the capital plan.

Figure 17: Stormwater plant renewals based on age versus planned budget



Land Transport

Council provides 691km of roads throughout the District, of which 379km (55%) is sealed and 311km (45%) is unsealed. Council also owns bridges, retaining structures, footpaths, various drainage and other assets that are valued at \$320 million.

Council collaborates with Buller and Grey District for Land Transport activities and have jointly produced a Combined Transport Activity Management Plan (C-TAMP). This plan provides the business case for Waka Kotahi and Council investment in the Land Transport Activity. It is used as a means to obtain funding (in this instance for the next National Land Transport Program (NLTP)).

The Plan presented for partner funding approval from Waka Kotahi is "Preserving Our Assets". This funding model recognises that the existing levels of funding are no longer sufficient to maintain "status quo" in terms of asset condition. It has become necessary to increase investment in several areas in order to preserve the assets and prevent further asset deterioration. This will maintain existing levels of service.

At a regional level there is a commitment between the three territorial authority Road Controlling Authorities to collaborate more over improving the quality of the data held about the three roading networks. This also includes structures such as bridges.

The recent report from consultants, WSP says in general the condition of the roading network itself is fair to good with no major concerns.

Footpaths were historically 100% rates funded and it is an area where there has been significant underinvestment as a result. Waka Kotahi NZ Transport Agency (Waka Kotahi) now recognise footpaths as active transport networks and as such provide subsidised funding for maintenance and renewal activities. This available funding means that Councils actively fund footpath maintenance and renewals to much greater levels than in past. There is somewhat of a backlog in work to be carried out in this area and the investment level increase is slowly correcting this. With an aging population the condition of these assets becomes more important as facilities that provide access networks for the elderly who can no longer drive. Using footpaths helps to keep the elderly active and healthy so improvements in these areas is key.

Other Activities

Buildings

The most recent asset data collection and building assessment audit was undertaken in 2015 by Australis. Their condition rating was on a 0-5 scale with 5 being very good and 0 being demolish (opposite to the International Infrastructure Management Manual). Each building / structure was also rated by importance and functionality to assist in prioritisation. The range of buildings included pensioner housing, community halls, toilets, sports / recreational buildings, arts and culture buildings, operational buildings, emergency facilities and some other buildings. The condition of the asset components is varied, and a condition survey will be undertaken to reassess the portfolio.

Parks and reserves

There has been an improvement to asset management by undertaking a full physical inspection and assessment of the portfolio. The information was captured in spreadsheets and Council is in the process of updating the results into its asset management system (AssetFinda).

External safety audits of Council playgrounds identify a range of risks. It is proposed that these audits continue to be undertaken on a three-yearly basis.

Wilderness Trail

The West Coast Wilderness Trail is made up of 133km of cycle trail between Greymouth and Ross. Part of the trail is located within Grey District Council; however Council is identified as the owner or custodian of the entire trail. The asset data has only recently been recorded into AssetFinda and further validation and input will be completed.

Solid waste

All solid waste assets are adequate for current and future use. Based on visual inspections, the buildings in the portfolio are considered in acceptable condition and generally fit for purpose for the solid waste service.

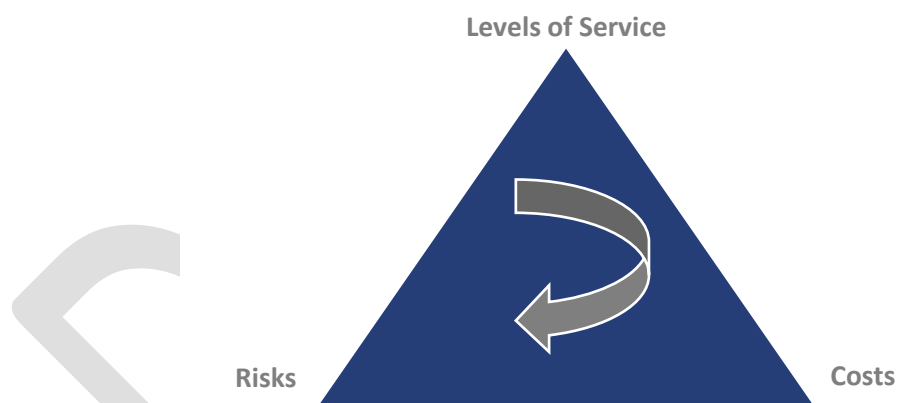
Remediation of the closed Fox River landfill (with external Government funding) began in 2020 to prevent further impacts from erosion. The performance of the other closed landfills is to be reviewed to ensure meeting consent conditions (ten in total with consents) and protecting site users from operational and closed landfill hazards.

Asset Management Approach

Overall Approach

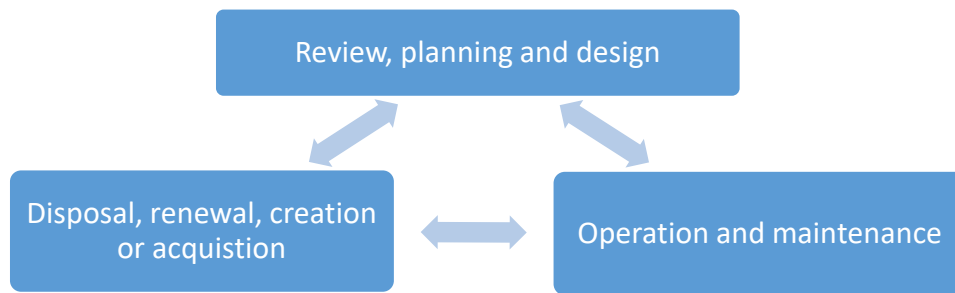
The asset management approach is to apply the principles defined in the Asset Management Planning Policy to achieve the objectives. Figure 18 shows that asset management is the balance between levels of service, risk and cost. This balancing act applies to all asset infrastructure groups.

Figure 18: Asset management balancing concept



The objective of lifecycle management of assets is to meet defined levels of service in a cost effective manner. A lifecycle management plan is a statement of how Council manage these assets for each stage of their lifecycle and includes the required operational and capital expenditure to meet the service levels sustainably, as shown below. The lifecycle management plans are an integral part of the Activity / Asset Management Plans.

Figure 19: Stages of the asset management lifecycle



Whilst this is the desired approach, Council is also constrained by affordability. Council has to consider all its objectives across all its activities when it prepares its budgets. Over the long term Council's aim is to achieve lowest long term costs. However, it has to, as a trade-off across all its activities, accept higher risks and, for instance, increase operational and maintenance costs while it works towards achieving lowest long term costs.

Improving our Evidence Base

To improve our asset management planning, Council has instigated a multi-layered improvement process. New roles of Asset Manager and Asset Engineer have been appointed to introduce an asset management team into the District Assets structure. Work started in July 2020 to prepare Activity / Asset Management Plans. This work was supported by contractors. Asset management inspections are being conducted in parks and reserves with the information and condition rating updated in our database.

Roading assets will continue to be recorded in RAMM and this includes a budget code with Waka Kotahi for asset management, while AssetFinda will continue to be the system for three waters, parks and reserves, buildings and solid waste with some transportation items such as streetlights and culverts.

It is expected that specialist external consultants will continue to support District Assets, as required through these processes.

Asset Renewal

Renewal of existing assets occurs when the asset has reached the end of its useful life and is funded by depreciation. Asset renewal is often required to maintain the existing level of service, and the integrity and value of the assets.

While there is a major upgrade planned for the Hokitika WWTP, the level of service related to this activity, will not change.

A renewals strategy provides for the progressive replacement of existing assets. Council has adopted a risk-based renewal strategy for its core infrastructure assets with the following priorities:

1. Assets that need renewal for safety reasons.
2. Critical assets are renewed proactively before the end of their effective life.
3. Non-critical assets are replaced reactively under a run to failure strategy.

Levels of Service

The mandatory levels of service for Three Waters and Land Transport are set by the Department of Internal Affairs and. Currently Council does not include any extra reporting levels of service over and above the mandatory ones in its KPI's, except for a customer satisfaction in Land Transport. The Activity section LTP details these KPI's and our performance measures against them.

Reliability of Information

Council has made progress to improve its data collection and quality in relation to its assets since the 2018 Infrastructure Strategy and is working with its contractors to further enhance this information. However, there are still varying levels of reliability across the activities covered in this strategy. There is limited information to give certainty to what years 11-30 of the strategy looks like. Whilst Council has improved some data, work continues to fill the gaps to inform the 2024 strategy.

Gaps have been identified in the following areas:

- The extent of the effects of climate change on road and three waters infrastructure.
- The condition of the three water assets.
- The condition of land transport assets.

The data for three waters assets are recorded in Council's asset management system (AssetFinda) for most asset classes. The data confidence of the three waters asset data has been classified as reliable for inventory completeness and age, and uncertain for condition (in accordance with the International Infrastructure Management Manual).

The data confidence of the land transport assets was independently assessed for the 2019/20 year by the Road Efficiency Group. Council achieved an overall score of 49% which is a drop in score from the previous year. The average Road Controlling Authority score was 78% for the 2019/20 year.

In the three areas assessed as part of the quality report:

- Data completeness = 32%
- Data timeliness = 27%
- Data Accuracy = 67%.

Council has recognised the data deficiency and increased the funding for data capture and improvements for the next three years by 15%. Council continues to work with our maintenance contractor and professional services consultants to improve their RAMM delivery reporting.

Critical Assets

Critical assets are significantly important to our community and defined as assets that cannot fail as their failure would result in unacceptable consequences (high consequence of failure).

Three waters:

Drinking water assets have been classified in terms of criticality (or that are significantly important to our community) as very high, high, medium, low and very low. Very high critical assets include major Water mains (300mm in diameter and greater) and treatment plants. This classification applies to wastewater and stormwater assets.

Assets are categorised in our asset management system (AssetFinda) at component level based on the 1 to 5 criticality ranking. This practice is well established criticality is currently not used in the day to day operations mainly due to Contractor not using AssetFinda in the field. This will be a requirement with the new contract. It is intended to use asset criticality in operations as well as asset planning for renewals and new works. It is recognised that it takes time to build internal and external capability.

Very high critical wastewater assets include wastewater mains directly to the ponds, treatment plants and outlet. Very high critical stormwater assets include mains 900mm in diameter and greater, critical assets include mains 450mm to 900 mm in diameter.

Table 12: 3 Waters Critical Assets (Criticality rating 1)

Township	Scheme	Asset	Notes
Kumara	Water	Raw water inlet point	
Kumara	Water	Raw water inlet line	Ø100mm - 125m
Kumara	Water	Water Treatment Plant	Multimedia filters with UV
Arahura	Water	Bore Pump	Currently new bore being developed (010421)
Arahura	Water	Water Treatment Plant	New WTP being built (010421)
Hokitika	Water	Raw water inlet point (Lake Kaniere)	30m out in Lake 10m deep
Hokitika	Water	Raw water inlet (River)	Infiltration gallery
Hokitika	Water	Raw water inlet line (Lake Kaniere)	Ø300-400mm – 12.5km
Hokitika	Water	Raw water inlet line (River)	Ø 400mm – 1.5km
Hokitika	Water	Water Treatment Plant	Membrane filtration with chlorination
Hokitika	Water	Retic over ø300mm	Ø450mm - 2.2km (WMP line)
Hokitika	Wastewater	WWTP	Oxidation ponds
Hokitika	Wastewater	Pump Stations	Sewell St, Fitzherbert St
Hokitika	Wastewater	Line to WWTP	Ø 246 – 350mm – 2.8km
Hokitika	Stormwater	Outlets / Flap Gates	Ø900 +
Hokitika	Stormwater	Mains over ø900mm	Various areas
Ross	Water	Raw water inlet point	Jones Creek
Ross	Water	Raw water inlet line	Ø80 – 100mm – 1.1km
Ross	Water	Water Treatment Plant	Multimedia filters with chlorination
Harihari	Water	Bore Pump	
Harihari	Water	Water Treatment Plant	Single filter and UV
Whataroa	Water	Bore Pump	
Whataroa	Water	Water Treatment Plant	Multimedia filters with UV
Franz Josef	Water	Raw water inlet point	
Franz Josef	Water	Raw water inlet line	Ø 250mm – 835m
Franz Josef	Water	Water Treatment Plant	Multimedia filters with UV & chlorination
Franz Josef	Wastewater	WWTP	Multi pond system with macerator & aeration & disposal field
Fox Glacier	Water	Raw water inlet point	Dam
Fox Glacier	Water	Raw water inlet line	Ø150mm – 37m
Fox Glacier	Water	Water Treatment Plant	New WTP being built (010421)
Fox Glacier	Wastewater	WWTP	Oxidation ponds
Haast	Water	Bore Pump	
Haast	Water	Water Treatment Plant	Multimedia filters with UV
Haast	Wastewater	WWTP	Oxidation pond
Haast	Wastewater	Pump Station	
Haast	Wastewater	Pumping main	Ø100mm – 270m

Land transport

The roading network and its bridge stock are critical assets for the district as they are the lifelines for the people and the economy for the people who call the West Coast their home. A number of the roads are single access roads to communities and therefore vital that roads and bridges are accessible, particularly through natural events, like storms and earthquakes. The local roads allow access to the main state highways, which is the backbone of the district wider a field.

Waka Kotahi's One Network Road Classification is used to categorise the importance of roads with a consistent framework nationally.

Buildings

Each building within the portfolio is assigned an importance rating from 1-5. There are just three buildings deemed critical, and they are:

- Council Headquarters
- Carnegie Library Building and Museum
- Kokatahi Fire Station.

Parks and reserves

No critical assets identified.

Wilderness Trail

No critical assets in terms of service delivery but there are third party (e.g. Trustpower) bridges that are critical to the track.

Significant Infrastructure Issues

Significant infrastructure issues for the activities and principal options for managing these issues are detailed in the following tables for the core infrastructure (ie three waters and land transport).

Key issues for the non-core infrastructure and the principal options for managing these are summarised at the end of this section. Non-core infrastructure includes:

- Solid waste
- Parks, reserves and cemeteries
- Buildings and pensioner housing
- Wilderness trail.

This section also covers key legislative changes that need to be considered for each activity.

Legislative Changes

The key legislative changes that are either planned or underway that will impact the delivery of core infrastructure and solid waste activity are summarised in the following table including Council's response to these changes.

Table 13: Summary of legislative changes

Legislative change	Implications	Council's response
Water Reforms	The pending water reforms will impact the way Council deliver three waters to our communities and the cost of providing these services. The Government's latest Three Waters Reform Programme is strongly encouraging Councils to aggregate at regional / sub regional level to be considered for the funding package. Regional approaches will be favoured for the funding with conditions attached.	<p>Three waters: Council is involved with two aggregation options:</p> <ul style="list-style-type: none"> • Working with other West Coast councils on regional aggregate model • Exploring joining Canterbury region aggregation model <p>Refer to Significant Infrastructure Issues Section for further discussion.</p>
Zero Carbon	The Climate Change Response (Zero Carbon) Amendment Act includes a target of reducing emissions of biogenic methane within the range of 24 to 47% below 2017 levels by 2050, and an interim target of 10% by 2030. It also has a target of reducing net emissions of all other greenhouse gases to zero by 2050.	The Zero Carbon Act will impact Council's asset portfolios including three waters and land transport. The Act does not explicitly exclude any activities such as methane produced at wastewater treatment plants. Council will consider Zero Carbon Act with its decision making and is still to develop formal strategy / action plan in response.
Road to Zero	The Government has recently released its proposal for the new road safety strategy, Road to Zero. The proposed Vision Zero is based on a world leading approach that says no death or serious injury while traveling on our roads is acceptable.	<p>Land Transport: Safety has been incorporated into Council's Programme Business Case for the land transport activity. This includes safety for residents, the many visitors who come to the region each year and increasing numbers of people walking and cycling around the districts of the West Coast Region.</p> <p>The two focus areas are:</p> <ul style="list-style-type: none"> • Infrastructure improvements and speed management • Road user choices.
Government Policy Statement on Land Transport	The Government Policy Statement on Land Transport (2021) (final September 2020) signals Government's shift to investing in improving people's wellbeing and the liveability of places with a separate inclusive access. This recognises the importance of society. Modal shift and Urban form are major issues to address.	<p>Land transport: The districts seek to achieve the Government Policy Statement strategic priorities for the West Coast through:</p> <ul style="list-style-type: none"> • A focus on freight connections to improve economic productivity and future growth opportunities • Strategic asset management that considers the long-term impacts of climate change on the region's communities, and how appropriate investment can effectively mitigate and adapt to these challenges • Multi-modal transport investment and improvements that improve local transport options and attract visitors to walk and cycle through the iconic landscape • A focus on safety for all users as the overarching objective to all of our investments and decision making.
China National Sword	Early in 2018 China's National Sword Policy (now replaced with Blue Sky), imposed tighter restrictions on the import of certain recyclables, primarily mixed paper and plastic. China was the largest importer of recyclables. This has impacted the commodity price for recyclables globally. Nationally, the consequences of China's National	<p>Solid waste: Council's response to the disruption to the recycling commodity markets is:</p> <ul style="list-style-type: none"> • Respond reactively to the effects of China's policy change

	<p>Sword / Blue Sky Policy have impacted Councils' collection contracts with significant cost escalations.</p>	<ul style="list-style-type: none"> • Engage with the Ministry for the Environment on its work programme from the National Resource Recovery Taskforce • Working collaboratively with the other West Coast Councils on pragmatic response.
<p>Freshwater Management</p>	<p>The Action for Healthy Waterways package sets higher standards around the cleanliness of swimming spots, includes a new bottom line for nitrogen toxicity, sets controls for farming practices like winter grazing and how much synthetic fertiliser is used and requires mandatory and enforceable farm environment plans. There are new requirements with the National Policy Statement for Freshwater Management 2020 including giving effect to Te Mana o to Wai, improving degraded water bodies, and maintaining or improving all others using bottom lines, and an expanded national objectives framework.</p>	<p>Stormwater: Council needs to develop evidence-based strategy and programmes to be more proactive in stormwater quality than our current practices, aligned with the new requirements. Refer to Significant Infrastructure Issues Section for further discussion.</p>

DRAFT

Drinking Water

Council's activity outcomes for drinking water are:

- To achieve compliance with the Drinking Water Standards New Zealand for bacteria and protozoa criteria
- Measure and meet the Department of Internal Affairs mandatory performance measures for this activity including improving leakage performance
- To provide clean and safe drinking water which is essential to public health and also facilitates economic growth.

Summary of issues

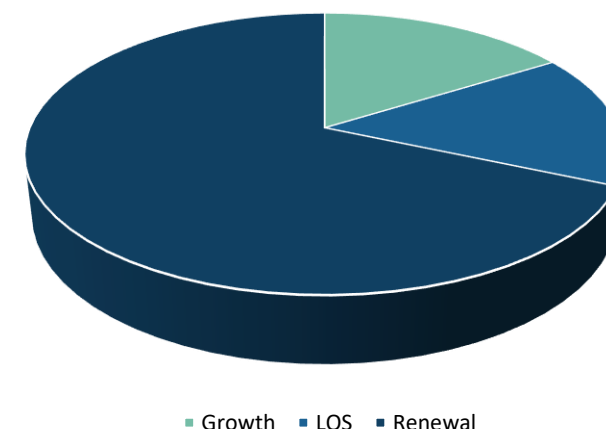
- Cost of complying with the DWSNZ.
- Community expectations.
- Burden of cost for small communities.

Significant issues for the drinking water activity and principal options for managing these issues is detailed in the following table. Note that for some issues there is more than one option recommended as the preferred. Note that risk is assessed with the option undertaken. The preferred option as the most likely scenario has been identified.

Table 14: Significant issues and options for drinking water

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
Implications of the Government's Three Waters Reforms and changes to legislation are likely to result in higher standards for water treatment and compliance costs, and changes to Water Services Delivery Model	1. Continue with water services remaining in house	<ul style="list-style-type: none"> • There are likely to be increased costs to address health / safety concerns / issues from the new water regulator • This will be resourced through existing budgets • Not eligible for funding through Government's three waters reform programme • Government may force amalgamation for councils that do not collaborate regionally 		<p>✓</p> <p>Current budgets are known but impacts of the new regulator are potentially significant</p>	Unknown	Unknown	H

Drinking Water capital projects



Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
	2. Continue to work with other West Coast councils on regional aggregation model	<ul style="list-style-type: none"> Decision making is kept within the region and communities are involved May not be effective scale 	Option 2 is preferred as the most likely scenario - Continue to work with other West Coast councils on regional aggregation model as best meets our community needs and keeps it local	<p>✓</p> <p>Budget impacts are unknown but expected to be significant</p>	Unknown	Unknown	H
	3. Explore joining Canterbury region aggregation model	<ul style="list-style-type: none"> Costly to set up water Council Controlled Organisation but will be eligible for central government funding A dedicated water Council Controlled Organisation with no other competing priorities will be expected to better prioritise investment decisions across the region leading to better environmental and community outcomes than the Councils can individually achieve Potentially loss of community involvement in water decisions Council needs to opt into reform programme to be eligible for funding 		<p>✓</p> <p>Budget impacts are unknown but expected to be significant</p>	Unknown	Unknown	H
	4. Maintain a watching brief on the Government's Three Waters Reform Programme and evaluate other options as information becomes available	<ul style="list-style-type: none"> Central government may force amalgamation for councils that do not aggregate regionally Implications from water reforms on service delivery including the impact of the water regulator and changes to legislation are still unfolding and happening at a rapid pace 		<p>✓</p> <p>Budget impacts are unknown but expected to be significant</p>	Unknown	Unknown	H

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
Limited internal resources (capability and capacity) available for asset planning	1. Build internal capability -By defining the optimum organisation design to meet shortfall including reviewing Recruitment Policy, determining match market remuneration, and developing training and retention programmes	<ul style="list-style-type: none"> Builds internal capability Enables enduring change Takes time to implement 	Option 1 is preferred as the most likely scenario - Build internal capability including optimum organisation design	✓ Medium cost within existing budgets			H
	2. Set up consultant backup	<ul style="list-style-type: none"> This is already underway but less formal Relies on consultant provision in remote area that may not always be available Formal procurement process required 		✓ Low cost within existing budget to set up panel			M
	3. Continue to share three water initiatives with other West Coast councils	<ul style="list-style-type: none"> This is already underway and seen generally as successful Cost savings with not duplicating effort Relies one council to lead More attractive to the market with larger work packages 		✓ Medium cost within existing budgets	✓ Medium	✓ Medium	M

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
Increased disruption to water services by extreme storm events (i.e. climate change)	1. Undertake infrastructure improvements including strengthening critical assets, design buffer capacity to minimise impact, and optimise technology to monitor and control plants remotely	<ul style="list-style-type: none"> Takes time, resources and budgets to implement Strengthens resilience so not dependent on operator's knowledge with disruptive events 	Option 1 is preferred as the most likely scenario (medium to long term) - Undertake infrastructure improvements including strengthening critical assets, design buffer capacity, and optimise technology	✓ Medium capital cost, requires additional budget (Add in capex)	✓ Medium	✓ Medium	H
	2. Build community resilience to supply disruptions	<ul style="list-style-type: none"> Improves readiness of the community Improves resilience of people Remote Westland communities are generally good at this already 		✓ Low cost	✓ Low	✓ Low	M
	3. Prepare and test Emergency Response Plans and set up contractor availability for range of events	<ul style="list-style-type: none"> Coordinates efforts of the different agencies involved Improved communication and readiness of the community Risk to life minimised 	Option 3 is preferred as the most likely scenario (short term) - Prepare and test Emergency Response Plans and set up contractor availability	✓ Low cost from within existing budgets			H
Poor quality of asset information available for asset management planning and decision-making	1. Introduce an Asset Management team that will include a dedicated Asset Manager	<ul style="list-style-type: none"> Appointment of a dedicated Asset Manager will be focused on improvements and not distracted by operational activities Additional cost for full time staff 	Option 1 is preferred as the most likely scenario (short term and ongoing) - Introduce an Asset Management team	✓ Medium operational cost, requires additional budget	✓ Medium	✓ Medium	M

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
	2. Continue to respond reactively to any defects / water asset failures	<ul style="list-style-type: none"> Water outages to customers may become unacceptable particularly for priority customers such as schools, large users, and vulnerable users Water renewal backlog may become unacceptable 		<p>✓</p> <p>Budget impacts are known short to medium term</p>	<p>✓</p> <p>Budget impacts may be significant in the medium term</p>	<p>✓</p> <p>Budget impacts may be significant in the long term</p>	H
	3. Undertake condition surveys of critical water assets	<ul style="list-style-type: none"> The replacement of critical assets (above and below) is risk based and planned to ensure adequate funding available and time to implement The unplanned water interruptions to customers are kept to a minimum acceptable level 	<p>Option 3 is preferred as the most likely scenario (short to medium term) -</p> <p>Undertake condition surveys of critical water assets</p>	<p>✓</p> <p>Budget impacts of surveys are moderate, but renewal programmes may potentially be significant</p>	<p>✓</p>	<p>✓</p>	M

Wastewater

Council's activity outcomes for wastewater are:

- To ensure the health of the community where urban housing exists, thereby eliminating the need for individuals to provide their own wastewater system (which carries much higher health risks).
- To provide a cost-effective trade waste disposal system for commercial and some industrial users.
- To provide acceptable collection, treatment and disposal systems for the use of communities.
- To meet requirements set by the West Coast Regional Council regarding resource consents and environmental compliance.
- Better alignment with iwi values and community aspirations.

Summary of issues

- Environmental threats on wastewater treatment plants.
- Cost of meeting current Resource Consent compliance conditions.
- Community expectations.
- Burden of cost on small communities.

Significant issues for the wastewater activity and principal options for managing these issues is detailed in the following table. The preferred option as the most likely scenario has been identified.

Wastewater capital projects

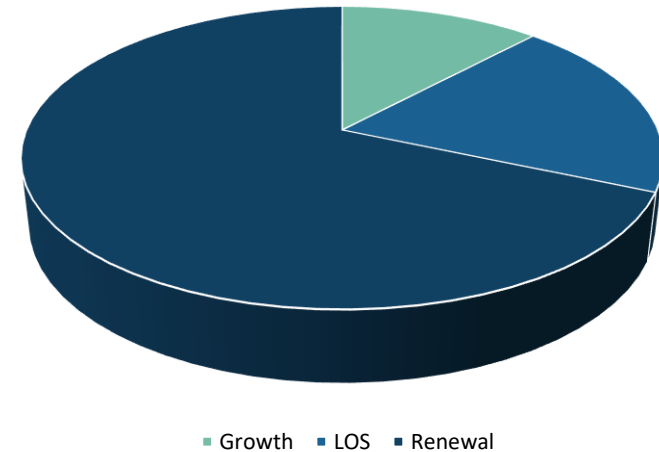


Table 15 Significant issues and options for wastewater

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
Implications of the Government's Three Waters Reforms including strengthening the stewardship of wastewater and stormwater with regional councils remaining primary regulators, and changes to Water Services Delivery Model	1. Continue with wastewater services remaining in house	<ul style="list-style-type: none"> There are likely to be increased costs to address health / safety concerns / issues from the new water regulator This will be resourced through existing budgets Not eligible for funding through Government's three waters reform programme Government may force amalgamation for councils that do not collaborate regionally 		✓ Current budgets are known but impacts of the new regulator are potentially significant	Unknown	Unknown	H
	2. Continue to work with other West Coast councils on regional aggregation model	<ul style="list-style-type: none"> Decision making is kept within the region and communities are involved May not be effective scale 	Option 2 is preferred as the most likely scenario - Continue to work with other West Coast councils on regional aggregate on model as best meets our community needs and keeps it local	✓ Budget impacts are unknown but expected to be significant	Unknown	Unknown	H
	3. Explore joining Canterbury region aggregation model	<ul style="list-style-type: none"> Costly to set up water Council Controlled Organisation but will be eligible for central government funding A dedicated water Council Controlled Organisation with no other competing priorities will be expected to better prioritise investment decisions across the region leading to better environmental and community outcomes than the Councils can individually achieve Potentially loss of community involvement in water decisions Council needs to opt into reform programme to be eligible for funding 		✓ Budget impacts are unknown but expected to be significant	Unknown	Unknown	H

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
	4. Maintain a watching brief on the Government's Three Waters Reform Programme and evaluate other options as information becomes available	<ul style="list-style-type: none"> Central government may force amalgamation for councils that do not aggregate regionally Implications from water reforms on service delivery including the impact of the water regulator and changes to legislation are still unfolding and happening at a rapid pace 		✓ Budget impacts are unknown but expected to be significant	Unknown	Unknown	H
Limited internal resources (capability and capacity) available for asset planning	1. Build internal capability -By defining the optimum organisation design to meet shortfall including reviewing Recruitment Policy, determining match market remuneration, and developing training and retention programmes	<ul style="list-style-type: none"> Builds internal capability Enables enduring change Takes time to implement 	Option 1 is preferred as the most likely scenario - Build internal capability including optimum organisation design	✓ Medium cost within existing budgets			H
	2. Set up consultant backup	<ul style="list-style-type: none"> This is already underway but less formal Relies on consultant provision in remote area that may not always be available Formal procurement process required 		✓ Low cost within existing budget to set up panel			M
	3. Continue to share three water initiatives with other West Coast councils	<ul style="list-style-type: none"> This is already underway and seen generally as successful Cost savings with not duplicating effort Relies one council to lead More attractive to the market with larger work packages 		✓ Medium cost within existing budgets	✓ Medium	✓ Medium	M
Longstanding and unconsented discharges into waterways (Kaniere and Hokitika sewer pump stations) that are	1. Install monitoring equipment to understand extent of problems	<ul style="list-style-type: none"> Helps refine the problem Community, iwi, stakeholders and regional council may get frustrated that information gathering task does not stop the discharges 		✓ Low capital cost, requires additional budget <i>(Add in capex)</i>	✓ Low	✓ Low	M

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
not acceptable to community, iwi, stakeholders and regional council	2. Prepare resource consent applications for emergency overflows (short term solution)	<ul style="list-style-type: none"> Meets minimum resource consent requirements May not result in substantial positive environmental improvements 		✓ Current budgets are known	✓	✓	H
	3. Develop mitigation measures and associated budget to address problems (including storage volume upgrades, reducing inflow and infiltration the network)	<ul style="list-style-type: none"> Better alignment with iwi values and community aspirations Improves water quality but takes time 	Option 3 is preferred as the most likely scenario (medium term) - Develop mitigation measures and associated budget to address problems	✓ Budget impacts may potentially be significant (Add in capex)	✓	✓	H
Poor quality of asset information available for asset management planning and decision-making	1. Introduce an Asset Management team that will include a dedicated Asset Manager	<ul style="list-style-type: none"> Appointment of a dedicated Asset Manager will be focused on improvements and not distracted by operational activities Additional cost for full time staff 	Option 1 is preferred as the most likely scenario (short term and ongoing) - Introduce an Asset Management team	✓ Medium operational cost, requires additional budget	✓ Medium	✓ Medium	M
	2. Continue to respond reactively to any defects / wastewater asset failures	<ul style="list-style-type: none"> Wastewater asset failures may become unacceptable and result in public health and / or environmental pollution issues due to overflows Wastewater renewal backlog may become unacceptable 		✓ Budget impacts are known short to medium term	✓ Budget impacts may be significant in the medium term	✓ Budget impacts may be significant in the long term	H
	3. Undertake condition surveys of critical wastewater assets	<ul style="list-style-type: none"> The replacement of critical assets (above and below) is risk based and planned to ensure adequate funding available and time to implement The unplanned wastewater interruptions to customers are kept to a minimum acceptable level 	Option 3 is preferred as the most likely scenario (short to medium term) - Undertake condition surveys of critical wastewater assets	✓ Budget impacts of surveys are moderate, but renewal programmes may potentially be significant	✓	✓	M

Stormwater

Council's activity outcome for stormwater is:

- To provide for the collection and disposal of stormwater to acceptable environmental standards.

Summary of issues

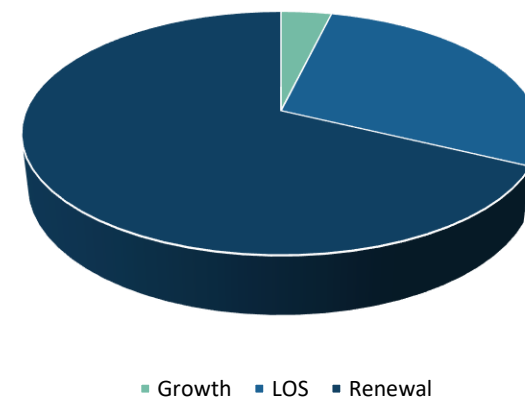
- Incomplete infrastructure data.
- Community expectations.

Significant issues for the stormwater activity and principal options for managing these options is detailed in the following table. The preferred option as the most likely scenario has been identified.

Table 16: Significant issues and options for stormwater

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
Implications of the Government's Three Waters Reforms including strengthening the stewardship of wastewater and stormwater with regional councils remaining primary regulators, and changes to Water Services Delivery Model	1. Continue with water services remaining in house	<ul style="list-style-type: none"> • There are likely to be increased costs to address health / safety concerns / issues from the new water regulator • This will be resourced through existing budgets • Not eligible for funding through Government's three waters reform programme • Government may force amalgamation for councils that do not collaborate regionally 		✓ Current budgets are known but impacts of the new regulator are potentially significant	Unknown	Unknown	H
	2. Continue to work with other West Coast councils on regional aggregation model	<ul style="list-style-type: none"> • Decision making is kept within the region and communities are involved • May not be effective scale 	Option 2 is preferred as the most likely scenario - Continue to work with other West Coast councils on regional aggregate on model as best meets our community needs and keeps it local	✓ Budget impacts are unknown but expected to be significant	Unknown	Unknown	H

Stormwater capital projects



Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
	3. Explore joining Canterbury region aggregation model	<ul style="list-style-type: none"> • Costly to set up water Council Controlled Organisation but will be eligible for central government funding • A dedicated water Council Controlled Organisation with no other competing priorities will be expected to better prioritise investment decisions across the region leading to better environmental and community outcomes than the Councils can individually achieve • Potentially loss of community involvement in water decisions • Council needs to opt into reform programme to be eligible for funding 		✓ Budget impacts are unknown but expected to be significant	Unknown	Unknown	H
	4. Maintain a watching brief on the Government's Three Waters Reform Programme and evaluate other options as information becomes available	<ul style="list-style-type: none"> • Central government may force amalgamation for councils that do not aggregate regionally • Implications from water reforms on service delivery including the impact of the water regulator and changes to legislation are still unfolding and happening at a rapid pace 		✓ Budget impacts are unknown but expected to be significant	Unknown	Unknown	H
Limited internal resources (capability and capacity) available for asset planning	1. Build internal capability -By defining the optimum organisation design to meet shortfall including reviewing Recruitment Policy, determining match market remuneration, and developing training and retention programmes	<ul style="list-style-type: none"> • Builds internal capability • Enables enduring change • Takes time to implement 	Option 1 is preferred as the most likely scenario - Build internal capability including optimum organisation design	✓ Medium cost within existing budgets			H

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
	2. Set up consultant backup	<ul style="list-style-type: none"> This is already underway but less formal Relies on consultant provision in remote area that may not always be available Formal procurement process required 		✓ Low cost within existing budget to set up panel			M
	3. Continue to share three water initiatives with other West Coast councils	<ul style="list-style-type: none"> This is already underway and seen generally as successful Cost savings with not duplicating effort Relies one council to lead More attractive to the market with larger work packages 		✓ Medium cost within existing budgets	✓ Medium	✓ Medium	M
The implications of the National Policy Statement for Freshwater Management 2020 on Council's water quality improvements. This will impact the conditions for the resource consent for the stormwater network.	1. Negotiate with the Regional Council to ensure the conditions are pragmatic and cost effective	<ul style="list-style-type: none"> May not achieve good environmental outcomes Potentially not affordable for a small community 		✓ Budgets are unknown	✓ Unknown	✓ Unknown	H
	2. Develop evidence based strategy and programmes to be more proactive in stormwater quality than our current practices, aligned with the new requirements	<ul style="list-style-type: none"> Improves freshwater quality Achieves good environmental outcomes but may not be immediate 	Option 2 is preferred as the most likely scenario - Develop evidence based strategy and programmes to be more proactive in stormwater quality than our current practices	✓ Budgets are unknown until strategy developed	✓ Unknown	✓ Unknown	H
Higher intensity rainfall with shorter duration (due to climate change) impacting rural land upstream of communities and contributing to landslides and infrastructure	1. Respond reactively to effects of climate change and take direction from Central Government	<ul style="list-style-type: none"> Potential risk to life High level of property damage Local communities disrupted Does not allow time to adapt and / mitigate to climate change effects 		✓ Budgets are unknown may be significant after a major flood event	✓ Budgets are unknown may be significant in the medium term	✓ Budgets are unknown may be significant in the long term	H

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
damage/loss. This has potential to cause widespread damage and flooding downstream to urban communities.	2. Allow for increase in rainfall intensity when designing new infrastructure	<ul style="list-style-type: none"> Effect of climate change on stormwater infrastructure can be planned long term Does not address existing assets 	Option 2 is preferred as the most likely scenario - Allow for increase in rainfall intensity when designing new infrastructure	✓ Cost impacts are part of the new capital project	✓ Time to identify and respond to changes	✓ Time to identify and respond to changes	H

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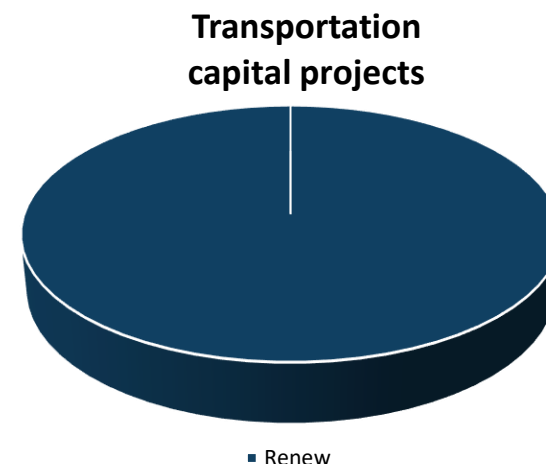
Land Transport

Council's activity outcomes for land transport are:

- To provide a safe, affordable, sustainable land transport system that fully meets the environmental, economic and social needs of the District.
- Provides essential infrastructure to connect our communities.

Summary of Issues

- Changes in central and regional government policy.
- Increase in pricing of oil and aggregates.
- Financial assistance from New Zealand Transport Agency (NZTA).
- Change in land use (e.g. the conversions of land to dairy) which therefore change patterns of road usage.



Significant issues for the land transport activity and principal options for managing these options is detailed in the following table. The preferred option as the most likely scenario has been identified.

Table 17: Significant issues and options for land transport

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
Impacts of weather (orographic and climate change)	1. Consider resilience and potential risks when planning for new infrastructure	<ul style="list-style-type: none"> • Reliability of roads and less disruption to journey • Reduce emergency work costs • Takes time to implement 	Option 1 is preferred as the most likely scenario - Consider resilience and potential risks when planning for new infrastructure	✓ Medium capital cost, requires additional budget (Add in capex)	✓ Medium	✓ Medium	H
	2. Build community resilience	<ul style="list-style-type: none"> • Improves readiness of the community • Improves resilience of people • Remote Westland communities are generally good at this already 		✓ Low cost	✓ Low	✓ Low	M

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
	3. Implement and review Civil Defence and Emergency Response Plans	<ul style="list-style-type: none"> • Coordinates efforts of the different agencies involved • Improved communication and readiness of the community • Risk to life minimised 		✓ Low cost from within existing budgets	✓ Low	✓ Low	H
Limited internal resources (capability and capacity) available for asset planning	1. Build internal capability -By defining the optimum organisation design to meet shortfall including reviewing Recruitment Policy, determining match market remuneration, and developing training and retention programmes	<ul style="list-style-type: none"> • Builds internal capability • Enables enduring change • Takes time to implement 	Option 1 is preferred as the most likely scenario - Build internal capability including optimum organisation design	✓ Medium cost within existing budgets			H
	2. Set up consultant backup	<ul style="list-style-type: none"> • This is already underway but less formal • Relies on consultant provision in remote area that may not always be available • Formal procurement process required 		✓ Low cost within existing budget to set up panel			M
	3. Continue to share land transport initiatives with other West Coast councils	<ul style="list-style-type: none"> • This is already underway and seen generally as successful • Cost savings with not duplicating effort • Relies one council to lead • More attractive to the market with larger work packages 		✓ Medium cost within existing budgets	✓ Medium	✓ Medium	M
Maintaining a generally aging infrastructure portfolio	1. Current renewal programmes reduced in response to corporate drivers of expenditure reduction	<ul style="list-style-type: none"> • Deterioration of the network and ultimately increased costs • Not meeting the agreed levels of service • Assets are deteriorated to a point that the community cannot afford to pay for 		✓ Current budgets are known	✓ Current budgets are known	✓ Current budgets are known	H

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
	2. Undertake predictive modelling based on age, condition, demand and criticality	<ul style="list-style-type: none"> Data is analysed and used to develop risk-based renewal programmes Holistic approach to manage these assets to find the optimal solution across maintenance, renewals and capital investment 	Option 2 is preferred as the most likely scenario (medium to longer term) - Undertake predictive modelling based on age, condition, demand and criticality	✓ Will require additional LTP and external funding for renewals programme	✓ Will require additional LTP and external funding for renewals programme	✓ Will require additional LTP and external funding for renewals programme	H
	3. Undertake regular condition assessments	<ul style="list-style-type: none"> Requires investment in data collection Data is required to undertake predictive modelling 	Option 3 is preferred as the most likely scenario (short term) - Undertake regular condition assessments	✓ Moderate costs for surveys (add capex cost)	✓ Moderate	✓ Moderate	M
Network resilience impacted by limited knowledge of bridge structures (condition)	1. Undertake asset inspections and monitoring	<ul style="list-style-type: none"> Requires investment in data collection Larger renewal programme will likely be required with assessment of current state 	Option 1 is preferred as the most likely scenario (short term and ongoing) - Undertake asset inspections and monitoring	✓ Moderate costs for surveys (add capex cost)	✓ Moderate	✓ Moderate	M
	2. Impose weight restrictions and manage overweight permits	<ul style="list-style-type: none"> Requires ongoing active management Bridge damage resulting in network disconnection if users are non-compliant Ongoing weight restrictions 		✓ Low cost with existing budgets	✓ Low	✓ Low	M
	3. Develop replacement programme	<ul style="list-style-type: none"> Strategy developed to decide to investment to retain timber structures versus replacing local iconic bridges Ongoing investment costs in bridge / component replacements 	Option 3 is preferred as the most likely scenario (medium to long term) - Develop replacement programme	✓ Potentially high capital costs (add capex cost)	✓ Potentially high capital costs	✓ Potentially high capital costs	H
Network resilience to Higher Productivity Motor Vehicles	1. Undertake pavement rehabs	<ul style="list-style-type: none"> Uplift in investment 		✓ Current budgets are known	✓ Current budgets are known	✓ Current budgets are known	M
	2. Undertake drainage renewals and maintenance	<ul style="list-style-type: none"> Reduces risk of failure of the road drainage systems Results in lowered risk of failure of pavements during storm events (i.e. road slips or under slips) 	Option 2 is preferred as the most likely scenario (short to medium term) - Undertake drainage renewals and maintenance	✓ Additional budget for drainage renewals	✓ Additional capital budget	✓ Additional capital budget	H

Significant issues	Principal options for managing the issue	Implications of the options	Most likely scenario for managing the issue	Years 1-10	Years 11-20	Years 21-30	Risk (H/M/L)
	3. Undertake bridge strengthening programme	<ul style="list-style-type: none"> Regional and District growth supported Connected bridge network available for users May not be affordable 	Option 3 is preferred as the most likely scenario (medium to long term) - Undertake bridge strengthening programme	✓ Requires additional LTP and external funding <i>(add capex cost)</i>	✓ Requires additional LTP and external funding	✓ Requires additional LTP and external funding	H

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Solid Waste

Council's activity outcomes for the solid waste are to:

- Provide an essential service to our communities.
- Ensure community health and safety (from diseases).
- Reduce the impact of waste on the natural environment.
- Provide for a tidy environment.

The significant solid waste issues and the principal options for managing these are:

- Remediation of erosion prone Fox River Closed Landfill:
 - The removal of Fox Landfill Project commenced with Government funding.
 - Review existing landfill sites to ensure mitigation actions are identified.
 - Use Government funding to mitigate risk to the environment.
 - Set up monitoring system for major storm events in the interim period.
 - Implement and review Civil Defence and Emergency response plans.
- Impact of China's National Sword / Blue Sky policy change:
 - Respond reactively to the effects of China's policy change.
 - Engage with the Ministry for the Environment on its work programme from the National Resource Recovery Taskforce.
- Reducing waste to landfill and increasing recycling volumes, particularly glass:
 - Explore viability of glass collection services for the District.
 - Increase communication information on Council's website for glass drop off service.
 - Explore viability of organic waste collection for composting for the District.

Parks, Reserves and Cemeteries

Council's activity outcomes for the parks and reserves are to:

- To provide outdoor spaces for play and passive recreation for the enjoyment and use of Westland residents and ratepayers.
- To provide community sports facilities fit for local or regional use (i.e. not national or international standards).

Council's activity outcomes for the cemetery activity are to:

- To provide a reliable, high quality service that customers are satisfied with.
- To provide reliable and accurate information on where people are buried for those who are tracing their ancestors or carrying out other historical research.

To ensure that there is sufficient availability and development of land for burial purposes, taking into account the possible increased demand for interments and ashes plots.

- The significant parks, reserves and cemeteries issues are:
- Conflict between dual uses of events and sports at Cass Square causing surface degradation that is expensive to repair.
- Public perception of insufficient maintenance of some reserves.
- Lack of strategic direction for Parks and Reserves activity.
- Racecourse strategy still to be developed.

Buildings and Pensioner Housing

The significant building and pensioner housing issues are:

- Costly to strengthen some Council buildings assessed as earthquake prone and are closed (Hokitika Museum).
- Improving the documentation of asset and condition data for buildings and pensioner housing.
- Balancing maintenance and upgrade costs of community halls and other assets with affordability and level of usage of these facilities.

Wilderness Trails

The significant wilderness trail issues are:

- Difficulty in setting up cycle trail ownership and management structure.
- Securing funding for ongoing maintenance needs.
- Road safety is compromised in some sections due to traffic speed, increased volume in the peak season and rider's skill sets.

Capex Projects

The following table summarises the large capital projects for the activities covered by this strategy. The forecasts are provided in five year blocks when mostly likely to occur.

Table 18: Future capital projects, inflated

Reserve	Project Title	Years 1-5	Years 6-10	Years 11-15	Years 16-20	Years 21-25	Years 26-30
Drinking Water	Kumara Water mains Replacement	\$0.22M	\$0.115M	\$0.164M	\$0.175M	\$0.195M	\$0.254M
Drinking Water	Hokitika Water mains Replacement	\$0.785M	\$0.586M	\$0.327M	\$0.365M	\$0.407M	\$0.454M
Drinking Water	Ross Water mains Replacement	\$0.231M	0	0	\$0.365M	0	\$0.454M
Drinking Water	Harihari Water mains Replacement	\$0.1M	\$0.123M	\$0.118M	\$0.131M	\$0.146M	\$0.163M
Drinking Water	Franz Water mains Replacement	\$0.324M	\$0.306M	\$0.157M	\$0.175M	\$0.195M	\$0.218M
Drinking Water	Fox Glacier Water mains Replacement	\$0.143M	\$0.118M	0	\$0.102M	0	\$0.127M
Drinking Water	Haast Water mains Replacement	\$0.04M	0	\$0.131M	0	\$0.163M	0
Drinking Water	Whataroa Water mains Replacement	0	0	0	\$0.044M	0	\$0.054M
Drinking Water	Arahura Water mains Replacement	0	0	\$0.039M	0	\$0.049M	0
Drinking Water	Upgrade Pump Stations	0	0	\$0.196M	\$0.146M	\$0.163M	\$0.181M
Drinking Water	Water Meters Replacement	0	0	\$0.118M	\$0.131M	0	\$0.163M
Drinking Water	Upgrade WTP's - specifically for growth areas of Franz Josef	0	\$3.611M	0	\$0.73M	0	\$0.907M
Drinking Water	Upgrade WTP Reservoirs	\$0.920M	0	\$0.655M	0	\$0.814M	0
Drinking Water	WTP Improvements - Replace modules / membranes	\$0.214M	\$1.079M	\$0.655M	\$1.606M	\$0.814M	\$1.996M
Drinking Water	New Generators	\$0.16M	0	0	\$0.088M	\$0.098M	\$0.109M
Drinking Water	Replacement of Water Treatment Plant Components	\$0.141M	\$0.105M	\$0.065M	\$0.073M	\$0.081M	\$0.091M
Drinking Water	WTP Disinfection Upgrades	0	0	0	\$0.292M	0	\$0.363M

Reserve	Project Title	Years 1-5	Years 6-10	Years 11-15	Years 16-20	Years 21-25	Years 26-30
Drinking Water	WTP SCADA / Telemetry Upgrades	\$0.03M	\$0.121M	\$0.039M		\$0.049M	0
Wastewater	Hokitika WWTP Upgrade (in the LTP as in first the years)	\$13.409M	0	0	0	0	0
Wastewater	Hokitika Wastewater Mains Replacement	\$0.698M	\$1.456M	\$0.393M	\$0.438M	\$0.488M	\$0.544M
Wastewater	Franz Josef Wastewater Mains Replacement	\$0.09M	\$0.168M	\$0.092M	\$0.102M	\$0.114M	\$0.127M
Wastewater	Fox Glacier Wastewater Mains Replacement	\$0.025M	\$0.344M	\$0.105M	\$0.117M	\$0.13M	\$0.145M
Wastewater	Haast Wastewater Mains Replacement	\$0.5M	\$0.134M	0	\$0.117M	0	\$0.145M
Wastewater	Upgrade WWTP's - specifically for growth areas of Franz Josef & Fox Glacier	\$0.02M6	\$0.029M	0	\$0.73M	\$0.814M	0
Wastewater	Pump Station Upgrades	\$0.09M	\$0.15M	\$0.131M	\$0.146M	\$0.163M	\$0.181M
Wastewater	I&I Catchment Investigations	\$0.319M	0	\$0.655M	0	\$0.814M	0
Wastewater	Replacement of Wastewater Treatment Plant Components	\$0.042M	\$0.07M	\$0.065M	\$0.073M	\$0.081M	\$0.091M
Wastewater	Contribution towards new developments	\$0.087M	0	\$0.065M	\$0.073M	\$0.081M	\$0.091M
Stormwater	New Generators	0	0	\$0.105M	\$0.117M	0	0
Stormwater	Hokitika Stormwater Mains Replacement	\$0.824M	\$0.063M	\$0.17M	\$0.19M	\$0.212M	\$0.236M
Stormwater	Pump Upgrades	\$1.156	\$0.0573	\$0.524M	\$0.584M	\$0.651M	\$0.726M
Stormwater	Contribution towards new developments	\$0.062M	\$0.059M	\$0.065M	\$0.073M	\$0.081M	\$0.091M
Solid Waste	Digout New Cells - Various	0	0	\$2.749M	0	\$3.906M	0
Solid Waste	Capping / infrastructure Various - Butlers	\$0.013M	0	\$0.327M	\$0.511M	\$0.651M	\$0.726M
Property, Land & Buildings	Building Upgrades - Various	\$0.116M	\$0.015M	\$0.131M	\$0.146M	\$0.163M	\$0.181M
Parks, Reserves & Cemetery	New Swimming Pool in Hokitika	\$2.38M	0	\$3.273M	\$3.649M	0	0
Parks, Reserves & Cemetery	Earthquake Strengthening	\$2.918M	0	0	0	0	0
Parks, Reserves & Cemetery	Cemetery - Improvements	\$0.099M	\$0.119M	\$0.131M	\$0.146M	\$0.163M	\$0.181M
Parks, Reserves & Cemetery	Hokitika Sports Complex	0	0	\$1.964M	0	0	0
Parks, Reserves & Cemetery	Reserve maintenance/ development	\$2.634M	\$0.256M	\$0.065M	\$0.073M	\$0.081M	\$0.091M
Land Transport	Footpath Renewals	\$0.524M	\$0.0586M	\$0.655M	\$0.73M	\$0.814M	\$0.907M
Land Transport	Road Renewals / Resurfacing	\$8.118M	\$9.086M	\$13.419M	\$14.961M	\$16.681M	\$18.598M
Land Transport	Drainage Renewals	\$1.092M	\$1.192M	\$1.335M	\$1.489M	\$1.66M	\$1.851M
Land Transport	Structures Replacements	\$4.319M	\$3.78M	\$4.229M	\$4.715M	\$5.257M	\$5.861M
Land Transport	Traffic Services Renewals	\$0.766M	\$0.879M	\$0.982M	\$1.095M	\$1.221M	\$1.361M

Source: Council draft LTP budget (as at April 2021)

Financial Summary

Significant Decisions Required

Council will need to make a number of key decisions over the duration of our strategy. Some of these decisions will be significant to the District and some will not. The decision on three waters service delivery is considered the most significant decision Council will have to make.

Other key decisions and action that will need to be made by elected members over the next 30 years include:

- All activities:
 - Continuing to build internal capability and capacity so that Council has a resilient workforce and operated for unpredictable events such as the global pandemic.
 - Continuing to gather evidence, particularly the condition of our critical assets, in the next three to ten years to help develop robust and risk-based renewal programmes.
 - Continuing to gather evidence and seek Government funding to relocate Franz Josef township as the most sustainable option and best for our community.
- Three waters:
 - West Coast regional service delivery model in response to Government's reforms.
- Land transport:
 - Implementing the Road to Zero Strategy to prioritise safety risks across the network holistically.
 - A solution to ownership of Special Purpose Roads (Haast to Jackson Bay) with Waka Kotahi.

Funding Depreciation

The combined 30 year renewals of land transport and three waters:

\$151.799 million

Versus combined 30 year depreciation of land transport and three waters:

\$160.656 million

The combined core assets (land transport and three waters) forecast renewal expenditure for all activities is maintained to broadly match depreciation over the 30 year period 2021 to 2051.

Financial Forecasts

Table 19 shows the total expected capital and operational expenditure for each infrastructure activity over the 30 year period 2021 to 2051. Note that the land transport activity carries a Financial Assistance Rate from Waka Kotahi. For years 1 to 3, this rate has been set at 62% and is reviewed every three years.

Table 19: Expected total operating and capital expenditure (inflated)

Activity	Capital expenditure	Operational expenditure
Drinking water	\$13.948 m	\$67.721 m
Wastewater	\$6.628 m	\$31.119 m
Stormwater	\$7.03 m	\$14.945 m
Land transport	\$135.220m	\$112.190 m
Solid waste	\$8.233 m	\$77.545 m
Parks, Reserves and Cemeteries	\$3.000 m	\$40.315 m
Buildings	\$24.546 m	\$7.019 m
Wilderness Trails	\$23.039 m	\$5.372 m
Total	\$218.047 m	\$356.277 m

The following table summarises the operational expenditure for the activities covered by this strategy Years 11 to 30. The forecasts are provided in five year blocks when mostly likely to occur. Capital projects in the first ten years are provided in the Long Term Plan to avoid duplication.

Table 20: Future Operational Expenditure - years 11 to 30 (inflated)

Asset Category	Years 11-15	Years 16-20	Years 21-25	Years 26-30	Total
Drinking Water	\$5,512 m	\$5,512 m	\$5,512 m	\$5,512 m	\$22,050 m
Wastewater	\$1,691 m	\$1,691 m	\$1,691 m	\$1,691 m	\$6,763 m
Stormwater	\$849 m	\$849 m	\$849 m	\$849 m	\$3,396 m
Solid Waste	\$6,489 m	\$6,489 m	\$6,489 m	\$6,489 m	\$25,955 m
Land Transport	\$6,059 m	\$6,059 m	\$6,059 m	\$6,059 m	\$24,236 m
Facilities, and Leisure Services	\$9,825 m	\$9,825 m	\$9,825 m	\$9,825 m	\$39,300 m

The breakdown by capital categories for each activity over the 30 year period 2021 to 2051 is summarised in Table 21. This shows that renewals are 77% of the total capital expenditure followed by levels of service at 19%.

Table 21: Combined capital expenditure by category (inflated)

Capital category (\$ million)	Drinking water expenditure	Wastewater capital expenditure	Stormwater capital expenditure	Land transport capital expenditure	Solid waste capital expenditure	Parks capital expenditure*	Property, Land & Buildings capital expenditure	% of capital expenditure
Network renewals	\$18.80	\$16.54	\$3.13	\$137.54	\$1.17	\$7.27	\$4.86	77%
Levels of service	\$4.45	\$7.62	\$3.62	\$0	\$0.13	\$26.96	\$4.17	19%
Growth	\$3.54	\$2.30	\$0.12	\$0	\$0	\$3.02	\$0	4%
Total	\$26.79	\$26.46	\$6.866	\$137.54	\$1.30	\$37.25	\$9.02	100%

*Wilderness Trail capital expenditure is included in Parks capital expenditure from 2022 – 2032. Capital expenditure after 2032 has not been forecast.

There are gaps in our knowledge of the stormwater assets and we have plans underway to improve this as noted in Infrastructure Condition and Performance Section.

The renewal forecasts provided in this Strategy are based on age derived condition as recorded in our asset management system (refer to Figure 19). This shows that many of the stormwater assets expiring from year 2051. This will not be the case in practice as most pipelines are made of concrete material and will generally last longer than their theoretical lives.

We will focus on gathering evidence on the state of our critical stormwater assets to inform the development of risk based renewal programme as good industry practice. This will result in a renewal programme over many years

rather than in a short period as currently shown. It is expected that most of the renewals will be undertaken beyond 2051 (outside the period of this 30 year strategy).

There may be implications on maintaining the levels of service as well as increased costs for unplanned maintenance with assets failing. This is mitigated by:

- Ongoing monitoring of the achievement on meeting the performance measures as set out in our Stormwater Activity Management Plan and against acceptable industry benchmarks.
- A proactive regime is being developed to monitor the proper balance between planned and unplanned maintenance expenditure to understand trends overtime with our increased internal resources as well as our Network Maintenance Contractor.

Over the next 30 years it is expected that:

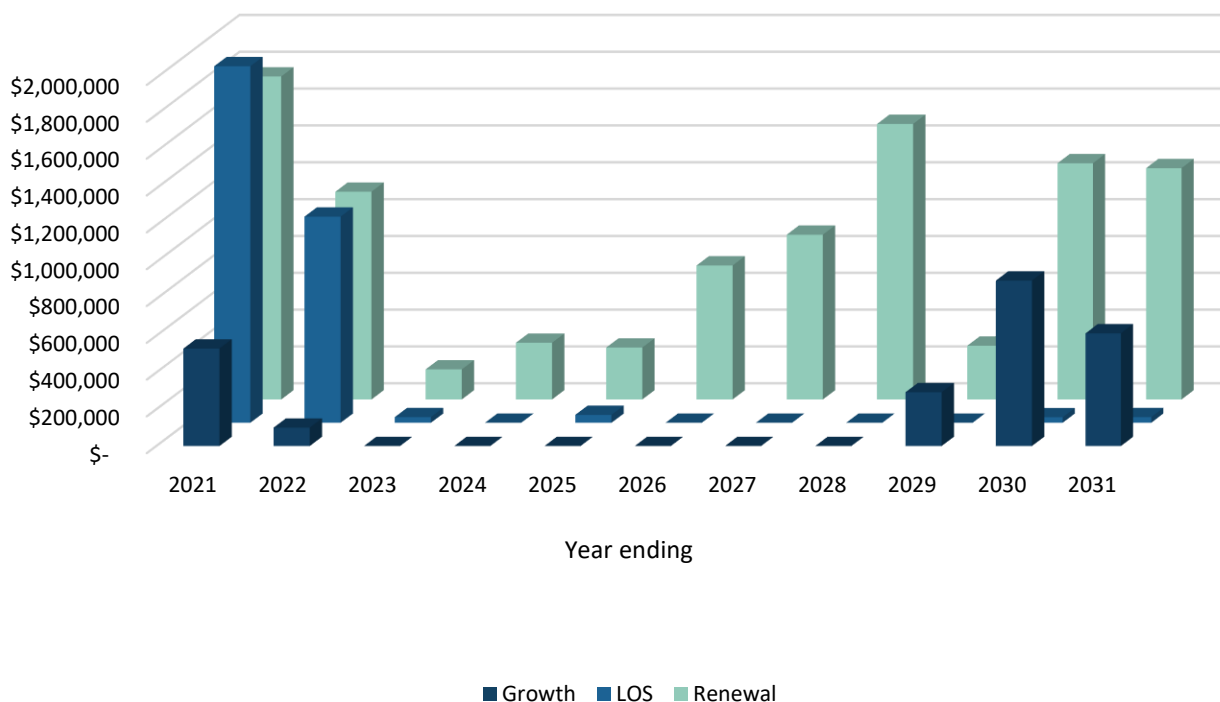
- Operational expenditure accounts for 62% of the expenditure
- Planned expenditure on renewals across all infrastructure activities is generally constant
- Capital expenditure on levels of service improvements is focused on higher environment standards and obtaining resource consents for drinking supply, wastewater and stormwater.

The projected capital expenditure associated with each activity are presented below.

Drinking Water

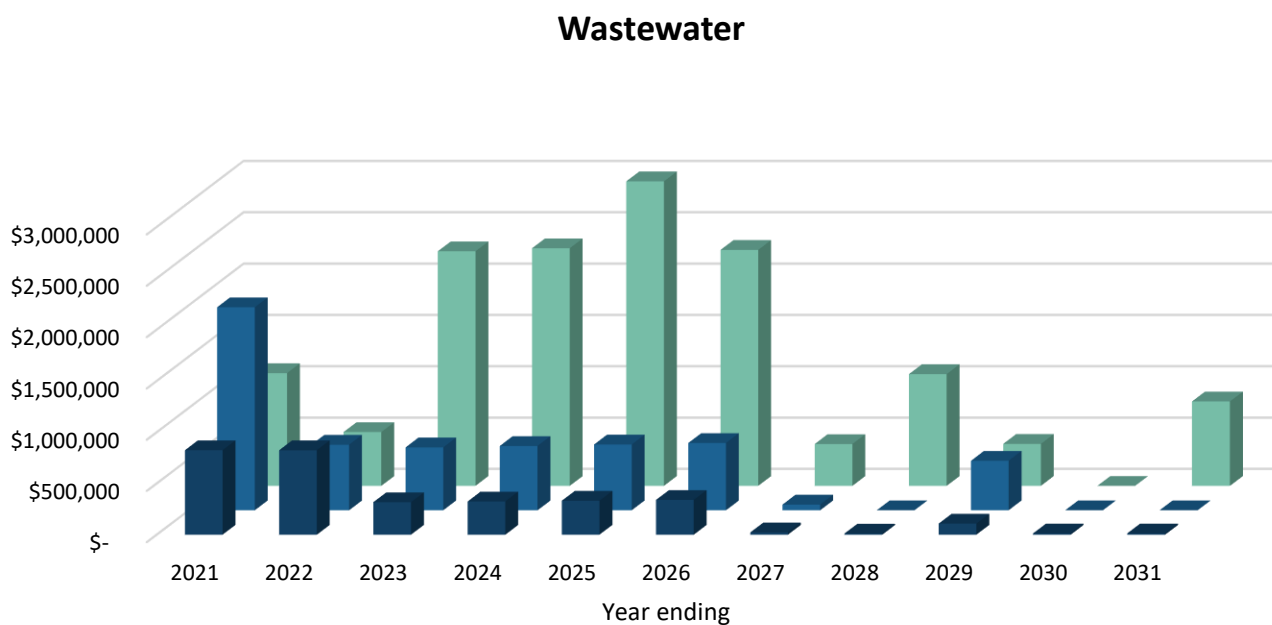
Figure 20: Projected capital expenditure – Drinking water (inflated)

Drinking Water



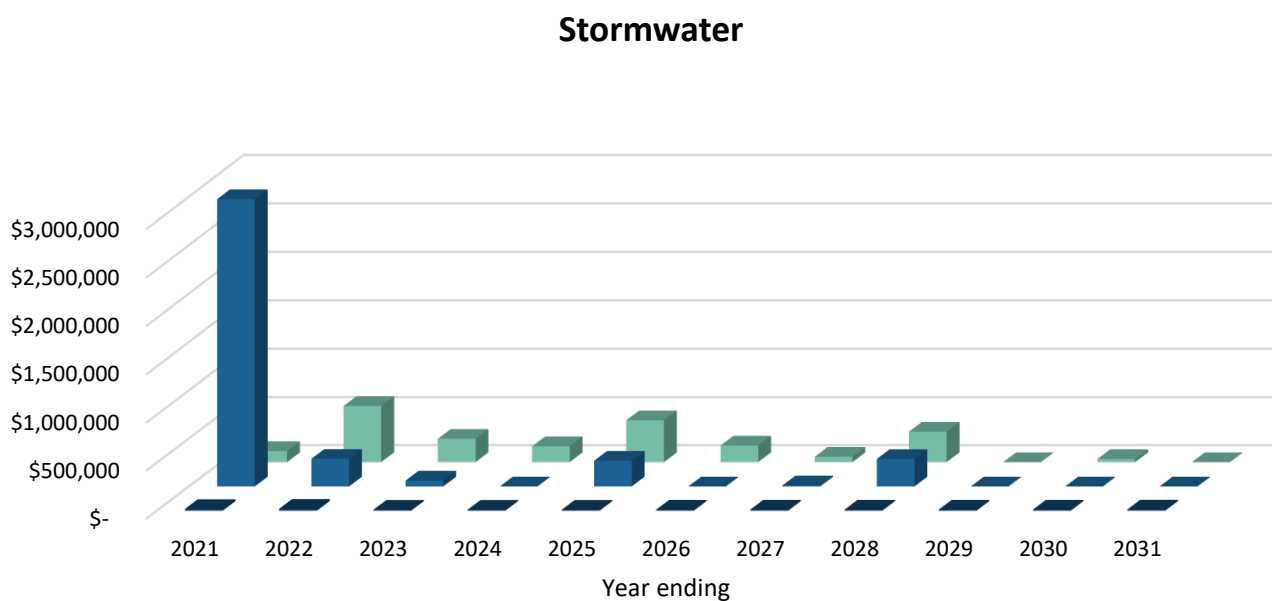
Wastewater

Figure 21: Projected capital expenditure – Wastewater (inflated)



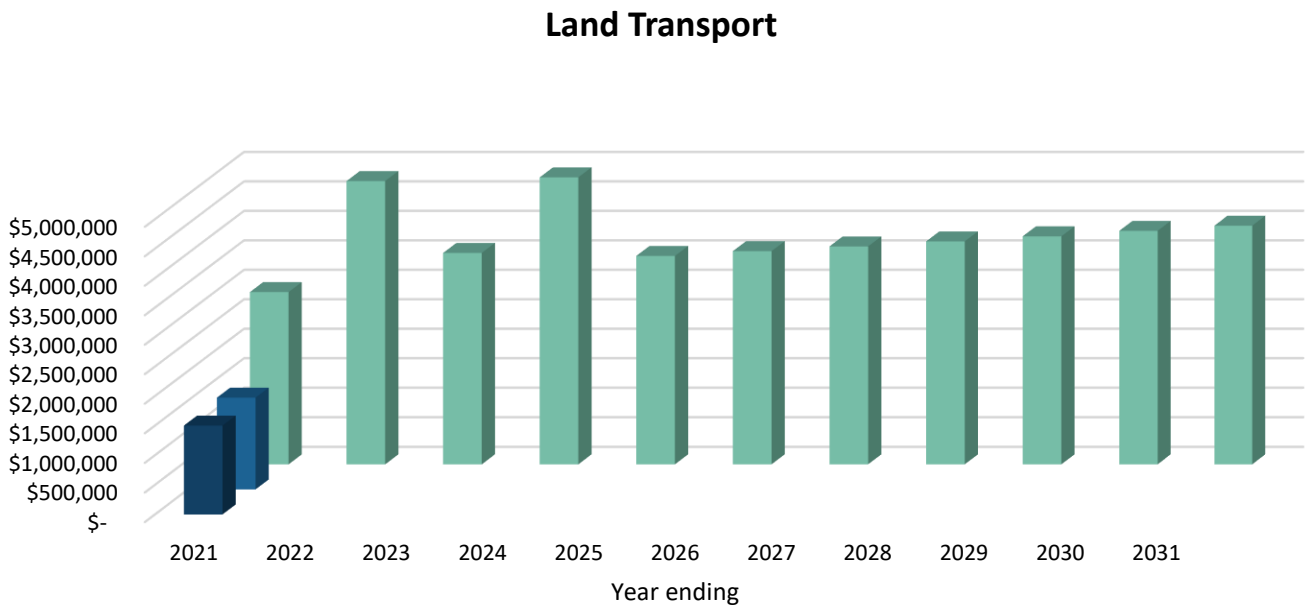
Stormwater

Figure 22: Projected capital expenditure – Stormwater (inflated)



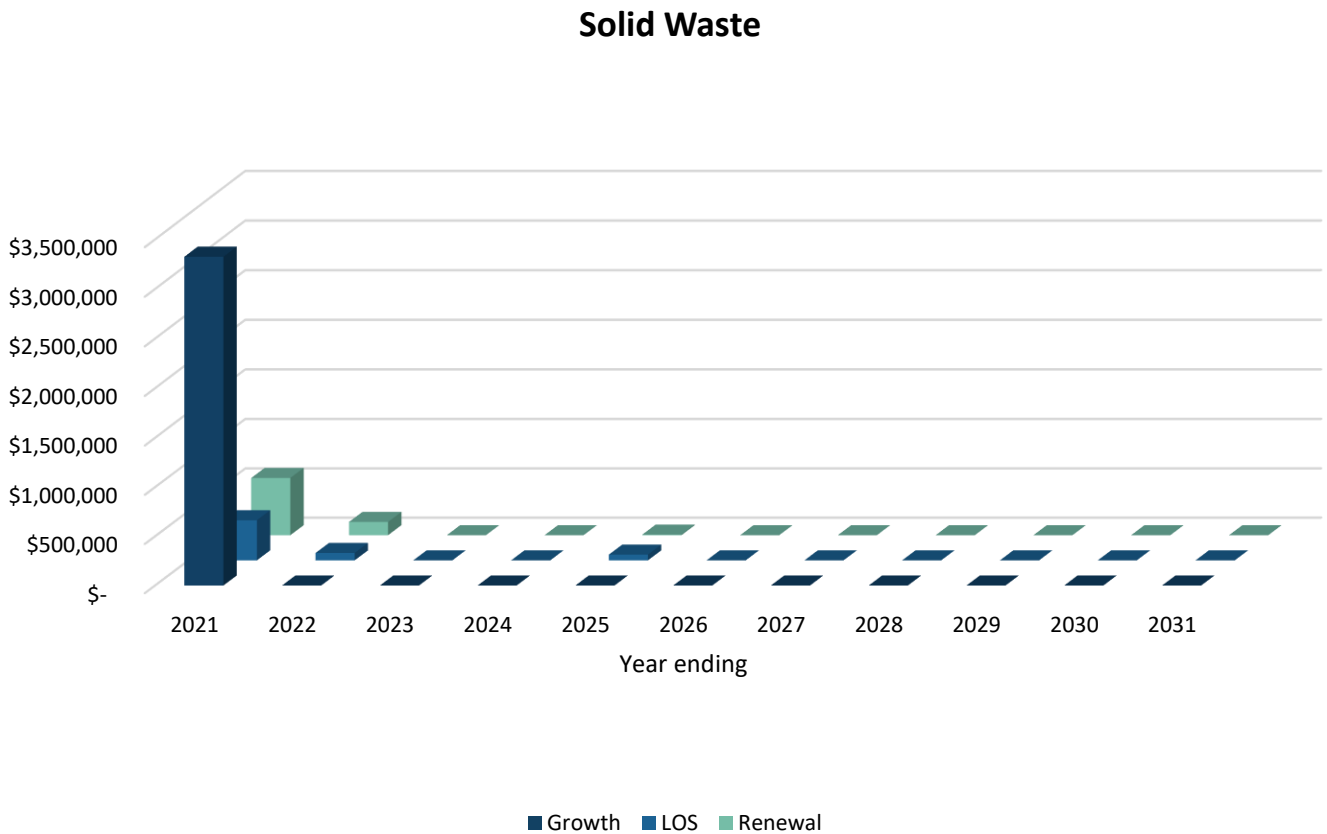
Land Transport

Figure 23: Projected capital expenditure – Land Transport (inflated)



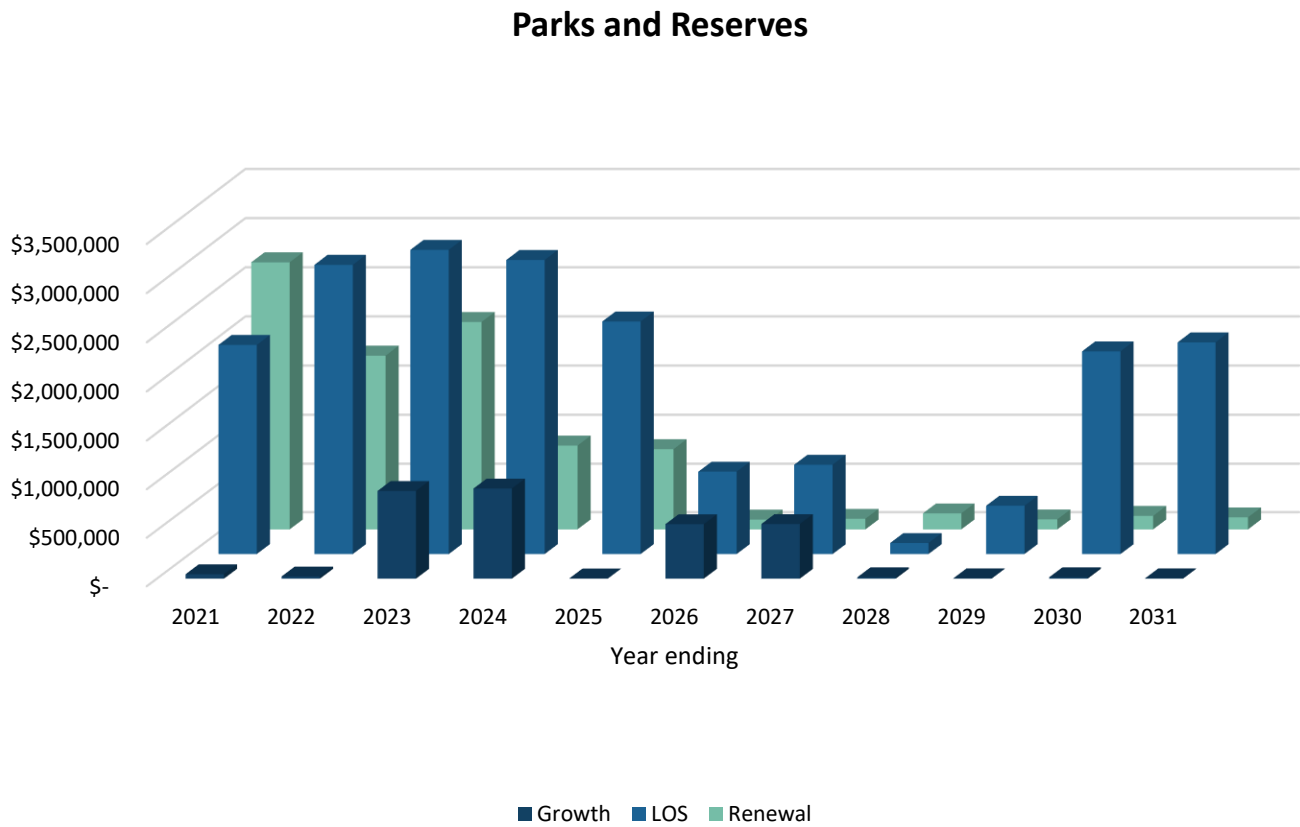
Solid Waste

Figure 24: Projected capital expenditure – Solid waste (inflated)



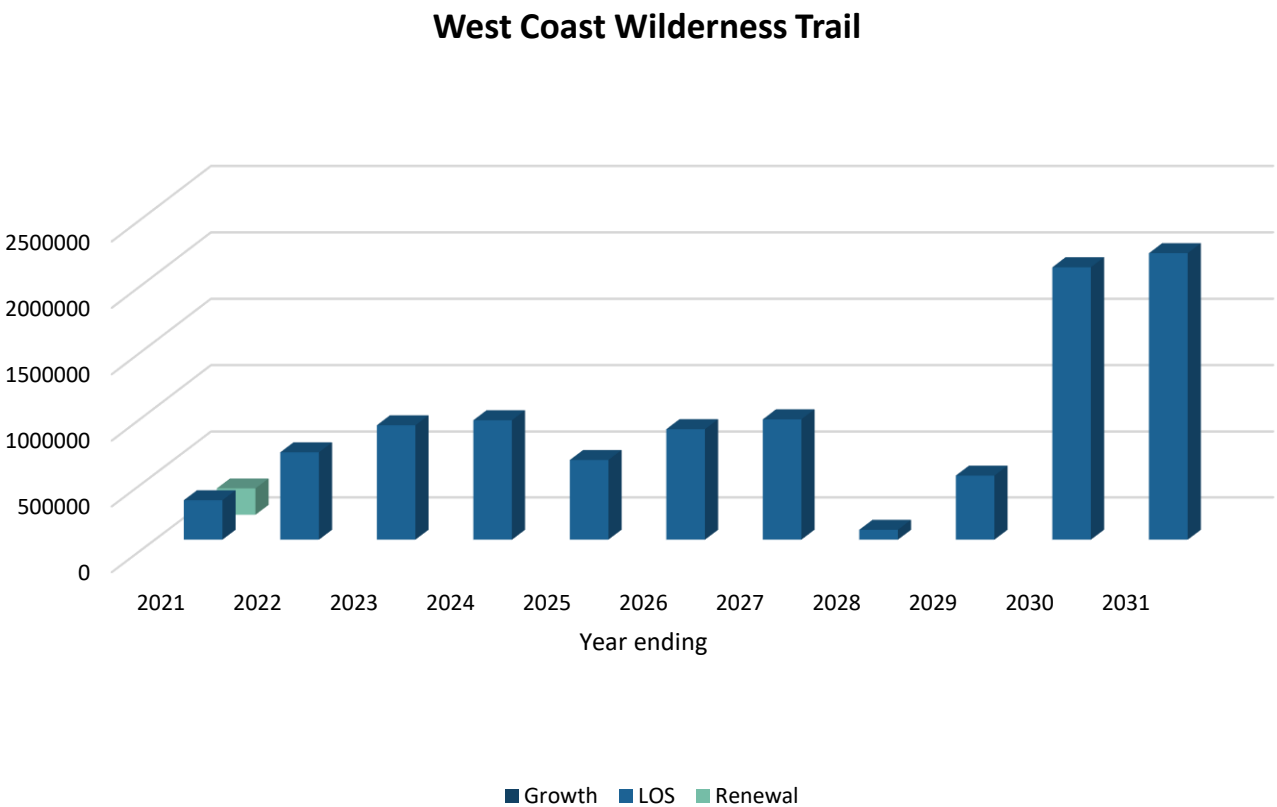
Parks and Reserves

Figure 25: Projected capital expenditure – Parks and reserves (inflated)



Facilities, and Leisure Services - Wilderness Trail

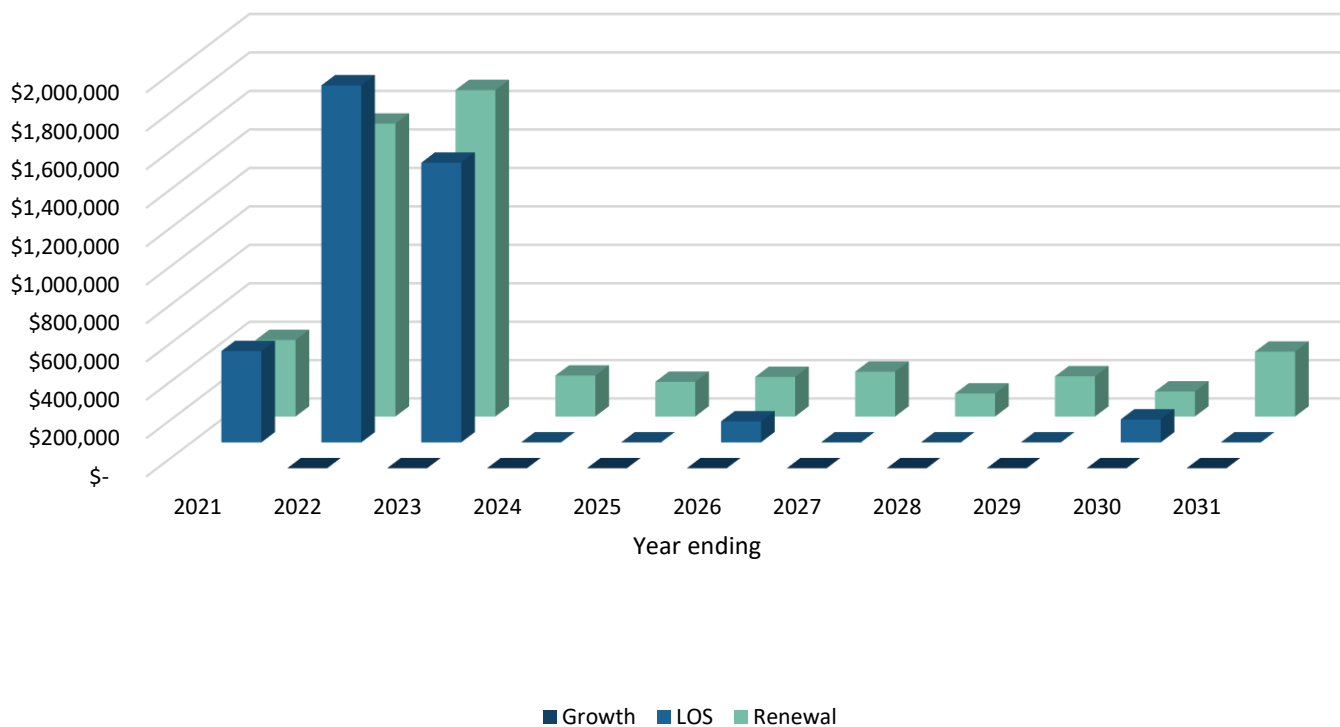
Figure 26: Projected capital expenditure – Facilities, and Leisure Service – Wilderness Trail



Facilities, and Leisure Services –Property, Land and Buildings

Figure 27: Projected capital expenditure – Facilities, and Leisure Services – Property, Land and Buildings

Property, Land and Buildings



Funding Implications

Council's focus is to source external funding as a priority rather than create an inter-generational rates burden on our population. This is preferable than relying on loan funding which will put long-term strain on Council's ability to continue to invest in improvements and enhancements to infrastructure.

There are funding implications from significant capital expenditure in this first ten years to meet the:

- Drinking Water Standards
- Higher environmental standards
- To ensure our road network is resilient.
- Impacts of regulatory changes.
- Managing contract renewals with rising costs.

This strategy has been based on gaining external Government funding for upgrading infrastructure as follows:

- Three Water Stimulus Grant from DIA and Crown Infrastructure Partners
- Tourism Infrastructure Fund
- Crown Infrastructure Fund
- Major Great Rides
- Provincial Growth Fund
- Cultural and Heritage Fund
- Other government sources.

Other funding opportunities exist through other agencies i.e. Lotteries, Heritage Funding, charities and trusts.

Where possible, Council to partner with other key stakeholders (Iwi, Development West Coast, DoC and private companies) for the betterment of the district. This could provide more opportunities to leverage greater support for co-sharing costs.

Affordability

The largest single area of expenditure is on the transportation network. As with operating revenue for qualifying expenditure transportation renewals also attract the NZTA FAR. It has been assumed that this will be available throughout the life of the plan.

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

Depreciation reserves

Recovering depreciation costs as part of operating income generates cash surpluses that can be allocated to renewal funds for assets and loan repayments. This is most appropriate for long life assets where a fund can be steadily accumulated and intergenerational equity is created because each generation of users pays for their consumption.

Special Reserves

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

Achieving the Capital Plan

Whilst Council has had a poor track-record of completion of projects in the past, recently the District Assets team have gained more internal resources and instituted a Projects division. It is expected that this team assist with the backlog of carry-over projects along with new projects that are put forward, mostly in the building area.

Due to the location of the district, contractors in specialist areas e.g. membrane replacement, are sourced from outside the district. For projects over a certain dollar amount, tenders go out to the open market, usually via Government Electronic Tender System (GETS), allowing local and other contractors to price the work.

The nature of our environment on the Coast usually does not play a big role in project completion, unless there is a significant event that may prevent access to work sites (roads closed due to slips) or contractors being seconded away from the work area.

Resource Consents

Council holds a number of consents in relation to our infrastructure activities and uses the system CSVue to hold and report on these consents. CSVue uses a “prompt” mechanism for when conditions in a consent requires reporting to the consenting authority, West Coast Regional Council as well as when consents are due to expire.

Table 22 lists the consents expiring within the 30 Year Infrastructure Strategy timeframe (2021 – 2051).

Most notably the consents that will require dedicated input are the consents related to the wastewater treatment plants. Hokitika is currently undergoing a feasibility study, with finances set aside in the next five years for the renewal.

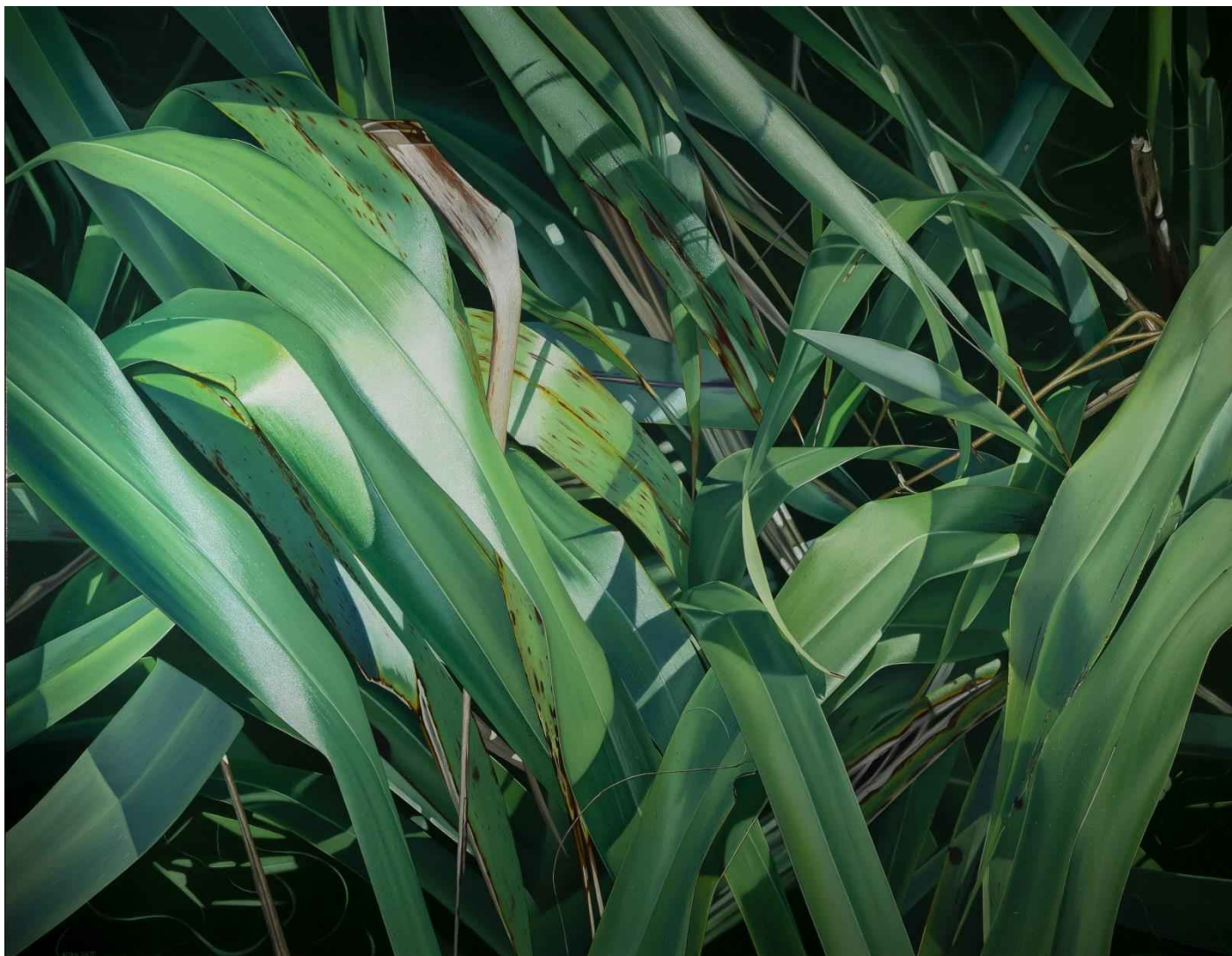
The other three WWTP consents are due to expire within the 30 year life of this plan and while budgets have been included for feasibility studies it is currently unclear of the level of treatment that will be required due the changing regulations brought on by the 3 Waters Reform and the National Policy Statement for Freshwater review.

Table 22: Resource Consents

Resource Consent / Concession	Location	Description	Expiry Date	Category
RC10159/1	Kumara	To take and use surface water from a spring for a community water supply (Kumara).	23 August 2045	DW
RC11028	Old School Rd, Arahura	To take groundwater from an existing bore for the purposes of a community water supply for Arahura	16 March 2046	DW
RC-2015-0141-01	Hokitika	To discharge treated sewage effluent from the Hokitika Oxidation Ponds to the Coastal Marine Area via an outfall pipe.	07 August 2026	WW
RC-2015-0141-02		To discharge contaminants (odour) to air.		WW
RC11027/1		To discharge stormwater from the Hokitika reticulated stormwater system to the Hokitika River upstream of the coastal marine area.	01 June 2046	SW
RC11027/2				SW
RC11031		To discharge reservoir overflow containing contaminants (residual chlorine) to an unnamed creek, Hokitika	16 September 2046	DW
RC2015-0077-01	Hokitika River	To disturb bed of Hokitika River to install intake structure to maintain diversion channel	15 July 2050	DW
RC2015-0077-02		To divert water in Hokitika River to undertake construction works and maintain flows over intake structure.		DW
RC2015-0077-03		To take surface water from the Hokitika River for community water supply		DW
RC11033	Lake Kaniere	To take water from Lake Kaniere for the purposes of a community water supply for Hokitika.	29 September 2046	DW
RC03076/1	Lake Kaniere Road	To discharge water from the town supply piping to land, in circumstances where it may enter water	06 May 2038	DW
RC03076/2		To disturb the bed of McKay's Creek for the purpose of water supply upgrade.		DW
RC00359/1	Jones Creek, Ross	Water permit to take surface water from Jones Creek for the Ross township water supply.	30 January 2036	DW
RC00359/2		Land use consent to install a V-notch weir in the bed of Jones Creek		DW

RC01167/1	Harihari	To take surface water from an un-named creek for the purpose of household supply (raw untreated Harold Creek scheme)	21 August 2036	DW
RC06273/1		To take groundwater for the purposes of a community water supply for Harihari	22 March 2042	DW
RC03068/1	Whataroa	To take groundwater from a bore, Whataroa	22 August 2038	DW
RC-2018-0068-01	Franz Josef	Land use consent: To undertake earthworks, including vegetation clearance, in the non-erosion prone area, Franz Josef.	21 January 2034	WW
RC-2018-0068-02		Discharge permit: To discharge treated sewage effluent to land where it may enter water (Waiho River), Franz Josef.		WW
RC-2018-0068-03		Discharge permit: To discharge contaminants (odour) to air from sewage oxidation ponds, Franz Josef.		WW
RC00390/1		To take surface water from an unnamed tributary of the Waiho River for the Franz Josef township water supply	21 September 2036	DW
RC-2015-0055-01	Tatare River, Franz Josef	To take and use surface water from the Tatare River for an emergency town water supply, Franz Josef.	24 April 2050	DW
RC-2019-0041-01	Fox Glacier	To discharge odour to air during the desludging of the Fox Glacier Oxidation Ponds.	20 June 2022	WW
RC00391/1		Water permit to take surface water from Carters Creek for the Fox township water supply.	22 March 2036	DW
RC00391/2		Discharge permit to discharge filter backwash to Carters Creek.		DW
RC-00388-01		Discharge permit to land to authorise the discharge of treated wastewater into and onto land from the Fox Glacier Wastewater Treatment Plant.	21 September 2036	WW
RC-00388-02		Discharge permit to water to authorise the discharge of treated wastewater into the Fox River from the Fox Glacier Wastewater Treatment Plant.		WW
RC-00388-03		Discharge permit to air to authorise the discharge of contaminants to air from the Fox Glacier Wastewater Treatment Plant.		WW

RC01164/1	Haast	Water permit to take groundwater via bore for the purposes of town supply, Haast.	21 August 2036	DW
RC01164/2		Land use consent for earthworks to deepen existing bore used to provide water for the purposes of town supply		DW
RC-00389-01	Haast	Discharge permit to land to authorise the discharge of treated wastewater into and onto land from the Haast Wastewater Treatment Plant.	21 September 2036	WW
RC-00389-02		Discharge permit to water to authorise the discharge of treated wastewater into the Haast River from the Haast Wastewater Treatment Plant.		WW
RC-00389-03		Discharge permit to air to authorise the discharge of contaminants to air from the Haast Wastewater Treatment Plant.		WW
RC-2015-0146-01		Land use consent: To disturb the bed of the Haast River to divert water into a side channel.	01 March 2037	WW
RC-2015-0146-02		Water permit: To divert water, Haast River.		WW
RC00359/2		Land use consent to install a V-notch weir in the bed of Jones Creek		DW
RC01165/1	Jackson Bay	Water permit to take surface water from an unnamed creek for the purpose of running a community water supply at Jackson Bay.	27 November 2036	DW
RC01165/2		Land use consent to disturb the bed of the unnamed creek while maintaining an intake structure for a community water supply.		DW



Part E – Financing Policies

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263	Rates Remission Policy
266	Policy on Remission and Postponement of Rates on Māori Freehold Land
267	Rates Postponement Policy
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Revenue and Financing Policy

Introduction

This policy outlines the choices Council has made about the appropriate funding of operational and capital expenditure from the sources¹ of funds listed in the Local Government Act 2002 (LGA). The policy also shows how Council has complied with section 101(3)². The comprehensive section 101(3) analysis is separately documented in the Funding Needs Analysis.

Determining the appropriate way to fund Council activities is complex. It is a process that takes account of many variables including, but not limited to, the following matters:

- Legal
- Social
- Competition
- Affordability
- Impact of change
- Efficiency
- Equity
- Cost
- Intergenerational equity
- Transparency
- Accountability
- Business
- Strategic Alignment
- Benefit

In determining the appropriate Revenue and Financing Policy, Council plans to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

Funding Principles

Council has determined the following basic principles to guide the appropriate use of funding sources.

- User charges are preferred when a private benefit can be identified and it is efficient to collect the revenue.

- External subsidies, grants and other revenue options are fully explored prior to rates being used.
- Each generation of ratepayers should pay for the services they receive, and borrowing can assist to achieve this outcome.
- Capital expenditure to replace assets that reach their projected economic life is firstly funded from asset renewal reserves built up over time by funding depreciation, rates or borrowing.
- Capital expenditure to upgrade or build new assets is funded firstly from other sources (e.g. subsidies, grants, fundraising, financial contributions) and then borrowing.

Complying with these principles can at times be challenging. The Council must apply judgment in assessing many options to determine appropriateness in its development of budgets or acquisition of assets and the choice of funding sources to implement these.

Related Policies

The Development and Financial Contributions Policy provides further analysis, as required by section 106(2)(c). This explains why Council has chosen to use financial contributions but not development contributions to fund the capital expenditure needed to meet increased demand for community infrastructure.

The Westland District Plan determines those matters that financial contributions are required under the Resource Management Act 2001.

The Liability Management Policy places restrictions on the use of borrowing as a funding source.

The Investment Policy places conditions on how surplus funds should be invested, the reasons for holding investments, the type of investments that may be held, and how they might be used as a source of funds.

The Rating Policy, sits with the Funding Impact Statement, and further clarifies the funding requirements of Council by documenting matters not

¹ The sources of funds are listed in section 103(2).

² All legislative references are to the Local Government Act 2002 unless otherwise stated.

included in the Funding Impact Statement, rates resolution or this policy. It includes the allocation of activity rates requirements to different rate types, detailed definitions and maps for rating areas.

The Funding Impact Statement is included in each Long-term Plan and Annual Plan as required by clauses 15 or 20 of schedule 10. This statement shows the basis for the rates calculation for the following year.

Together the above documents form the necessary components to lawfully charge under the LGA for the revenue requirements of Council. Council must also comply with other legislation in regard to the setting of some fees and charges and the Local Government (Rating) Act 2002 for the setting of rates.

Previous reviews

In 2004/14 Council prepared its first Long Term Council Community Plan (later to be named the Long Term Plan). A requirement of the plan was to every three years review and consult on the Revenue and Financing Policy. The Funding Needs Analysis was incorporated in its entirety in these previous Revenue and Financing Policies, but is now separated, to enhance clarity of the separate requirements of the parts of the Act.

At each review Council has considered particular activities that may need re-analysis and made incremental changes. Council changed the rating system to a capital value rating system in 2015 to better reflect the use of land. There have been no significant changes to this system.

Funding Sources for Operating Costs

Operating costs are the day-to-day spending that maintains the services delivered by Council. This includes contributions to the wear and tear on assets used (depreciation), interest charged on borrowing for capital projects and corporate overheads.

Council must consider the funding of each activity in a way that relates exclusively to that activity. Some activities may be best funded by user charges, such as swimming pool admission fees, others with targeted rates, such as a water rate, and others from the general rate, such as road maintenance. Distinct funding enables ratepayers or payers of other charges to assess more readily whether or not the cost of the service provided to them, either directly or indirectly, represents good value. They can also more easily

determine how much money is being raised for the service and spent on the service, which promotes transparency and accountability. The funding sources for operating costs include:

User charges

User charges are used for services where there is a benefit to an individual or group. Users charges is a broad group of revenue charged directly to an individual or entity. It includes:

- Entry fees
- Service charges
- Hire
- Rent, lease, licenses for land and buildings
- Permits
- Regulatory charges
- Fines and penalties
- Connection fees
- Disposal fees
- Deposits
- Private works
- Memberships
- Planning and consent fees
- Statutory charges
- Retail sales

The price of the service is based on a number of factors, including:

- The cost of providing the service.
- The estimate of the users' private benefit from using the service.
- The impact of cost to encourage/discourage behaviours.
- The impact of cost on demand for the service.
- Market pricing, including comparability with other councils.
- The impact of rates subsidies if competing with local businesses.
- Cost and efficiency of collection mechanisms.
- The impact of affordability on users.
- Statutory limits.
- Other matters as determined by Council.

Council's ability to charge user charges is limited by the powers conferred to it by many statutes and regulations. As a general rule fees for statutory functions should be set at no more than the cost of providing the service. In some cases legislation sets the

fees at a level that is below cost and in other cases, where provided by legislation (e.g. Waste Minimisation Act 2008) Council may set fees at greater than the cost of providing the service. Council considers it appropriate to incorporate overhead charges in the determination of the cost of providing a service.

Where Council is charging for the sale of goods or services not required by statute, Council's preference is to charge a market price, having regard to the powers conferred by section 12. This includes leases, rents and licenses for land and buildings.

Fees and charges may be set by Council at any time and are reviewed by Council annually. A list of regular fees and charges is maintained on Council's website.

User charges revenue is allocated to the activity which generates the revenue.

Grants, sponsorship, subsidies and other revenue

Grants, sponsorship and subsidies are used where they are available. Many of these items are regular and predictable and therefore can be budgeted. Some items of other revenue are unexpected or unpredictable and may not be able to be prudently budgeted (e.g. reparation payments, Civil defence and other reimbursements, legal settlements and insurance pay-outs)

Council expects to continue receiving substantial subsidies for road maintenance from government or its agencies.

Investment revenue

Council has an Investment Policy which determines the types of investments Council has and procedures for the management of these. These investments generate revenue such as dividends, interest, forestry returns, rents and surpluses on disposal. The policy places some restrictions on the use of revenue generated from some investments.

Each source of revenue is receipted to the activity that owns the asset.

Council maintains reserves funds and much of the revenue received by Council is allocated to reserve balances and is not used to reduce rates requirements for operating costs.

Financial contributions

Council collects financial contributions under the Reserve Management Act 2001. The purpose of these contributions is outlined in the Westland District Plan and Development and Financial Contributions Policy. Most contributions are made by vesting assets in Council. Some contributions are paid in cash and the Westland District Plan allows for some of these contributions to be used for operating expenses.

Council's approach is to deposit receipts into a reserve fund and to withdraw from that fund for specific projects. These projects are generally in addition to the normal operating budgets but may not meet the accounting definition of capital expenditure (e.g. the establishment of a garden).

Development contributions, proceeds from the sale of assets and lump sum contributions

Council does not collect revenue from lump sum contributions and development contributions to fund operating costs. Low value proceeds from sale of assets may be used to fund operating costs.

Reserve funds

Council maintains reserve funds. These cash reserves have generally come about from unspent rates, investment income, bequests or other revenue sources in a previous year. Many of these reserve funds are for capital expenditure however some of these reserve funds are available to meet operating costs.

Council generally uses these funds for the purposes that the reserve was created and usually for new projects additional to normal operating expenditure. Council at times may use these funds to minimise or smooth changes in rates.

Borrowing

Council may in exceptional circumstances borrow to fund operating costs where it is prudent to do so. Council has budgeted to not require borrowing for operating expenses, except as part of a major capital project, where accounting rules determine a project cost cannot be capitalised.

If an unexpected event occurs, Council has limited reserves and may during a financial year resolve to fund some operating expenses from borrowing.

Where Council has determined to smooth the rates short term borrowing may be required to cover

expenditure, these circumstances are due to timing differences.

Rates

Having been prudent and appropriately exhausting all other funding sources, Council funds its remaining operating expenses from rates. For many activities this is the main funding source.

Council must determine whether the portion of an activity to be funded from rates is to be funded from a general rate or a targeted rate.

In doing this, while considering all the matters of section 101(3), Council placed emphasis on developing a simple more easily understood rating system. Council has taken the view that rates are more akin to a tax and are not a payment for services received.

As a result the default stance is that an activity should be funded from the general rate unless Council determines a targeted rate is justified to more appropriately allocate the rates to a community or sector or connected property.

Summary of sources of funding for operating expenditure by activity

Council has developed the above preferences for the use of the funding sources after completing the activity analysis for each activity in its Funding Needs Analysis. Table 1 describes the extent each funding source is used expressed in ranges. These ranges are expressed as a percentage of the cost of the activity. A key to interpret the graphics follows the table.

DRAFT

Table 1: Summary of funding sources by activity

Activity	User charges	Grants, subsidies & other	Invest. Income	Fin. Cont.	Reserve Funds	Borrowing	General Rates	Targeted rates
Leadership:								
Democracy	x	x	x	x	x	x	✓	x
Corporate Services	✓	x	x	x	x	x	✓	x
Council Controlled Organisations	x	x	✓	x	x	x	x	x
Planning & Regulatory Services:								
Inspections & Compliance	✓	✓	x	x	x	x	✓	x
Responsible Camping	x	✓	x	x	x	x	x	x
Resource Management	✓	x	x	x	x	x	✓	x
CDEM	x	x	x	x	x	x	✓	x
Animal Control	✓	x	x	x	x	x	✓	x
Community Services:								
Community Dev & Assistance	x	✓	x	x	x	x	✓	✓
Community Halls	x	x	x	x	x	x	✓	✓
Township Development Fund	x	x	x	x	x	x	x	✓
Facilities, & Leisure Services:								
Library	✓	✓	x	x	x	x	✓	x
Museum	✓	x	x	x	x	x	✓	x
Swimming Pools	x	x	x	x	x	x	x	✓
Visitor Information	x	x	x	x	x	x	x	✓
Parks & Reserves	✓	x	x	x	✓	x	✓	✓
West Coast Wilderness Trail	x	x	x	x	x	x	x	✓
Public Toilets	x	x	x	x	x	x	✓	x
Land & Buildings	✓	x	x	x	x	x	✓	x
Cemeteries	✓	x	x	x	x	x	✓	x
Wild Foods Festival & Events	x	x	x	x	x	x	x	✓
Infrastructure:								
Land Transport	x	✓	x	x	x	x	✓	x
Drinking Water	x	✓	✓	x	x	✓	x	✓
Wastewater	✓	x	x	x	x	x	x	✓
Stormwater	x	x	x	x	x	x	x	✓
Solid Waste	✓	x	x	x	x	x	✓	✓

Range Name	Range	Key
Unlikely	0	x
Minimal	0% -20%	✓
Low	20% -40%	✓
Moderate	40% - 60%	✓
High	60% - 80%	✓
Most	80% - 100%	✓
All	100%	✓

Council budgets will normally be set within these ranges. As these ranges are expressed as a percentage of the cost of the activity they may change over time because of changes in expenditure rather than changes in revenue. Budgets are set within these ranges, it is however likely that actual funding sources may be different from budgeted funding sources due to unexpected events happening during a financial year. In years subsequent to 2021/22, if budgets were marginally outside these ranges, it is unlikely that Council will consider this to be a matter with a high degree of significance. As such Council is unlikely to update the policy. Significant changes are required to have the policy updated and these may require to be consulted upon.

Funding Sources for Capital Costs

Capital costs are those costs associated with the purchase and improvement of assets and for the repayment of debt. The funding sources for capital costs include:

User charges

User charges are generally not available for capital costs as individual user contributions would generally be too large to be affordable. Borrowing and charging users annually for financing costs (interest and principal) via rates is often a more affordable method of charging users contributions.

Council does charge for capital works that are solely for private benefit (e.g. a network extension to a single dwelling) or where capital works are undertaken outside of asset management plans at the request of individuals (e.g. a rural seal extension for dust suppression).

Grants, subsidies, and other revenue

Council relies on a significant subsidy for capital works in its roads and bridges activity. Other activities are able to access grants and subsidies from time to time. Other revenue can be from many and varied sources and is unlikely to be predictable enough to budget for in advance. Other revenue used to fund capital expenditure could include bequests, insurance payouts, and legal settlements.

Grants, subsidies and other revenue are used wherever they are available.

Development contributions

Council has chosen not to collect development contributions.

Financial contributions

Council collects financial contributions under the Resource Management Act 2001. The purpose of these contributions is outlined in the Westland District Plan and Development and Financial Contributions Policy. Most contributions are received as revenue by the vesting of assets in Council; some contributions (reserve contributions) are paid to Council.

Council's approach is to deposit receipts into a reserve fund and to draw funds from that account for specific projects that meet the purpose for which the funds were collected.

Council has a Development and Financial Contributions Policy that, in addition to the requirements of sections 101(3) and 103 describes funding matters further as stipulated by section 106(2)(c).

Proceeds from the sale of assets

From time to time Council disposes of assets. Many of these are low value items and the revenue is received by the activity that owns the assets.

Council's property activity holds some higher value assets that are intended for sale. Unrestricted proceeds from the sale of these assets will be used to repay debt, unless resolved otherwise by Council. Restricted revenues will be placed in a reserve fund and used for the purpose required by the document that imposes the restriction (e.g. endowments).

Reserve funds

Council maintains various reserve funds for capital projects and will approve the use of the funds when a project meets the specific criteria for the reserve. These reserve funds may include bequests, depreciation or asset renewal reserves and financial contribution reserves.

Borrowing

For larger capital projects that provide a long-term benefit to the community, Council may determine that borrowing the funds is an appropriate method of allocating the costs of a project over time to users.

Borrowing, both the capital (principal) and interest components, is generally repaid by future rates or from

depreciation reserves. Council may resolve to capitalise interest repayments on some debt, where it considers it most likely (prudent) that another funding source (e.g. property sales or grants) will be able to repay the accumulating debt.

Where it is not practical to obtain third party revenue and where reserve funds haven't previously been set aside, Council prefers borrowing as a funding source. Borrowing spreads the cost of the project over a longer period, smoothing changes in rates and contributing to intergenerational equity.

Lump sum contributions

Council has the option when undertaking a major project to seek lump sum contributions to the capital cost of the project from those who are identified in the projects 'capital project funding plan'³. Lump sum contributions are provided for in the Local Government (Rating) Act 2002 and have stringent requirements placed on how they are used. Where a lump sum payment option is proposed ratepayers choose to participate or not. Council has previously used these provisions and may do so in the future.

Council will consider for major projects, requiring funding from borrowing, whether it wishes to seek lump sum contributions.

Rates

Rates are used firstly to fund the day to day operational expenses including depreciation and borrowing interest costs. A portion of rates funds the capital (principal) repayments of debt where there are no depreciation reserves, generally using table loan calculations. Rates will be used to fund some small items of capital expenditure. Rates are not a practicable method to fund large projects in the year of expenditure.

Council funds some capital projects, for maintaining service levels, in advance by collecting rates for depreciation (an operating expense). These funds are placed into depreciation or asset renewal reserve funds.

Analysis for capital expenditure by activity

Council has developed the above preferences for the use of the funding sources for capital costs after

completing the activity analysis for each activity in its Funding Needs Analysis. Council will fund capital costs on the same basis as determined by the operating costs funding policy, unless Council resolves otherwise. Such a resolution that follows the following funding guidelines will be considered consistent with this policy and not require amendment to the policy. It is not practicable to determine a funding policy for an unknown future project at this time.

Council uses the following guidelines when considering the funding of capital projects:

- A Funding Needs Analysis will be completed.
- All projects are first funded from grants, subsidy or other revenue.
- Renewal projects that maintain the same service level are then funded from reserves set aside for this purpose.
- Other reserve funds (e.g. financial contributions) are considered.
- Lump sum rating options are considered.
- Capital projects that have exhausted previous funding sources or are for new or increased service levels or for growth are then funded from borrowing.

A single project may have a mix of each of these funding options.

Generally it is not practical to create separate funding policies for each and every capital project. Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity. Whenever Council resolves to consider funding for a capital project Council will consider the sources of funds above and the guidelines for applying those to a capital project. Generally Council will resolve the funding policy at the time the project is proposed in an Annual Plan or Long-term Plan.

Overall impact funding considerations

Council is required by section 101(3)(b) to consider the overall impact of the allocation of liability for revenue needs on the community. It allows Council, as a final measure, to modify the overall mix of funding in response to these considerations.

³ Local Government (Rating) Act 2002 - s.117A

1. Council may use accounting provisions and reserve funds to spread the costs of activities over multiple years for the purpose of smoothing the cost to users and ratepayers.
2. While an unbalanced budget is neither prudent nor sustainable in the long term, Council may choose to not fund some operating costs in the short term:
 - a. In order to phase costs and set rates at affordable levels.
 - b. Where short term expenditure [projects] is expected to deliver long term savings
3. Council may waive or discount fees and charges where it considers it appropriate to do so. Some matters Council may consider in deciding whether it is appropriate to waive fees are for social reasons, for the promotion of events and facilities, for commercial reasons, or to compensate for poor service.
4. Council may remit rates where it considers it appropriate to do so and as documented in the Rates Remissions Policy. These policies address social matters as well as adjusting rates for benefits that differ for some rates assessments (e.g. additional or no provision of some services).
5. Council having determined to use a differentiated rate will modify the rate to adjust the rate for different rating categories. This adjustment is complex and takes account of the matters raised in paragraph two of the introduction to this policy.

Rates

Council's final consideration of revenue and financing policy for rates comes:

- After consideration of how the funding source will be used to fund operating and capital costs, and
- After that has been applied to activities in the Funding Needs Analysis, and
- After being adjusted for the overall funding considerations.

The following section outlines the revenue and financing policy requirements that are relevant to setting rates. To have a full understanding of rates they should be read having regard to the analysis above and

in conjunction with the Rating Policy, Funding Impact Statement and Rates Resolution.

General rates

Council has chosen to have two general rates; a uniform annual general charge (UAGC) and a general rate based on the value of the property.

Council has chosen capital value as the basis by which to calculate the general rate and to apply a differentiated general rate based on the use of a rating unit. The Rating Policy documents how Council calculates the general rate differentials.

Council has determined in its Funding Needs Analysis that all or part of the following activities should be funded from the general rate.

- Democracy
- Corporate services
- Inspections and compliance
- Resource management
- Civil Defence Emergency Management
- Animal control
- Community Development and Assistance
- Community Halls
- Library
- Museum
- Parks and Reserves
- Public toilets
- Land and Buildings
- Cemeteries
- Land Transport
- Solid Waste

The UAGC is assessed on each rateable rating unit and is used to fund all activities funded from general rates. The Rating Policy document describes how Council calculates the UAGC.

Targeted rates

Council has determined in its Funding Needs Analysis that all or part of the following activities should be funded from targeted rates:

- Community Development and Assistance
- Community Halls
- Township Development Fund
- Swimming Pools
- Visitor Information Services
- Parks and Reserves

- Land and Buildings
- West Coast Wilderness Trail
- Drinking Water
- Wastewater
- Stormwater
- Solid Waste

In funding the above activities from targeted rates Council uses the following types of targeted rates. More information on the calculation of each rate, including the percentage of the rate requirement of an activity to be collected for each rate and the rating area maps, can be found in the Rating Policy.

Name	Activities funded
Community rates	Activities where Council considers every property in a community zone receives a benefit.
Tourism promotions rate	Tourism promotion activities where Council considers businesses should contribute a greater portion.
Refuse collection rate	To fund the cost of kerb-side refuse collection, recycling and disposal.
Water rates	To fund water supply.
Sewerage rates	To fund wastewater treatment and disposal.
Kokatahi community rate	To fund projects in the Kokatahi community.
Kaniere sewerage capital contribution rate	To recover the capital cost of the extension of the sewerage system to Kaniere.
Hokitika area promotions rate	To fund Destination Hokitika.
Emergency Management Fund rate	To accumulate a reserve in case of an emergency.

Name	Activities funded
Hannahs Clearing water supply capital repayment rate	To recover the cost of installing water supplies.

Differentiation by Use

Council has chosen to differentiate the general rate and each community rate using the following categories of use:

- Residential
- Rural Residential
- Commercial
- Rural

Each year Council will determine the rating differential factors when it adopts its Rating Policy prior to the adoption of the Funding Impact Statement as part of an Annual Plan or Long-term Plan.

When setting the differential Council shall consider the following matters to determine the appropriate rating differential factors:

- Council's approach to rates funding as documented in this Revenue and Financing Policy.
- The activities funded by each rate.
- The effect (if applicable) of changes in valuations.
- The rates differentials and revenue collected from each sector for the previous year and the implications of changing those differentials as it affects individual ratepayers.
- For community rates the mix of properties and nature of services funded in each community.

Rates Remission Policy

This policy is prepared pursuant to Sections 109 and 110 of the LGA 2002. Council reviews this policy at least every six years. A summary of this policy is included with every Rates Assessment.

Decisions on remission of penalties will be delegated to committees, sub-committees or officers as set out in the Council's Delegations Manual.

Disputes over the application of the policy shall be in writing addressed to the Chief Executive.

Remissions for Community, Sporting and other Organisations

Objectives

To facilitate the on-going provision of non-commercial community services and recreational opportunities for the residents of the District. The purpose of granting rates remission to an organisation is to:

- Assist the continued existence of non-profit organisations
- Make membership of the organisation more accessible to the general public, particularly groups including children, youth, young families, and the elderly and economically disadvantaged people
- Ensure sports clubs are not penalised for having a liquor licence.

Conditions and Criteria

1. This policy does not apply to organisations meeting the criteria of Schedule 1 of the Local Government (Rating) Act 2002.
2. The policy will apply to land owned by Council and/or owned and occupied by a charitable organisation, which is used exclusively or principally for sporting, recreation, or community purposes.
3. The policy does not apply to any body (including a society, associated organisation, whether incorporated or not) that is carried on for the purpose of profit or gain.
4. The policy does not apply to groups or organisations who engage in recreational, sporting or community services as a secondary purpose only.
5. No remission will be granted on targeted rates for water supply, sewage disposal or refuse collection.
6. Organisations making first applications should include the following documents in support of their application:

1. Evidence of constitution
2. Statement of the organisation's objectives
3. Full financial statements
4. Information on planned activities and programmes
5. Details of membership
7. All remissions made under this policy will be confirmed by Council or a delegated Committee in open meeting.
8. The list of entities receiving this remission will be reviewed annually
9. Annual remissions of 50% of all rates, other than those detailed in (5) above, will be applied to those societies and associations who meet the criteria.

Remission of Penalties

Objective

To enable Council to act reasonably in its consideration of overdue rates which have not been received by the penalty date due to circumstances outside the ratepayer's control.

Conditions and Criteria

1. Automatic remission of penalty will be granted where payment is received within seven days of the penalty date provided the ratepayer has made no late payments for rates within the preceding three years.
2. Remission of penalty may be granted at the Council's discretion where regular payments are being made in accordance with an agreement to clear all outstanding rates within an agreed timeframe.
3. Remission of penalty will be considered in any one rating year where payment has been late due to significant family disruption. Remission will be considered in the case of death, serious illness or accident of a family member as at due date.

4. A penalty will be remitted where there is an administrative error on the part of Council or an agent acting for Council.
5. Each application will be in writing (including email) and will be considered on its merits.

Remission of Wastewater Charges to Schools

Objective

To provide relief and assistance to educational establishments in paying wastewater charges.

Conditions and Criteria

1. The policy will apply to educational establishments as defined in Schedule 1 Part 1 clause 6 (a-b) of the Local Government (Rating) Act 2002.
2. The policy does not apply to school houses or any part of a school used for residential purposes.
3. Wastewater charges for schools will be calculated as follows:
4. Staff plus pupil numbers ÷ 20 = number of pans. The wastewater charge for the educational establishment will be charged at:
5. 100% for the first four pans charges then the fifth to tenth pan charges will be discounted by 25% and all pan charges exceeding ten will be discounted by 50%.
6. The student numbers is the number of students on the roll on March 1 in the year immediately before the year in which the charge relates.
7. The number of staff is the number of full time equivalent and administration staff employed on 1 March immediately before the year in which the charge relates.

Remission on New Subdivisions

Objectives

- To provide temporary rates relief to new subdivisions to limit the immediate rates impact of multiple Uniform Annual General Charges (UAGC) and service charges in the first year.
- To provide a rating policy that is consistent with accommodating growth expectations for the District.
- To encourage or at least not discourage continued subdivision activity in the District as allowed by the District Plan.

Conditions and Criteria

1. The policy will apply to land that is:
 - a. newly subdivided into 3 lots or more where the titles have been issued; and
 - b. owned by the original developer who is holding the individual titles pending their sale.
2. Remission of the UAGC, Community Rate, Tourism Rate and unconnected service charges will be actioned quarterly for each unsold lot except one.
3. Remission will apply for a maximum of two rating years.
4. Council or delegated committee may consider, in open meeting, an extension beyond this upon written application from the developer.

Remission of Uniform Charges of Non-Contiguous Rating Units Owned by the Same Ratepayer

Objective

To provide relief from uniform charges for rural land which is non-contiguous, farmed as a single entity and owned by the same person.

Conditions and Criteria

1. Rating units that meet the criteria under this policy may qualify for a remission of the UAGC and specified targeted rates set on a fixed dollar charge per rating unit
2. The ratepayer will remain liable for at least one of each type of charge.
3. Applications will not be backdated
4. Rates types affected by this policy are:
 - Uniform Annual General Charge
 - Community rate
 - Tourism Rate
5. Rating units that receive a remission must be held in common ownership with each other and operated as a single farming or horticultural unit.
6. Applications for remissions must be in writing.
7. Remissions will continue (requiring no further application) until Council becomes aware of a change in circumstances or Council changes this policy.

Remission policy on Contiguous land being acquired through adverse possession

Objective

To provide relief from rates set per rating unit or per separately used or inhabited part of a rating unit for land comprised of rating units that do not all meet the requirements of section 20 of the Local Government (Rating) Act 2002 only because each rating unit is not owned by exactly the same person or persons as the other rating units, but the same person or persons has been in continuous possession of and paying rates on the land they do not own for 5 or more years.

Conditions and Criteria

1. The applicant must own and be the ratepayer for at least one of the rating units for which relief is sought under this policy. The rates must be paid up to date on the rating unit(s) owned by the applicant
2. Each of the rating units under (1) must be owned by exactly the same person or persons as the others for the purposes of section 20(a) of the Local Government (Rating) Act 2002.
3. For rating units that the applicant does not own but for which they seek rates relief under this policy, the applicant must satisfy the Council that they have been in exclusive and continuous possession of the rating unit(s) for no less than 5 years, that they continue to be in possession of the rating unit(s) and that they have paid rates on the rating unit(s) for 5 years so that the rates for that period are paid to date.
4. The rating unity under (1) and (3) must be used jointly as a single unit for the purposes of section 20(b) of the Local Government (Rating) Act 2002.

5. The rating units under (1) and (3) must be contiguous or separated only by a road, railway, drain, water race, river, or stream for the purposes of section 20(c) of the Local Government (Rating) Act 2002.
6. Applications will not be accepted for land in the circumstances referred to in section 159 subsections (a)-(e) of the Land Transfer Act 2017.
7. The Council will not be responsible for any impacts that obtaining a remission of rates may have on a persons ability to apply for creation of records of title in a persons name based upon adverse possession.
8. Rating units that meet the criteria under this policy may qualify for a remission of the rates set per rating unit or per separately used or inhabited part of a rating unit. Rates will be remitted to the extent that the rates would have been reduced if section 20 of the Local Government (Rating) Act 2002 had applied (or further reduced if it already applies in part).
9. Rates relief granted under this policy will be provided for a maximum of 1 year after eligibility to apply for creation of records of title in a person's name based upon adverse possession.

Application

1. Applications must be made in writing (annually on the form supplied by the Council).
2. Eligible applications received during a rating year will be applicable from the commencement of the following rating year. Rates relief under this policy will not be backdated.

Policy on Remission and Postponement of Rates on Maori Freehold Land

This policy is prepared under Section 108 of the LGA 2002.

Background

“Maori Freehold Land” is defined in section 5 of the Local Government (Rating) Act 2002 as land whose beneficial ownership has been determined by the Maori Land Court by freehold order. Only land that is subject to such an order may qualify for remission under this policy. Schedule 11 of the LGA 2002 identifies the matters which must be taken into account by Council when considering rates relief on Maori Freehold Land. The matters that must be considered are specified in Sch. 11 as:

- a. the desirability and importance within the district of each of the objectives listed below:
and
- b. whether, and to what extent, the attainment of any of those objectives could be prejudicially affected if there is no remission of rates or postponement of the requirement to pay rates on Maori freehold land; and
- c. whether, and to what extent, the attainment of those objectives is likely to be facilitated by the remission of rates or postponement of the requirement to pay rates on Maori freehold land; and
- d. the extent to which different criteria and conditions for rates relief may contribute to different objectives.

The objectives referred to above are specified in Sch. 11 as:

- a. supporting the use of the land by the owners for traditional purposes:
- b. recognising and supporting the relationship of Maori and their culture and traditions with their ancestral land:
- c. avoiding further alienation of Maori freehold land:
- d. facilitating any wish of the owners to develop the land for economic use:
- e. recognising and taking account of the presence of waahi tapu that may affect the use of the land for other purposes:
- f. recognising and taking account of the importance of the land in providing economic and infrastructure support for marae and

associated papakainga housing (whether on the land or elsewhere):

- g. recognising and taking account of the importance of the land for community goals relating to:
 - a. The preservation of the natural character of the coastal environment.
 - b. the preservation of outstanding natural features.
 - c. the protection of significant indigenous vegetation and significant habitats of indigenous fauna.
- h. recognising the level of community services provided to the land and its occupiers
- i. recognising matters related to the physical accessibility of the land.

Policy

Having considered the above matters Council’s Policy on Remission and Postponement of Rates on Maori Freehold Land is:

1. The Council may remit all or part of rates on Maori freehold land if Council is satisfied that the objectives sought to be achieved by the remission of rates are met.
2. The Council will not postpone the requirement to pay all or part of the rates on Maori freehold land, thereby treating Maori freehold land the same as other rating units in Westland District.

Rates Postponement Policy

Policy on Postponement for Extreme Financial Hardship

The policy offers rates postponement to ratepayers that may be suffering or have suffered extreme financial hardship.

Objectives of the Policy

To assist ratepayers experiencing extreme financial circumstances which affect their ability to pay their rates

Conditions and Criteria

1. When considering whether extreme financial circumstances exist, all of the ratepayer's personal circumstances will be relevant including the following factors: age, physical or mental disability, injury, illness and family circumstances.
2. The ratepayer must be the current owner of, and have owned for not less than 5 years, the rating unit which is the subject of the application
3. The rating unit must be used solely as the primary residence for the applicant.
4. Ratepayers making application under this policy must provide Council with all information requested.
5. Any postponement of rates shall be for the period specified by Council.
6. The payment of postponed rates shall be as specified by Council.
7. All postponements shall be reviewed by Council every three years.
8. All postponements shall be by written contract signed by all parties.
9. All postponements shall be registered on the title.

Should Council determine that any information was provided with dishonest intent the postponement will be cancelled and all postponed rates will become immediately payable and subject to Council's penalty policies.

Development Contributions Policy

General

Section 102(2) of the LGA 2002 requires, among other things, that a local authority must adopt a policy on development contributions or financial contributions. Details relating to the specific matters that must be covered in any policy on development contributions or financial contributions are specified in Section 106 and these matters are explained below.

Council considers at this stage that it will continue to rely solely on the financial contributions specified in the Westland District Plan 2002 which was prepared and made operative pursuant to the provisions of the Resource Management Act 1991. The community is accustomed to the provisions of District Plan and until that is reviewed Council does not intend to change this particular policy.

Under Section 106 (2) (c) of the LGA the Council is required to explain why it has chosen to use financial contributions (and not to use development contributions) to fund any capital expenditure needed to meet increased demand for community infrastructure. The reason is that Council expects a low amount of growth, as per the Statistics NZ medium population forecasts, and the trend in the District is for subdivision to drive that growth. Subdivisions can be charged financial contributions as per the District Plan. Some other types of growth not requiring resource consent (e.g. additional development on an existing lot) might suggest the need for development contributions, but at present this is not expected to be a significant growth component for the District.

The financial contributions regime, with its focus on environmental effects, is also well-suited for a low-growth district in comparison with the development contributions regime, which requires specific projects to be listed in a multi-year capital expenditure programme and distributed across the expected additional units of demand over time. In short, the financial contributions regime is preferable for its administrative simplicity and its suitability to the District's expected growth. Currently, the financial contributions imposed on land subdividers and developers relate only to the actual costs incurred as a result of the land development or subdivision. The provisions within the District Plan provide for financial

contributions to be paid on the grant of certain subdivision and land use consents.

Financial Contributions in the District Plan: Summary

Part 7 of the District Plan specifies the rules relating to financial contributions. The provisions of the District Plan on financial contributions relate to the subdivision or development of land. The relevant part of the District Plan specifies the circumstances and purposes under which financial contributions are required and the maximum amount is also specified. Financial contributions under the District Plan broadly fit into three categories:

- Services
- Amenity
- Recreation

Financial Contributions: Services

The District Plan requires the subdivider or land developer to be responsible for funding of work within the boundary of the subdivision or development that relates to the provision of services directly required by the subdivision or development. Financial contributions adopted in the District Plan are imposed to recoup actual costs associated with the construction and installation of new services, or any required upgrades to existing services.

For example, in the case of sewerage, the maximum amount payable where no sewerage system is available is the full actual cost of a disposal system including design and investigation, land acquisition and on-site sewerage. Where a sewerage system is available (and has adequate capacity to accommodate additional connections), the maximum amount payable is the full actual cost of connecting the allotments or buildings to that sewerage system. Where, however, the design capacity of the existing system is likely to need to be upgraded as a result of the subdivision, the contribution is limited to 50% of

the cost for the upgrading of the system, to recognise potential benefits of the upgrade to other users.

Financial Contributions: Amenity

Land subdividers and developers can be required to undertake earthworks, landscaping, planting, fencing or screening as part of a subdivision or land development, to mitigate environmental effects. In some areas, particularly the Glacier region and Hokitika, off-street car parking is required to be provided. Where such car parking cannot readily be provided, a 'cash in lieu' contribution is provided for within the District Plan.

Financial Contributions: Recreation

The District Plan provides for financial contributions towards recreation facilities and also reflects the thrust of the Resource Management Act 1991 in terms of esplanade reserves. Council recognises that Westland is fortunate to have an abundance of open spaces which can be used for recreation purposes and Council considers that there is a limited need for additional recreation land. Council's policy direction in this regard is to upgrade existing recreational facilities. Contributions toward recreation facilities are detailed in the schedule of fees and charges.

Future Changes

The Westland District Plan is undergoing a complete review and the Financial Contributions section is currently scheduled to be reviewed in 2019. If any changes are proposed, this policy will be amended through a special consultative procedure and concomitantly with the District Plan. Likewise, any change to Council's current position of not imposing development contributions will see a change to this policy through a special consultative procedure as a precursor to a development contributions regime. Notwithstanding the above, this policy will be reviewed three yearly as part of the review of the Long Term Plan when the appropriateness of the policy will be assessed and changes recommended by Council.

Statement of Accounting Policies

Reporting Entity

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

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

- enabling democratic local decision-making and action by, and on behalf of, communities; and
- meeting the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

By providing goods or services for the community rather than making a financial return, Council has designated itself as a public benefit entity for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

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

Basis of Preparation

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

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

The information in the prospective financial statements is uncertain and its preparation requires the exercise of judgement. Actual financial results

achieved are likely to vary from the information presented and the variations may be material. Events and circumstances may not occur as expected and may or may not have been predicted or the Council may subsequently take actions that differ from the proposed course of action on which the prospective financial statements are based.

The Council authorised the prospective financial statements on 7 May 2021. The Council, which is authorised to do so and believes that the assumptions underlying these prospective financial statements are appropriate, and approved the draft Long Term Plan for consultation.

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

Statement of Compliance

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

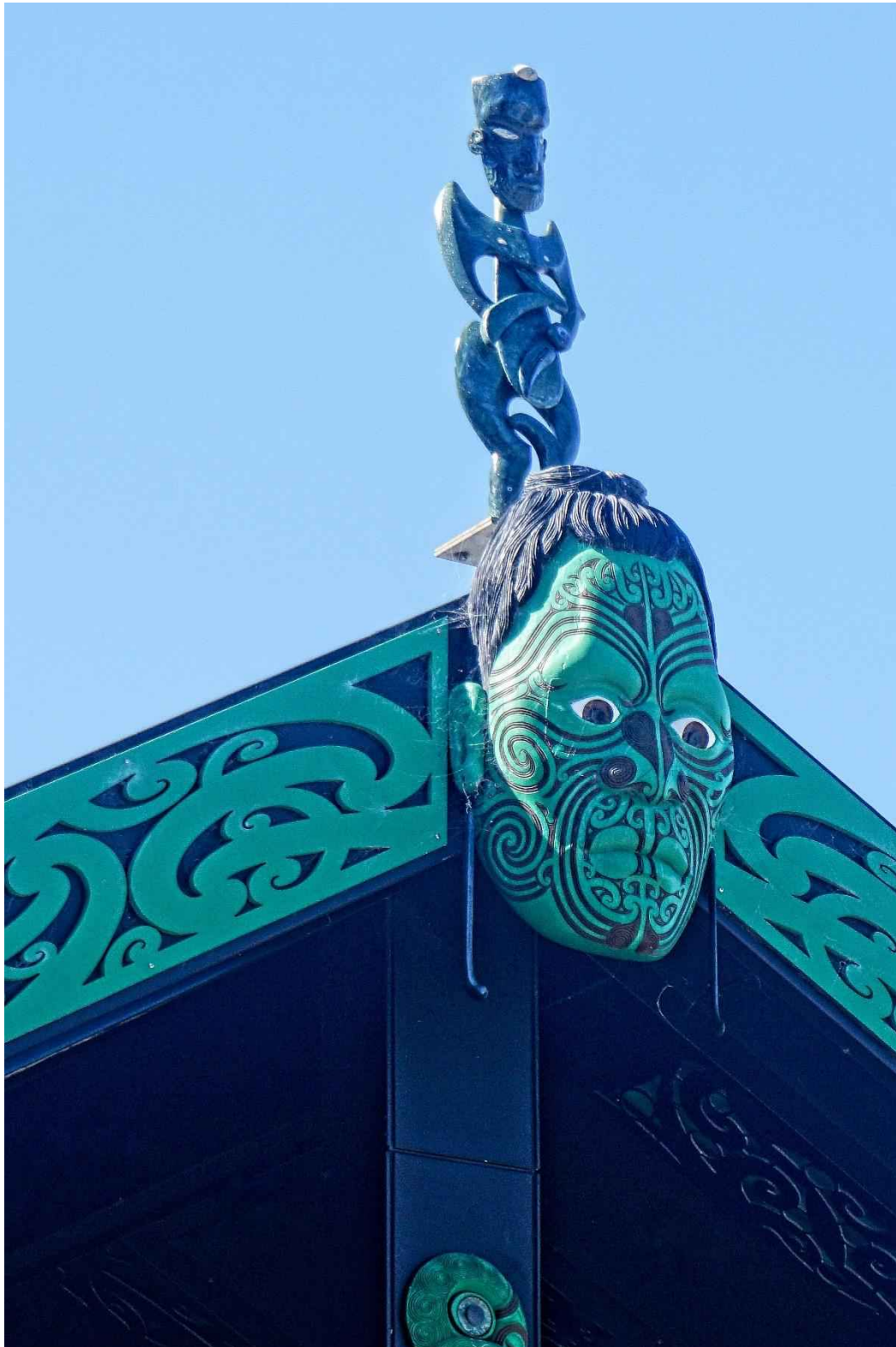
These financial statements comply with PBE Reporting Standards.

Functional and Presentation Currency

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

Accounting Policies

The accounting policies have been applied consistently to all periods presented. There have been no significant changes to accounting policies as compared to the Long Term Plan 2018-28 or the Annual Report 2019-20.



Significant Accounting Policies

Cost Allocation Policy

- Direct costs are charged directly to significant activities.
- Indirect costs are charged to significant activities based on cost drivers and related activity/usage information.
- Direct costs are those costs directly attributable to a significant activity.
- Indirect costs are those costs which cannot be identified in an economically feasible manner with a specific significant activity.

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

Subsidiaries

Subsidiaries are those entities in which Council has control. Westland Holdings Ltd is Council's direct reporting subsidiary. This company controls two Council Controlled Organisations, which are reporting entities under the Local Government Act 2002. The Group consists of Destination Westland and Westroads Ltd.

Investments in subsidiaries are recorded at cost. Transactions with subsidiaries are at arm's length and under normal trading terms. Recharges are invoiced at cost.

Basis of consolidation

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

Group prospective financial statements are prepared for annual reports, but Council has not presented these for the Long-Term Plan 2021- 2031 because it believes the parent prospective financial statements are more relevant to users.

The main purpose of the prospective financial statements is to provide information about the core services that Council intends to provide to ratepayers,

the expected cost of those services and thus the amount of rates that Council requires to fund the intended levels of service.

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

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

Revenue

Revenue is measured at the fair value of consideration received.

Rates revenue

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

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

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

Other revenue

Grants

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

Building and resource consent revenue:

Fees and charges for building and resource consent services are recognised on a percentage completion

basis with reference to the recoverable costs incurred at balance date.

Entrance fees:

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

Landfill fees:

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

Provision of commercially based services

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

Sales of goods

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

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

Revenue from investments

Interest revenue is recognised using the effective interest method.

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

Vested or donated physical assets

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

For long-lived assets that must be used for a specific use (e.g. land must be used as a recreation reserve), the

Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if the Council expects it will need to return or pass the asset to another party.

Donated and bequeathed financial assets

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

Construction Contracts

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

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

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

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

Borrowing Costs

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

Revenue Tax

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

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

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

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

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

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

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, using tax rates that have been enacted or substantively enacted by balance date.

Current tax and deferred tax is recognised against the surplus or deficit, except when it relates to items charged or credited directly to other comprehensive revenue or equity, in which case the tax is dealt with in other comprehensive revenue or equity.

Leases

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, the Council and Group recognises finance leases as assets and liabilities in the Statement of Financial Position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Financial Assets

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the Statement of Financial Position.

Trade and other receivables

Debtors and other receivables are measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Loans, including loans to community organisations made by Council at nil, or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar asset/investment. They are subsequently measured at amortised cost using the effective interest method. The difference between the face value and present value of expected

future cash flows of the loan is recognised in the surplus or deficit as a grant.

A provision for impairment of receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

Other financial assets

The Council and Group classify its financial assets into the following four categories:

- financial assets at fair value through the surplus or deficit,
- held-to-maturity investments,
- loans and receivables, and
- financial assets at fair value through other comprehensive revenue and expense.

The classification depends on the purpose for which the investments were acquired.

Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Financial assets and liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through the surplus or deficit in which case the transaction costs are recognised therein.

Purchases or sales of financial assets are recognised on trade-date, the date on which the Council commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price used is the current bid price. The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Council use a variety of methods and makes assumptions that are based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt

instruments held. Other techniques, such as estimated discounted cash flows, are used to determine fair value for the remaining financial instruments.

The four categories of financial assets are:

Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit include financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of short-term profit-taking. Derivatives are also categorised as held for trading unless they are designated into a hedge accounting relationship for which hedge accounting is applied. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the balance sheet date. After initial recognition they are measured at their fair values.

Gains or losses on re-measurement are recognised in the surplus or deficit where hedge accounting is not applied. Financial assets in this category include derivative financial instruments.

Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets. After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or de-recognised are recognised in the surplus or deficit.

Loans and receivables are classified as "trade and other receivables" in the Statement of Financial Position.

Held to maturity investments

Held to maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council has the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets. After initial recognition they are measured at amortised cost using the effective interest method, less impairment.

Gains and losses when the asset is impaired or de-recognised are recognised in the surplus or deficit. The Council does not currently hold a portfolio of bonds that have been classified as held to maturity investments. However, there is provision in the Investment policy if Council is in a position in the future to invest in bonds.

Financial assets at fair value through other comprehensive revenue and expense

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into the category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date. The Council and group includes in this category:

- Investments held for the long-term but which may be realised before maturity,
- Shareholdings held for strategic purposes.

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the surplus or deficit. On recognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Council's investments in its subsidiaries are not included in this category as they are held at cost as allowed by PBE IPSAS 6 Consolidated and Separate Financial Statements.

Impairment of financial assets

At each balance sheet date, the Council assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the surplus or deficit.

Loans and receivables, and held-to-maturity investments

Impairment is established when there is evidence that the Council and group will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are considered indicators that the asset is

impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits, local authority stock, government bonds, and community loans, are recognised directly against the instrument's carrying amount.

Financial assets at fair value through other comprehensive revenue and expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are considered objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit. Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit. If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

Inventories

Inventories are measured at the lower of cost or net realisable value. The cost of inventories is based on the first-in first-out principle, and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down.

In the case of metal inventories and work in progress, cost includes an appropriate share of productions overheads based on normal operating capacity. Metal inventory cost is calculated on a discounted sale value basis, as an approximation of weighted average cost.

When land held for development and future resale is transferred from investment property/property, plant, and equipment to inventory, the fair value of the land at the date of the transfer is its deemed cost.

Costs directly attributable to the developed land are capitalised to inventory, with the exception of infrastructural asset costs which are capitalised to property, plant, and equipment.

Net realisable value is the estimated selling prices in the ordinary course of business, less the estimated costs of completion and selling expenses.

Property, Plant and Equipment

Property, plant and equipment consist of:

Operational assets

These include land, buildings, improvements, museum artefacts, Jackson Bay Wharf, library books, plant and equipment, and motor vehicles.

Restricted assets

Restricted assets are parks and reserves owned by the Council, which provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions. These include land vested under the Reserves Act 1977 and endowments or other property held in trust for specific purposes.

Infrastructure assets

Infrastructural assets are the fixed utility systems owned by the Council. Property, plant and equipment

is shown at cost or valuation, less accumulated depreciation and impairment losses. Each asset class includes all items that are required for the network to function. Land (operational and restricted) is measured at fair value, and buildings (operational and restricted), library books, and infrastructural assets (except land under roads) are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Council and Group and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the assets. Gains and losses on disposals are included in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised as an operating expense in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment other than land and museum artefacts, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Category	Depreciable life (years)		Depreciation Rates	
	Minimum	Maximum	Minimum	Maximum
OPERATIONAL				
Buildings	5	63	2%	20%
Furniture and Fittings	4	60	2%	25%
Jackson Bay Wharf	5	5	2%	2%
Library collection	8	8	13%	13%
Motor Vehicles	5	5	20%	20%
Office and Computer Equipment	4	12	1%	25%
Plant Equipment	5	10	10%	20%
RESTRICTED				
Buildings	7	199	1%	14%
Pools	8	80	1%	13%
Recreation improvement	1	80	1%	72%
INFRASTRUCTURE				
Buildings	10	50	2%	10%
Solid Waste				
Landfill Sites	3	75	1%	33%
Landfill Provision	70	70	1%	1%
Roads				
Bridges	70	100	1%	1%
Culverts	50	80	1%	2%
Drainage	37	67	2%	3
Footpaths	34	67	2%	3%
Pave Marking	6	25	4%	17%
Railings	3	24	4%	31%
Roundabouts	31	31	3%	3%
Sealed Surface	5	20	12%	20%
Signs	3	5	19%	34%
Streetlights	9	17	6%	11%
Structure Base Course	41	91	1%	2%
Unsealed Structure Wearing Course	3	5	20%	33%
Water				
Line	20	100	1%	5%
Plant	5	69	1%	20%
Point	10	100	1%	10%
Sewer				
Line	50	100	1%	2%
Plant	10	88	1%	10%
Point	50	80	1%	2%
Stormwater				
Line	50	100	1%	2%
Plant	20	85	1%	5%
Point	50	80	1%	2%
Rock	165	165	0%	1%

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Revaluation

All valuations are carried out on a three to five-yearly cycle by independent qualified valuers, unless there is a significant change in carrying value, in which case they will be revalued as required. All other asset classes are carried at depreciated historical cost.

Land and buildings (operational and restricted), library books, and infrastructural assets (except land under roads) are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

Revaluations of property, plant, and equipment are accounted for on a class-of-asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class-of-asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

Impairment of Non-Financial Assets

Assets that have a finite useful life are carried at cost and are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the assets ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

Value in use for non-cash-generating assets:

Non-cash-generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in use for cash-generating assets:

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return. The value in use for cash-generating assets is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount the asset is impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

For assets not carried at a revalued amount (other than goodwill) the reversal of an impairment loss is recognised in the surplus or deficit.

Intangible Assets

Software

Software licences and similar assets that are acquired by the Council, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is

recognised in the surplus or deficit on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use.

Carbon credits

Purchased Carbon credits are recognised at cost on acquisition. They are not amortised, but instead tested for impairment annually. They are derecognised when they are used to satisfy carbon emission obligations.

Goodwill

Goodwill on the acquisition of businesses and subsidiaries is included in Intangible assets

Impairment of Intangible Assets

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment.

Forestry Assets

Council does not currently hold any forestry assets. If Council holds forestry assets in the future they will be independently revalued annually at fair value less estimated costs to sell for one growth cycle. Fair value is determined based on the present value of expected net cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs, and silvicultural costs and takes into consideration environmental, operational, and market restrictions.

Gains or losses arising on initial recognition of forestry assets at fair value less costs to sell and from a change in fair value less costs to sell are recognised in the surplus or deficit.

Forestry maintenance costs are recognised in the surplus or deficit when incurred.

Investment Property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Investment property is measured initially at its cost, including transaction costs. After initial recognition, all investment property is measured at fair value as determined annually by an independent valuer. Gains or losses arising from a change in the fair value of

investment property are recognised in the surplus or deficit.

Employee Benefits

Short-term benefits

Employee benefits that the Council expects to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date and sick leave, retiring and long service leave entitlements expected to be settled within 12 months. A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences. The Council recognise a liability and an expense for bonuses where contractually obliged or where there is a past practice that has created a constructive obligation.

Long-term benefits

Long service leave and retirement leave

Entitlements that are payable beyond 12 months, after the end of the period in which the employee renders the related service, such as long service leave and retiring leave; are calculated on an actuarial basis. The calculations are based on:

- Likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlements information; and
- The present value of the estimated future cash flows.

Presentation of employee entitlements

Sick leave, annual leave, and vested long service leave entitlements are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Superannuation schemes

Defined contribution schemes

Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the surplus or deficit as incurred.

Council belongs to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the board of trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme. Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme, the extent to which the surplus/ deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

Provisions

The Council recognises a provision for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event,
- it is probable that expenditures will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Provisions are not recognised for future operating losses. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

Trade and Other Payables

Trade and other payables are initially measured at fair value, and subsequently measured at amortised cost using the effective interest method.

Borrowings

Borrowings are initially recognised at their fair value. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after balance date or if the borrowings are expected to be settled within 12 months of balance date.

Accounting For Derivative Financial Instruments and Hedging Activities

The Council uses derivative financial instruments to hedge exposure to interest rate risks arising from financing activities. The Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value at each balance date.

The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The movement in the fair value of the derivative contracts that are not hedge accounted is recognised in the surplus or deficit.

Council has no designated hedging instruments.

Equity

Equity is the community's interest in the Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into a number of reserve funds. The components of equity are:

- Retained earnings
- Restricted Reserves (trusts and bequests)
- Council Created Reserves (special funds, separate funds)
- Asset revaluation reserves
- Fair value through other comprehensive revenue and expense

Restricted Reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Council. Restricted reserves include those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met. Also included in restricted reserves are reserves restricted by Council decision. The Council may alter them without reference to any third party or the Courts.

Transfers to and from these reserves are at the discretion of the Council.

Asset revaluation reserve

This reserve relates to the revaluation of property, plant, and equipment to fair value.

Fair value through other comprehensive revenue and expense reserve

This reserve comprises the cumulative net change in the fair value of assets classified as fair value through other comprehensive revenue and expense.

Goods and Services Tax

All items in the financial statements are stated exclusive of Goods and Services Tax (GST), except for receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position. The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Budget figures

The budget figures are those approved by Council during workshops and as a result of the consultation for the Long Term Plan 2021-2031. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by Council for the preparation of the financial statements.

Critical Accounting Estimates and Assumptions

In preparing the financial forecasts and statements the Council has makes estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying

amounts of assets and liabilities within the next financial year are discussed below:

Landfill aftercare provision

The estimate of the provision for landfill post-closure is based on assumptions, which may be influenced by changes in technology and society's expectations and could affect future results.

The Council has responsibility under its resource consent to provide on-going maintenance and monitoring of the landfill after the site is closed. The responsibilities include fencing, drainage, signage, planting, coverage and monitoring the site for a set number of years after closure. The cash outflows for landfill post-closure are expected to occur in one to thirty three years' time. The long-term nature of the liability means that there are inherent uncertainties in estimating costs that will be incurred.

Infrastructural assets

There are a number of assumptions and estimates used when performing DRC valuations over infrastructural assets. These include:

- The physical deterioration and condition of an asset, for example Council could be carrying an asset at an amount that does not reflect its actual condition. This is particularly so for those assets that are not visible, for example stormwater, wastewater and drinking water pipes which are underground. This risk is minimised by Council performing a combination of physical inspections and condition modelling assessments of underground assets;
- Estimating any obsolescence or surplus capacity of an asset; and
- Estimates are made when determining the remaining useful lives over which the asset will be depreciated. These estimates can be affected by the local conditions, for example weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, then Council could be over or under estimating the annual depreciation charge recognised as an expense in the surplus or deficit.

To minimise this risk, Council's infrastructural asset useful lives have been determined with reference to

the NZ Infrastructural Asset Valuation and Depreciation Guidelines published by the National Asset Management Steering Group, and have been adjusted for local conditions based on past experience. Asset inspections, deterioration and condition modelling are also carried out regularly as part of Council's asset management planning activities, which gives Council further assurance over its useful life estimates.

Experienced independent valuers perform Council's infrastructural asset revaluations.

Accounting Standards Issued For Public Benefit Entities

The Council is subject to Tier 1 reporting requirements of the Accounting Standard for Public Benefit Entities.

The financial statements are compliant with the new International Public Sector Accounting standards (IPSAS).

Standards Issued but Not Yet Effective

Standards and amendments, issued but not yet effective that have not been early adopted, and which are relevant to the Council and group are:

Financial instruments

In January 2017, the XRB issued PBE IFRS 9 Financial Instruments. PBE IFRS 9 replaces PBE IPSAS 29 Financial Instruments: Recognition and Measurement. PBE IFRS 9 is effective for annual periods beginning on or after 1 January 2021, with early application permitted. The main changes under PBE IFRS 9 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 may result in the earlier recognition of impairment losses.
- Revised hedge accounting requirements to better reflect the management of risks.

The Council plans to apply this standard in preparing its 30 June 2022 financial statements. The Council and Group has not yet assessed the effects of the new standard.

In March 2019, the XRB issued PBE IPSAS 41 Financial Instruments, which is effective for the year ending 30 June 2023. PBE IPSAS 41 supersedes most of PBE IPSAS

29 Financial Instruments: Recognition and Measurement and also supersedes PBE IFRS 9 Financial Instruments.

Council does not intend to early adopt the standard and has not yet assessed the effects of the new standard.

Service Performance Reporting

In November 2017, the XRB issued PBE FRS 48 Service Performance Reporting. This replaces the service performance reporting requirements of PBE IPSAS 1 and establishes requirements for the reporting of service performance information in order to better meet the needs of users of general purpose financial reports of public benefit entities.

PBE FRS 48 is effective for annual periods beginning on or after 1 January 2022 due to amendments issued in August 2020, with early application permitted. The Council has not yet assessed the effects of the new standard.



Part F – Financial Statements

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Statement of Balanced Budget

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

Unfunded Depreciation

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

For the plan Council has set revenue to cover operating expenditure. Council uses loan funding for capital expenditure for new or updated assets. Where Council funds new assets, upgrades or expects to fund assets through external debt, Council fully funds depreciation. Loan principal repayments are funded from depreciation reserves where there are sufficient reserves to do so.

Funded depreciation

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Depreciation Charge	7,863,259	8,245,415	8,397,130	8,570,746	9,071,069	9,133,170	9,143,487	9,600,740	9,645,511	9,707,211
Unfunded depreciation										
Westland Sports Hub	40,432	40,432	40,432	40,432	40,432	40,432	40,432	40,432	40,432	40,432
Responsible Camping	31,803	31,803	31,803	31,803	31,803	31,803	31,803	31,803	31,803	31,803
Solid Waste	92,258	120,315	120,315	120,315	121,498	123,880	123,880	123,880	123,880	126,543
Land Transport	2,088,726	2,088,726	2,088,726	2,088,726	2,247,571	2,247,571	2,247,571	2,415,248	2,415,248	2,415,248
West Coast Wilderness Trail	261,690	277,072	287,848	293,477	317,490	322,696	328,368	351,167	354,196	366,967
Total Unfunded Depreciation	2,514,909	2,558,348	2,569,124	2,574,753	2,758,794	2,766,382	2,772,054	2,962,530	2,965,559	2,980,993

Comprehensive Funding Impact Statement

The Funding Impact Statement is made up of three parts:

- Rates Information for 2021-22 including the Rating Policy,
- Rates Samples for 2021-22
- The Whole of Council FIS Statement for 2021-22.

The Funding Impact Statement is given effect by the Rating Policy and should be read in conjunction with the Revenue and Financing Policy and Financial Statements. The rates information and Rates Samples are GST inclusive; the Whole of Council Funding Impact Statement is GST exclusive.

Rating Information for 2021/2022

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

General Rates:

- General Rate
- Uniform Annual Charge

Targeted Rates:

- Kumara Community Rate
- Hokitika Community Rate
- Ross Community Rate
- Harihari Community Rate
- Whataroa Community Rate
- Franz Josef Glacier Community Rate
- Fox Glacier Community Rate
- Haast Community Rate
- Bruce Bay Community Rate
- Kokatahi / Kowhitirangi Community Rates
- Water rates
- Metered Water Rates
- Sewerage Rates
- Refuse Collection Rates
- Tourism Promotion Rate
- Hokitika Area Promotions Rate
- Kaniere Sewerage Capital Contribution Rate
- Hannah's Clearing Water Supply Capital Repayment Rate
- Emergency Management Contingency Fund Rate

Details of the activities these rates fund and the rating categories liable for the rates are listed below. This is followed by a table which shows how the rates are calculated and total revenue sought for each rate.

General Rates

General Rate

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

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

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

Uniform Annual General Charge

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

The general rate and uniform annual general charge fund part of the following activities: democracy, corporate services, inspections and compliance, resource management, emergency management, animal control, community development and assistance, library, museum,

Targeted Rates

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

Haast Community Rate	<p>The Haast community rate is set and assessed as an amount per rating unit, on all rateable land in the Haast community rate zone (as mapped in the Rating Policy). Within that area the rate is set based on the location of the land and the use to which the land is put.</p> <p>The categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and factors applied are in the Rating Policy.</p> <p>The Haast community rate funds all or part of the following activities: Transportation, stormwater, township development fund (Haast, Hannahs Clearing and Neils Beach), parks and reserves and community halls (Haast and Okuru).</p>
Bruce Bay Community Rate	<p>The Bruce Bay community rate is set and assessed as an amount per rating unit, on all rateable land in the Bruce Bay community rate zone (as mapped in the Rating Policy). Within that area the rate is set differentially based on the location of the land and the use to which the land is put.</p> <p>The differential categories are: Residential, Rural Residential, Commercial and Rural. The definitions of each category and differential factors are in the Rating Policy.</p> <p>The Bruce Bay community rate funds all or part of the following activities: Transportation, stormwater, township development fund, parks and reserves and community halls.</p>
Water Rates	<p>Water rates are set and assessed as a fixed amount per connection for connected rating units, and per rating unit for unconnected rating units, on all land, situated in specified locations, to which is provided or is available a council funded water supply service that is not metered.</p> <p>The rate is set differentially depending on the nature of the connection to the land and the use to which the land is put. Commercial properties are defined as they are for the general rate (see Rating Policy).</p> <p>The locations and differential categories are:</p> <ul style="list-style-type: none"> • Hokitika and Kaniere Treated water – Connected (all rating units other than commercial ones) • Hokitika and Kaniere Treated water – Commercial connected • Hokitika and Kaniere Treated water – Unconnected • Rural Townships Treated water – Connected (all rating units other than commercial ones) • Rural Townships Treated water – Commercial connected • Rural Townships Treated water - Unconnected • Rural Townships Untreated – Connected (all rating units other than commercial ones) • Rural Townships Untreated –Commercial connected • Rural Townships Untreated – Unconnected <p>Water rates fund part of the water supply activity.</p>
Metered Water Rates	<p>Water rates are set and assessed as a fixed charge per unit of water supplied on all properties located in a specified location and where the nature of the connection is a metered water supply.</p> <p>The locations are:</p> <ul style="list-style-type: none"> • Hokitika and Kaniere metered water • Rural Townships metered water <p>Metered water rates fund part of the water supply activity.</p>
Milk Treatment Plan Water Rates	<p>Water rates are set and assessed on the property used as a milk treatment plant in Hokitika. For 2020/2021, the rates are:</p> <ul style="list-style-type: none"> • Hokitika Milk Treatment Plant rate fixed charge from 0 up to a projected demand for the year. • Hokitika Milk Treatment Plant metered water greater than projected demand for the year. <p>Hokitika Milk Treatment Plant rates fund part of the water supply up to the projected demand for the year and includes the cost of finance for the river intake.</p>
Sewerage Rates	<p>Sewerage rates are set and assessed on all land to which is provided or has available to the land a council funded sewerage supply service.</p> <p>The rates are:</p> <ul style="list-style-type: none"> • Sewerage Connected (per water closet or urinal) • Sewerage Unconnected (per rating unit) <p>Sewerage rates fund part of the wastewater activity.</p>

Refuse Collection Rates	<p>Refuse collection rates are set and assessed as a fixed amount per bin on all land, located in specific locations, which is provided with a refuse collection service.</p> <p>The location is:</p> <ul style="list-style-type: none"> • Refuse collection <p>A property may choose to have more than one supply and will pay a full refuse collection rate for each supply.</p> <p>Refuse collection funds part of the solid waste activity.</p>
Tourism Promotion Rate	<p>The tourism promotion rate is set and assessed as an amount per rating unit on all rateable properties in the district.</p> <p>The tourism promotion rate is set differentially based on the use to which the land is put and for commercial use properties on the capital value of the rateable properties.</p> <p>The differential categories are:</p> <ul style="list-style-type: none"> • Commercial <ul style="list-style-type: none"> ○ Greater than \$10m ○ Greater than \$3m and up to \$10m ○ Greater than \$1m and up to \$3m ○ \$1m or less • Residential, Rural Residential and Rural <p>The definitions of each category are the same as those in the Rating Policy for the general rate.</p> <p>The tourism and promotions rate funds part or all of the following activities: West Coast Wilderness Trail, i-SITE and community development & assistance (Tourism West Coast grant).</p>
Hokitika Area Promotions Rate	<p>The Hokitika area promotions rate is set and assessed as a fixed amount per rating unit on all rateable properties defined as commercial use properties (using the same definition as for the general rate) and located in the Hokitika Community rating zone.</p> <p>The Hokitika area promotions rate funds the community development & assistance activity (Destination Hokitika grant).</p>
Kokatahi / Kowhitirangi Community Rates	<p>Kokatahi / Kowhitirangi community rates are set and assessed on all rateable properties located in the Kokatahi / Kowhitirangi Community area.</p> <p>The rate will be charged on the rateable land value of each property in the Kokatahi/Kowhitirangi area from Geologist Creek in the north to Hokitika Gorge in the south and the Kaniere/Kowhitirangi Road from Nesses Creek onward.</p> <p>The Kokatahi / Kowhitirangi community rate is set as a fixed rate per rating unit and as a rate on the land value per rating unit.</p> <p>The Kokatahi / Kowhitirangi community rate funds the community development & assistance activity (Kokatahi / Kowhitirangi community grant).</p>
Kaniere Sewerage Capital Contribution Rate	<p>The Kaniere sewerage capital contribution rate is set and assessed as a fixed rate per rating unit on all rateable properties that are connected to the Kaniere sewerage scheme and have not repaid the capital amount.</p> <p>The Kaniere Sewerage Capital Contribution Rate funds part of the Waste water activity (Kaniere sewerage upgrade loan).</p>
Hannah's Clearing Water Supply Capital Repayment Rate	<p>The Hannahs Clearing water supply capital repayment rate is set and assessed as a fixed rate per rating unit on all rateable properties located in Hannahs Clearing where the nature of the connection is a Council funded water supply.</p> <p>The Hannahs Clearing water supply capital repayment rate funds part of the water supply activity.</p>
Emergency Management Contingency Fund Rate	<p>The emergency management contingency fund rate is set and assessed on the land value of all rateable properties in the district.</p> <p>The emergency management contingency fund rate funds part of the emergency management & rural fire activity.</p>

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

- Kaniere Sewerage Capital Contribution Rate
- Hannahs Clearing Water Supply Capital Repayment Rate

Rating Information

The following table quantifies the amounts and total revenue for each rate for 2021/2022.

General Rates

Rate	Factor	Sector				Units	Totals	
		Rural	Rural Residential	Residential	Commercial		Revenue	
General Rates							Inc GST \$	Ex GST \$
General Rate	Capital Value	941,037,200	460,714,500	683,665,000	487,426,000	2,572,842,700		
	Per \$ Capital Value	0.0019	0.0013	0.0018	0.0037			
	Revenue	1,748,004	615,273	1,206,033	1,794,108		6,167,931	5,363,418
Uniform Annual General Charge	Rateable Units	1,715	1,357	2,522	467			
	Each	645.79	645.79	645.79	645.79			
	Revenue	1,107,538	876,344	1,628,695	301,586		4,501,287	3,914,162
Total General Rates		2,855,542	1,491,617	2,834,727	2,095,694		10,669,217	9,277,580

Targeted community rates

Rate	Factor	Sector				Units	Totals	
		Rural	Rural Residential	Residential	Commercial		Revenue	
Community Rates							Inc GST \$	Ex GST \$
Kumara	Rateable Units	119	144	194	20	477		
	Each	144.46	143.86	144.09	130.74			
	Revenue	17,191	20,716	27,954	2,615		78,747	68,475
Hokitika	Rateable Units	631	755	1,719	291	3396		
	Each	455.49	457.34	607.21	1,025.87			
	Revenue	287,412	345,290	1,043,791	298,528		2,271,274	1,975,021
Ross	Rateable Units	140	27	179	13	359		
	Each	405.15	405.15	405.15	405.15			
	Revenue	56,722	10,939	72,523	5,267		167,268	145,451
Harihari	Rateable Units	132	32	94	19	277		
	Each	116.27	113.73	114.42	105.26			
	Revenue	15,348	3,639	10,755	2,000		36,504	31,743
Whataroa	Rateable Units	110	91	57	34	292		
	Each	153.21	151.43	148.60	134.65			
	Revenue	16,853	13,780	8,470	4,578		50,234	43,681

Franz Josef	Rateable Units	78	44	132	43	297		
	Each	230.96	214.96	295.16	1,163.72			
	Revenue	18,015	9,458	38,961	50,040		133,945	116,474
Fox Glacier	Rateable Units	51	13	79	86	229		
	Each	330.18	312.40	433.33	408.91			
	Revenue	16,839	4,061	34,233	35,167		103,845	90,300
Bruce Bay	Rateable Units	110	41	0	3	154		
	Each	36.16	35.72	-	36.16			
	Revenue	3,978	1,465	-	108		6,383	5,551
Haast	Rateable Units	234	226	79	41	580		
	Each	96.45	94.70	94.87	83.57			
	Revenue	22,569	21,403	7,495	3,427		63,127	54,893
Total Community Rates	Rateable Units	1,605	1,373	2,533	550	6061		
	Revenue	454,927	430,752	1,244,181	401,729		2,911,328	2,531,589

Other targeted rates

Rate	Factor	Sector				Units	Totals	
		Rural	Rural Residential	Residential	Commercial		Revenue	Revenue
		\$	\$	\$	\$	Inc GST \$	Ex GST \$	
Refuse Collection Rates								
Refuse Collection	Per bin				246.99	3,158	897,000	780,000
Total Refuse Collection Rates						3,158	897,000	780,000
		<u>Connected non commercial</u>	<u>Connected Commercial</u>	<u>Unconnected Domestic</u>	<u>Unconnected Commercial</u>			
Water Supply Rates								
Untreated Water	Each	273	-	-	-	5	1,571	1,366
Treated Water	Each	364	631	182	316	2,936	1,250,909	1,087,747
Hannah's Clearing Capital	Each							
Hokitika Milk Treatment Plant Fixed Water Rate					1,939,121	1	2,229,989	1,939,121
Metered Water Rates	Volumetric						538,334	468,117
Total Water Supply Rates							4,020,804	3,496,351
Sewerage Rates								
Connected	Each				357.85	3,989	1,641,599	1,427,477
Unconnected	Each				178.93	92	18,930	16,461
Total Sewerage Rates							1,660,529	1,443,938

Rate	Factor	Sector				Units	Totals		
		Rural	Rural Residential	Residential	Commercial		Revenue		
							Inc GST \$	Ex GST \$	
<i>Kokatahi / Kowhitirangi Community Rate</i>									
Land Value		Per \$ Value				0.0000915	181,452,000	19,084	16,594
Uniform Basis		Rateable Units				83.81	198.00	19,084	16,594
Total Kokatahi / Kowhitirangi Community Rates								38,167	33,189
<i>Hokitika Area Promotions Rate</i>									
		Rateable Units				160.49	243	44,850	39,000
<i>Tourism Promotions Rates</i>									
Non Commercial		Each				8.55	5,540	54,489	47,382
Commercial within Capital Value Range:			<u>Over \$10 million</u>	<u>\$3 - 10 million</u>	<u>\$1 - 3 million</u>	<u>\$0 - 1 million</u>			
		Units	5.00	14.00	76.00	424.00	519.00		
		Each	5,635	2,818	1,127	555			
		Revenue	28,176	39,447	85,656	235,306		446,873	388,585
Total Tourism Promotions Rates								501,362	435,967
Total Other Targeted Rates								10,074,040	8,760,035
Total Rates								20,743,257	18,037,615

Rates Sample

Rate type	Area	Capital Valuation	2020/2021 Rates	UAGC @21.7%			UAGC @17.5%			UAGC @12.5%		
				Draft 2021/2022 Rates	Variance	Percentage Variance	Draft 2021/2022 Rates	Variance	Percentage Variance	Draft 2021/2022 Rates	Variance	Percentage Variance
Rural	Bruce Bay	785,500	2,069.45	2,130.08	60.63	2.93%	2,199.62	130.17	6.29%	2,282.40	212.95	10.29%
Commercial	Bruce Bay	1,060,000	6,010.74	5,590.48	(420.26)	-6.99%	5,994.00	(16.74)	-0.28%	6,474.38	463.64	7.71%
Rural Residential	Bruce Bay	830,000	1,811.74	1,816.23	4.49	0.25%	1,844.47	32.73	1.81%	1,878.08	66.34	3.66%
Commercial	Fox Glacier	670,000	5,248.38	5,206.62	(41.76)	-0.80%	5,414.49	166.11	3.17%	5,661.96	413.58	7.88%
Residential	Fox Glacier	640,000	2,891.11	2,971.66	80.55	2.79%	3,004.16	113.05	3.91%	3,042.85	151.74	5.25%
Rural	Fox Glacier	800,000	1,587.01	2,433.53	846.52	53.34%	2,456.11	869.10	54.76%	2,483.00	895.99	56.46%
Rural Residential	Fox Glacier	86,000	1,097.48	1,116.32	18.84	1.72%	1,004.29	(93.19)	-8.49%	870.93	(226.55)	-20.64%
Rural	Franz Josef	420,000	1,368.77	1,458.53	89.76	6.56%	1,409.47	40.70	2.97%	1,351.07	(17.70)	-1.29%
Rural Residential	Franz Josef	300,000	1,312.73	1,298.37	(14.36)	-1.09%	1,226.68	(86.05)	-6.55%	1,141.35	(171.38)	-13.06%
Commercial	Franz Josef	960,000	7,159.29	7,037.61	(121.68)	-1.70%	7,390.96	231.67	3.24%	7,811.62	652.33	9.11%
Residential	Franz Josef	420,000	2,425.85	2,443.56	17.71	0.73%	2,420.80	(5.05)	-0.21%	2,393.71	(32.14)	-1.32%
Residential	Haast	280,000	2,017.54	1,986.94	(30.60)	-1.52%	1,929.03	(88.51)	-4.39%	1,860.08	(157.46)	-7.80%
Commercial	Haast	1,290,000	6,517.32	6,466.81	(50.51)	-0.77%	6,985.72	468.40	7.19%	7,603.46	1,086.14	16.67%
Rural	Haast	80,000	977.57	914.27	(63.30)	-6.48%	806.17	(171.40)	-17.53%	677.48	(300.09)	-30.70%
Rural Residential	Haast	290,000	1,181.62	1,154.26	(27.36)	-2.32%	1,080.69	(100.93)	-8.54%	993.11	(188.51)	-15.95%

Rate type	Area	Capital Valuation	2020/2021 Rates	UAGC @21.7%			UAGC @17.5%			UAGC @12.5%		
				Draft 2021/2022 Rates	Variance	Percentage Variance	Draft 2021/2022 Rates	Variance	Percentage Variance	Draft 2021/2022 Rates	Variance	Percentage Variance
Rural	Hari Hari	2,070,000	4,579.14	4,791.03	211.89	4.63%	5,184.00	604.86	13.21%	5,651.82	1,072.68	23.43%
Residential	Hari Hari	130,000	1,311.00	1,291.96	(19.04)	-1.45%	1,196.37	(114.63)	-8.74%	1,082.57	(228.43)	-17.42%
Commercial	Hari Hari	250,000	2,932.22	2,872.46	(59.76)	-2.04%	2,869.63	(62.59)	-2.13%	2,866.27	(65.95)	-2.25%
Rural	Hari Hari	196,000	965.00	1,049.23	84.23	8.73%	957.94	(7.06)	-0.73%	849.26	(115.74)	-11.99%
Residential	Hokitika	460,000	1,536.11	947.60	(588.51)	-38.31%	1,063.43	(472.68)	-30.77%	1,201.31	(334.80)	-21.80%
Rural	Hokitika	510,000	1,970.82	2,062.45	91.63	4.65%	2,030.36	59.54	3.02%	1,992.15	21.33	1.08%
Residential	Hokitika	390,000	2,884.24	2,948.47	64.23	2.23%	2,918.18	33.94	1.18%	2,882.12	(2.12)	-0.07%
Commercial	Hokitika	470,000	6,765.04	6,610.74	(154.30)	-2.28%	6,718.28	(46.76)	-0.69%	6,846.31	81.27	1.20%
Rural	Kumara	12,000	858.73	840.94	(17.79)	-2.07%	715.72	(143.01)	-16.65%	566.65	(292.08)	-34.01%
Residential	Kumara	155,000	1,723.76	1,708.07	(15.69)	-0.91%	1,618.76	(105.00)	-6.09%	1,512.43	(211.33)	-12.26%
Commercial	Kumara	170,000	3,015.70	2,865.88	(149.82)	-4.97%	2,822.92	(192.78)	-6.39%	2,771.78	(243.92)	-8.09%
Rural	Kumara	182,000	1,326.39	1,310.13	(16.26)	-1.23%	1,216.21	(110.18)	-8.31%	1,104.39	(222.00)	-16.74%
Residential	Ross	277,000	1,574.04	1,594.84	20.80	1.32%	1,536.35	(37.69)	-2.39%	1,466.71	(107.33)	-6.82%
Rural	Ross	750,000	2,392.72	2,576.25	183.53	7.67%	2,589.41	196.69	8.22%	2,605.07	212.35	8.87%
Residential	Ross	210,000	2,062.54	2,065.78	3.24	0.16%	1,990.28	(72.26)	-3.50%	1,900.41	(162.13)	-7.86%
Commercial	Ross	910,000	4,949.59	5,117.33	167.74	3.39%	5,445.60	496.01	10.02%	5,836.40	886.81	17.92%
Rural	Whataroa	1,050,000	2,586.43	2,693.55	107.12	4.14%	2,829.69	243.26	9.41%	2,991.76	405.33	15.67%
Rural	Whataroa	320,000	1,242.61	1,250.66	8.05	0.65%	1,182.74	(59.87)	-4.82%	1,101.90	(140.71)	-11.32%
Commercial	Whataroa	235,000	2,385.67	2,222.92	(162.75)	-6.82%	2,212.57	(173.10)	-7.26%	2,200.25	(185.42)	-7.77%
Residential	Whataroa	90,000	1,446.21	1,347.82	(98.39)	-6.80%	1,242.18	(204.03)	-14.11%	1,116.43	(329.78)	-22.80%

Prospective Funding Impact Statement

For the years ending 30 June 2021 - 2031

Prospective Funding Impact Statement												
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
(SURPLUS) / DEFICIT OF OPERATING FUNDING	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Sources of Operating Funding												
General rates, uniform annual general charges, rates penalties	\$7,723	\$8,833	\$10,578	\$12,290	\$11,711	\$11,877	\$12,208	\$12,402	\$12,627	\$13,034	\$13,036	
Targeted Rates	\$8,184	\$9,119	\$9,638	\$10,057	\$10,929	\$11,342	\$11,645	\$11,732	\$12,034	\$12,425	\$12,763	
Subsidies and grants for operating purposes	\$2,896	\$3,103	\$3,113	\$2,660	\$2,638	\$2,704	\$2,759	\$2,838	\$2,910	\$2,983	\$3,057	
Fees and charges	\$1,947	\$1,801	\$1,844	\$1,324	\$1,997	\$2,062	\$2,105	\$2,150	\$2,196	\$2,243	\$2,289	
Interest and dividends from investments	\$293	\$8	\$257	\$257	\$257	\$257	\$257	\$256	\$256	\$256	\$256	
Local authorities fuel tax, fines, infringement fees, and other receipts	\$959	\$1,009	\$918	\$932	\$903	\$845	\$857	\$871	\$884	\$898	\$911	
Total Operating Funding (A)	\$22,002	\$23,873	\$26,349	\$28,121	\$28,436	\$29,088	\$29,840	\$30,248	\$30,907	\$31,839	\$32,312	
Applications of Operating Funding												
Payments to staff and suppliers	\$16,609	\$18,670	\$19,127	\$19,236	\$19,727	\$20,133	\$20,695	\$21,062	\$21,451	\$22,326	\$22,651	
Finance Costs	\$867	\$904	\$1,096	\$1,422	\$1,650	\$1,704	\$1,826	\$1,888	\$1,886	\$1,852	\$1,941	
Other operating funding applications	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Applications of Operating Funding (B)	\$17,475	\$19,575	\$20,223	\$20,658	\$21,378	\$21,837	\$22,521	\$22,950	\$23,338	\$24,218	\$24,593	
Surplus/(Deficit) of Operating Funding (A - B)	\$4,527	\$4,298	\$6,126	\$7,463	\$7,059	\$7,251	\$7,319	\$7,298	\$7,570	\$7,621	\$7,720	
(SURPLUS) / DEFICIT OF CAPITAL FUNDING												
Sources of Capital Funding												
Subsidies and grants for capital expenditure	\$2,697	\$8,308	\$3,896	\$4,310	\$2,626	\$2,960	\$2,956	\$2,379	\$2,639	\$3,602	\$3,773	
Development and financial contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Increase (decrease) in debt	\$25,626	\$6,316	\$6,382	\$2,621	\$1,263	-\$402	-\$1,365	-\$1,949	-\$932	\$520	-\$156	
Gross proceeds from sale of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Lump sum contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other dedicated capital funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Sources of Capital Funding (C)	\$28,323	\$14,624	\$10,277	\$6,931	\$3,890	\$2,559	\$1,590	\$430	\$1,707	\$4,121	\$3,617	

	2021 Annual Plan (000's)	2022 LTP (000's)	2023 LTP (000's)	2024 LTP (000's)	2025 LTP (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)
Application of Capital Funding											
Capital Expenditure:											
-to meet additional demand	\$31	\$968	\$1,232	\$1,264	\$346	\$912	\$597	\$38	\$416	\$939	\$641
-to improve the level of service	\$6,000	\$6,937	\$5,271	\$3,634	\$3,390	\$1,616	\$988	\$400	\$981	\$2,226	\$2,198
-to replace existing assets	\$5,102	\$10,478	\$10,095	\$8,733	\$8,232	\$7,190	\$5,396	\$6,967	\$4,882	\$5,543	\$6,661
Increase (decrease) in reserves	\$21,718	\$540	-\$194	\$763	-\$1,020	\$92	\$1,929	\$324	\$2,996	\$3,035	\$1,837
Increase (decrease) of investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Applications of Capital Funding (D)	\$32,850	\$18,922	\$16,404	\$14,393	\$10,948	\$9,809	\$8,909	\$7,728	\$9,276	\$11,743	\$11,336
Surplus/(Deficit) of Capital Funding (C - D)	-\$4,527	-\$4,298	-\$6,126	-\$7,463	-\$7,059	-\$7,251	-\$7,319	-\$7,298	-\$7,570	-\$7,621	-\$7,720
Funding Balance ((A - B) + (C - D))	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Prospective Statement of Comprehensive Revenue and Expenditure

For the years ending 30 June 2021 – 2031

Prospective Statement of Comprehensive Revenue and Expense											
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Revenue											
Rates	\$15,907	\$17,953	\$20,217	\$22,347	\$22,640	\$23,220	\$23,853	\$24,133	\$24,561	\$25,459	\$25,799
Grants and subsidies	\$5,593	\$11,410	\$7,008	\$6,970	\$5,265	\$5,664	\$5,724	\$5,218	\$5,549	\$6,585	\$6,830
Interest revenue	\$43	\$8	\$7	\$7	\$7	\$7	\$7	\$6	\$6	\$6	\$6
Fees and charges	\$1,947	\$1,801	\$1,844	\$1,924	\$1,997	\$2,062	\$2,105	\$2,150	\$2,196	\$2,243	\$2,289
Other revenue	\$1,209	\$1,009	\$1,168	\$1,182	\$1,153	\$1,095	\$1,107	\$1,121	\$1,134	\$1,148	\$1,161
Total operating revenue	\$24,700	\$32,181	\$30,245	\$32,430	\$31,063	\$32,048	\$32,796	\$32,627	\$33,546	\$35,441	\$36,086
Expenditure											
Employee benefit expenses	\$4,236	\$5,369	\$5,834	\$5,903	\$6,036	\$6,166	\$6,295	\$6,437	\$6,575	\$6,720	\$6,864
Finance costs	\$867	\$904	\$1,096	\$1,422	\$1,650	\$1,704	\$1,826	\$1,888	\$1,886	\$1,892	\$1,941
Depreciation and amortisation	\$7,141	\$7,864	\$8,237	\$8,385	\$8,556	\$9,054	\$9,114	\$9,125	\$9,581	\$9,620	\$9,681
Other expenses	\$12,373	\$13,302	\$13,293	\$13,333	\$13,691	\$13,967	\$14,400	\$14,626	\$14,877	\$15,606	\$15,787
Total operating expenditure	\$24,616	\$27,438	\$28,460	\$29,043	\$29,933	\$30,891	\$31,636	\$32,075	\$32,919	\$33,838	\$34,274
Income tax expenses/(benefit)	-	-	-	-	-	-	-	-	-	-	-
Income tax expenses/(benefit)	-	-	-	-	-	-	-	-	-	-	-
Income tax expenses/(benefit)	-	-	-	-	-	-	-	-	-	-	-
Operating Surplus/(Deficit)	\$84	\$4,742	\$1,784	\$3,387	\$1,129	\$1,157	\$1,160	\$552	\$627	\$1,603	\$1,812
Other comprehensive revenue and expense											
Gain/(loss) on revaluations	\$473	\$15,776	\$0	\$2,986	\$27,044	\$0	\$2,964	\$28,490	\$0	\$3,087	\$30,789
Other Comprehensive Revenue and Expenses Subtotal	\$473	\$15,776	\$0	\$2,986	\$27,044	\$0	\$2,964	\$28,490	\$0	\$3,087	\$30,789
Total comprehensive revenue and expense/(deficit) for the year attributable to Council	\$556	\$20,518	\$1,784	\$6,373	\$28,174	\$1,157	\$4,125	\$29,043	\$627	\$4,691	\$32,601

Prospective Statement of Changes in Equity

For the years ending 30 June 2021 – 2031

Prospective Statement of Changes in Equity												
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Equity balance at 30 June												
Equity balance at 1 July	\$394,619	\$413,431	\$433,949	\$435,733	\$442,106	\$470,280	\$471,437	\$475,561	\$504,604	\$505,231	\$509,922	
Comprehensive income for year	\$556	\$20,518	\$1,784	\$6,373	\$28,174	\$1,157	\$4,125	\$29,043	\$627	\$4,651	\$32,601	
Equity balance at 30 June	\$395,175	\$433,949	\$435,733	\$442,106	\$470,280	\$471,437	\$475,561	\$504,604	\$505,231	\$509,922	\$542,523	
Components of Equity												
Retained earnings 30 June												
Retained Earnings at 1 July	\$142,322	\$161,904	\$166,323	\$168,451	\$171,226	\$173,485	\$174,590	\$173,860	\$174,128	\$171,798	\$170,405	
Net Surplus/(Deficit)	\$84	\$4,742	\$1,784	\$3,387	\$1,129	\$1,157	\$1,160	\$552	\$627	\$1,603	\$1,812	
Transfers to / (from) reserves	-\$1,024	-\$324	\$344	-\$612	\$1,130	-\$53	-\$1,890	-\$285	-\$2,957	-\$2,996	-\$1,797	
Retained earnings 30 June	\$142,381	\$166,323	\$168,451	\$171,226	\$173,485	\$174,590	\$173,860	\$174,128	\$171,798	\$170,405	\$170,420	
Revaluation Reserves 30 June												
Revaluation Reserves at 1 July	\$241,483	\$242,425	\$258,201	\$258,201	\$261,187	\$288,231	\$288,231	\$291,196	\$319,686	\$319,686	\$322,773	
Revaluation Gains	\$473	\$15,776	\$0	\$2,386	\$27,044	\$0	\$2,364	\$28,490	\$0	\$3,087	\$30,789	
Revaluation Reserves 30 June	\$241,956	\$258,201	\$258,201	\$261,187	\$288,231	\$288,231	\$291,196	\$319,686	\$319,686	\$322,773	\$353,562	
Council created Reserves 30 June												
Council Created Reserves at 1 July	\$9,750	\$9,038	\$9,361	\$9,017	\$9,629	\$8,499	\$8,552	\$10,442	\$10,727	\$13,684	\$16,680	
Transfers to / (from) reserves	\$1,027	\$324	-\$344	\$612	-\$1,130	\$53	\$1,890	\$285	\$2,957	\$2,996	\$1,797	
Council created Reserves 30 June	\$10,774	\$9,361	\$9,017	\$9,629	\$8,499	\$8,552	\$10,442	\$10,727	\$13,684	\$16,680	\$18,477	
Other comprehensive revenue and expense Reserve 30 June												
Other comprehensive revenue and expense Reserves at 1 July	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	
Transfers to / (from) reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other comprehensive revenue and expense Reserve 30 June	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	
Components of Equity	\$395,175	\$433,949	\$435,733	\$442,106	\$470,280	\$471,437	\$475,561	\$504,604	\$505,231	\$509,922	\$542,523	

Prospective Statement of Financial Position

For the years ending 30 June 2021 – 2031

Assets	2021	2022	2023		2024		2025		2026		2027		2028	2029	2030	2031
	Annual Plan (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)
Assets																
Current assets																
Cash & cash equivalents	\$3,689	\$13,253	\$12,942	\$13,585	\$12,488	\$12,574	\$14,497	\$14,817	\$17,810	\$20,843	\$22,676					
Debtors & other receivables	\$5,251	\$2,514	\$2,561	\$2,606	\$2,653	\$2,701	\$2,749	\$2,799	\$2,851	\$2,903	\$2,955					
Assets held for sale	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Other financial assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Total Current Assets	\$8,941	\$15,767	\$15,503	\$16,191	\$15,141	\$15,276	\$17,245	\$17,616	\$20,661	\$23,746	\$25,631					
Non-current assets																
Council Controlled Organisation	\$8,695	\$11,010	\$11,010	\$11,010	\$11,010	\$11,010	\$11,010	\$11,010	\$11,010	\$11,010	\$11,010					
Intangible assets	\$329	\$37	\$33	\$33	\$32	\$38	\$81	\$64	\$50	\$34	\$107					
Assets Under Construction	\$1,474	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Other Financial Assets	\$366	\$418	\$418	\$419	\$419	\$420	\$420	\$421	\$421	\$422	\$423					
Investment Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Property, Plant and Equipment	\$407,540	\$447,288	\$455,652	\$463,883	\$494,342	\$494,939	\$495,787	\$522,573	\$519,286	\$521,477	\$552,011					
Derivative Financial Instruments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0					
Total Non-current assets	\$418,405	\$458,753	\$467,114	\$475,346	\$505,803	\$506,468	\$507,298	\$534,069	\$530,768	\$532,943	\$563,551					
Total Assets	\$427,346	\$474,520	\$482,617	\$491,536	\$520,944	\$521,743	\$524,544	\$551,684	\$551,428	\$556,689	\$589,182					

	2021		2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		
	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	Annual Plan (000's)	LTP (000's)	
Liabilities																							
Current liabilities																							
Creditors & other payables	\$2,807	\$2,930	\$2,992	\$3,050	\$3,111	\$3,175	\$3,236	\$3,302	\$3,370	\$3,438	\$3,506												
Employee benefit liabilities	\$374	\$446	\$454	\$462	\$470	\$479	\$487	\$495	\$504	\$513	\$522												
Tax payable	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3												
Borrowings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0												
Other	\$395	\$425	\$435	\$444	\$453	\$463	\$473	\$484	\$494	\$505	\$516												
Total Current Liabilities	\$3,579	\$3,804	\$3,884	\$3,959	\$4,039	\$4,120	\$4,199	\$4,285	\$4,371	\$4,460	\$4,547												
Non-current liabilities																							
Deferred Tax	\$32	\$32	\$32	\$32	\$32	\$32	\$32	\$32	\$32	\$32	\$32												
Employee benefit liabilities	\$38	\$47	\$48	\$49	\$50	\$51	\$52	\$53	\$54	\$55	\$56												
Provisions	\$2,222	\$2,371	\$2,371	\$2,371	\$2,371	\$2,371	\$2,371	\$2,371	\$2,371	\$2,371	\$2,371												
Borrowings	\$25,526	\$33,734	\$40,116	\$42,737	\$44,000	\$43,599	\$42,234	\$40,285	\$39,352	\$39,872	\$39,716												
Derivative financial instruments	\$673	\$583	\$433	\$283	\$173	\$134	\$95	\$55	\$16	-\$23	-\$62												
Total Non-Current Liabilities	\$28,591	\$36,767	\$43,000	\$45,471	\$46,626	\$46,186	\$44,783	\$42,796	\$41,826	\$42,307	\$42,113												
Total Liabilities																							
Net Assets	\$395,175	\$433,949	\$435,733	\$442,106	\$470,280	\$471,437	\$475,561	\$504,604	\$505,231	\$509,922	\$542,523												
Equity																							
Retained Earnings	\$142,381	\$166,323	\$168,451	\$171,226	\$173,485	\$174,590	\$173,860	\$174,128	\$171,798	\$170,405	\$170,420												
Restricted Reserves	\$10,774	\$9,361	\$9,017	\$9,629	\$8,499	\$8,552	\$10,442	\$10,727	\$13,684	\$16,680	\$18,477												
Revaluation reserves	\$241,956	\$258,201	\$258,201	\$261,187	\$288,231	\$288,231	\$291,196	\$319,686	\$319,686	\$322,773	\$353,562												
Other comprehensive revenue and expense reserve	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64	\$64												
Total Equity	\$395,175	\$433,949	\$435,733	\$442,106	\$470,280	\$471,437	\$475,561	\$504,604	\$505,231	\$509,922	\$542,523												

Prospective Statement of Cashflows

For the years ending 30 June 2021 – 2031

Prospective Cashflow Statement												
	2021 Annual Plan (000's)	2022 LTP (000's)	2023 LTP (000's)	2024 LTP (000's)	2025 LTP (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	
Net Cashflow Operating Activities												
Cash was provided from:												
Rates Revenue	15,775	17,953	20,196	22,328	22,620	23,199	23,833	24,112	24,639	25,437	25,777	
Fees, charges, and other receipts (including donations)	1,947	1,801	1,837	1,917	1,991	2,055	2,098	2,142	2,188	2,235	2,282	
Interest Received	43	8	7	7	7	7	7	6	6	6	6	
Dividends received	250	-	250	250	250	250	250	250	250	250	250	
Grants and Subsidies	4,759	11,410	6,997	6,959	5,253	5,652	5,713	5,205	5,536	6,572	6,817	
Other Revenue	1,209	754	766	781	792	805	817	830	843	857	871	
Cash was provided from:	23,983	31,926	30,054	32,243	30,913	31,968	32,717	32,546	33,464	35,358	36,003	
Cash was applied to:												
Payment Staff & Suppliers	16,644	18,670	19,054	19,168	19,654	20,058	20,622	20,985	21,372	22,244	22,572	
Interest Paid	867	904	1,096	1,422	1,650	1,704	1,826	1,888	1,886	1,892	1,941	
Cash was applied to:	17,511	19,575	20,150	20,590	21,305	21,762	22,449	22,872	23,258	24,137	24,514	
Net Cashflow Operating Activities	6,472	12,352	9,905	11,653	9,608	10,206	10,268	9,673	10,206	11,221	11,489	
Net Cashflow Investment Activities												
Cash was provided from:												
Proceeds from Investments realised	-	-	-	-	-	-	-	-	-	-	-	
Proceeds sale of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-	
Proceeds from investment property	-	-	-	-	-	-	-	-	-	-	-	
Movement in Westpac bonds	-	-	-	-	-	-	-	-	-	-	-	
Cash was provided from:	-	-	-	-	-	-	-	-	-	-	-	

	2021 Annual Plan (000's)	2022 LTP (000's)	2023 LTP (000's)	2024 LTP (000's)	2025 LTP (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)
Cash was applied to:											
Purchase of property, plant and equipment	10,907	18,382	16,558	13,629	11,969	9,650	6,380	7,405	6,278	8,707	9,426
Purchase of intangibles	90	-	-	2	-	68	-	-	2	-	74
Purchase of investments	-	-	-	-	-	-	-	-	-	-	-
Cash was applied to:	10,997	18,382	16,558	13,631	11,969	9,718	6,980	7,405	6,280	8,707	9,500
Net Cashflow Investment Activities	(10,997)	(18,382)	(16,598)	(13,631)	(11,969)	(9,718)	(6,980)	(7,405)	(6,280)	(8,707)	(9,500)
Net Cashflow Finance Activities											
Cash was provided from:											
Proceeds from borrowings	5,383	7,702	7,856	4,488	3,354	1,857	986	452	1,491	3,017	2,492
Capital works loan repayments	-	-	-	-	-	-	-	-	-	-	-
Cash was provided from:	5,383	7,702	7,856	4,488	3,354	1,857	986	452	1,491	3,017	2,492
Cash was applied to:											
Tenant contributions received	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	1,348	1,474	1,866	2,091	2,259	2,351	2,401	2,423	2,498	2,649
Cash was applied to:	-	1,348	1,474	1,866	2,091	2,259	2,351	2,401	2,423	2,498	2,649
Net Cashflow Finance Activities	5,383	6,354	6,382	2,621	1,263	(402)	(1,365)	(1,949)	(932)	520	(156)
Cash Balance											
Cash Balance											
Net increase/(decrease) in cash held	859	324	(311)	643	(1,097)	86	1,923	320	2,993	3,033	1,833
Total cash resources at start of the year	2,831	12,929	13,253	12,942	13,585	12,488	12,574	14,497	14,817	17,810	20,843
Cash Balance	3,689	13,253	12,942	13,585	12,488	12,574	14,497	14,817	17,810	20,843	22,676
Cash Balance	12,929	13,253	12,942	13,585	12,488	12,574	14,497	14,817	17,810	20,843	22,676

Prospective Reconciliation of Net Surplus to Operating Activities

For the years ending 30 June 2021 – 2031

	2021 All of		2022 All of		2023 All of		2024 All of		2025 All of		2026 All of		2027 All of		2028 All of		2029 All of		2030 All of		2031 All of		
	Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		Council LTP Budget (000's)		
Operating Surplus/(Deficit)	\$84	\$4,742	\$1,784	\$3,887	\$1,129	\$1,157	\$1,160	\$552	\$627	\$1,603	\$1,812												
Adjusting for non cash items																							
Gain on Swap	\$202	-\$254	-\$150	-\$150	-\$109	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39	-\$39
Depreciation and amortisation	\$7,141	\$7,864	\$8,237	\$8,385	\$8,556	\$9,054	\$9,114	\$9,125	\$9,581	\$9,620	\$9,681												
	\$7,427	\$12,352	\$9,871	\$11,622	\$9,576	\$10,172	\$10,235	\$9,638	\$10,169	\$11,184	\$11,454												
Movement in Working Capital																							
Increase in Debtors	-\$1,041	\$0	-\$45	-\$43	-\$45	-\$48	-\$45	-\$48	-\$50	-\$51	-\$51												
Increase in creditors	\$68	\$0	\$62	\$58	\$61	\$64	\$61	\$66	\$68	\$68	\$68												
Employee benefits	\$18	\$0	\$8	\$8	\$8	\$9	\$8	\$8	\$9	\$9	\$9												
Other liabilities	\$0	\$0	\$9	\$8	\$8	\$9	\$9	\$9	\$10	\$11	\$9												
Total movement in working capital	-\$955	\$0	\$34	\$31	\$32	\$34	\$33	\$35	\$37	\$37	\$35												
Net Cash flow from operating activities	\$6,472	\$12,352	\$9,905	\$11,653	\$9,608	\$10,206	\$10,268	\$9,673	\$10,206	\$11,221	\$11,489												

Prospective Reconciliation of Net Surplus / (Deficit) to Council Funding Impact Statement

For the years ending 30 June 2021 – 2031

Reconciliation of Prospective Funding Impact Statement and Prospective Statement of Comprehensive Revenue and Expense											
Revenue	2021 Annual Plan (000's)	2022 LTP (000's)	2023 LTP (000's)	2024 LTP (000's)	2025 LTP (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)
Prospective Statement of Comprehensive Revenue Expenditure											
Total Operating Revenue	\$24,700	\$32,181	\$30,245	\$32,430	\$31,063	\$32,048	\$32,796	\$32,627	\$33,546	\$35,441	\$36,086
Summary Funding Impact Statement											
Sources of operating funding											
Total sources of operating funding	\$22,002	\$23,873	\$26,349	\$28,121	\$28,436	\$29,088	\$29,840	\$30,248	\$30,907	\$31,839	\$32,312
Add sources of capital funding											
Subsidies and grants for capital expenditure	\$2,697	\$8,308	\$3,896	\$4,310	\$2,626	\$2,960	\$2,956	\$2,379	\$2,639	\$3,602	\$3,773
Development and financial contributions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gain disposal of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gain on changes in fair value of investment property and revaluation of financial assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vested assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Summary Funding Impact Statement	\$24,700	\$32,181	\$30,245	\$32,430	\$31,063	\$32,048	\$32,796	\$32,627	\$33,546	\$35,441	\$36,086

Expenditure	2021 Annual Plan (000's)	2022 LTP (000's)	2023 LTP (000's)	2024 LTP (000's)	2025 LTP (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)
Prospective Statement of Comprehensive Revenue Expenditure											
Total Operating Expenditure	-\$24,616	-\$27,438	-\$28,460	-\$29,043	-\$29,933	-\$30,891	-\$31,636	-\$32,075	-\$32,919	-\$33,838	-\$34,274
Summary Funding Impact Statement											
Application of operating fund											
Total application of operating funding	-\$17,475	-\$19,575	-\$20,223	-\$20,658	-\$21,378	-\$21,837	-\$22,521	-\$22,950	-\$23,338	-\$24,218	-\$24,593
Add application of capital funding											
Loss on disposal of asset	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loss on changes in fair value of investment property and revaluation of financial assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Increase/(decrease) in provisions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Depreciation and amortisation expense	-\$7,141	-\$7,864	-\$8,237	-\$8,385	-\$8,556	-\$9,054	-\$9,114	-\$9,125	-\$9,581	-\$9,620	-\$9,681
Summary Funding Impact Statement	-\$24,616	-\$27,438	-\$28,460	-\$29,043	-\$29,933	-\$30,891	-\$31,636	-\$32,075	-\$32,919	-\$33,838	-\$34,274

Prospective Statement of Special Funds Reserves

For the years ending 30 June 2021 – 2031

Prospective Statement of Special Funds Reserves												
Council Created Reserve												
Kumara Township Fund												
	2021 Annual Plan (000's)	2022 LTP (000's)	2023 LTP (000's)	2024 LTP (000's)	2025 LTP (000's)	2026 LTP (000's)	2027 LTP (000's)	2028 LTP (000's)	2029 LTP (000's)	2030 LTP (000's)	2031 LTP (000's)	
Opening Balance	-	-	-	-	-	-	-	-	-	-	-	
Deposits	14	14	14	15	15	15	16	16	16	16	17	
Withdrawals	(14)	(14)	(14)	(15)	(15)	(15)	(16)	(16)	(16)	(16)	(17)	
Closing Balance	-	-	-	-	-	-	-	-	-	-	-	
Hari Hari Township Fund												
Opening Balance	2	2	2	2	2	2	2	2	2	2	2	
Deposits	14	14	14	15	15	15	16	16	16	16	17	
Withdrawals	(14)	(14)	(14)	(15)	(15)	(15)	(16)	(16)	(16)	(16)	(17)	
Closing Balance	2	2	2	2	2	2	2	2	2	2	2	
Whataroa Township Fund												
Opening Balance	1	2	2	2	2	2	2	2	2	2	2	
Deposits	14	14	14	15	15	15	16	16	16	16	17	
Withdrawals	(14)	(14)	(14)	(15)	(15)	(15)	(16)	(16)	(16)	(16)	(17)	
Closing Balance	1	2	2	2	2	2	2	2	2	2	2	
Ross Township Fund												
Opening Balance	-	1	1	1	1	1	1	1	1	1	1	
Deposits	14	14	14	15	15	15	16	16	16	16	17	
Withdrawals	(14)	(14)	(14)	(15)	(15)	(15)	(16)	(16)	(16)	(16)	(17)	
Closing Balance	-	1	1	1	1	1	1	1	1	1	1	
Haast Township Fund												
Opening Balance	-	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	
Deposits	14	14	14	15	15	15	16	16	16	16	17	
Withdrawals	(14)	(14)	(14)	(15)	(15)	(15)	(16)	(16)	(16)	(16)	(17)	
Closing Balance	-	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	
Franz Josef Township Fund												
Opening Balance	2	2	2	2	2	2	2	2	2	2	2	
Deposits	35	35	36	37	37	38	39	40	41	42	42	
Withdrawals	(35)	(35)	(36)	(37)	(37)	(38)	(39)	(40)	(41)	(42)	(42)	
Closing Balance	2	2	2	2	2	2	2	2	2	2	2	

		2021										
		Annual Plan	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		(000's)	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
		(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Fox Township Fund												
Opening Balance		1	1	1	1	1	1	1	1	1	1	1
Deposits	Township funding for the purpose of community related projects	35	35	36	37	37	38	39	40	41	42	42
Withdrawals		(35)	(35)	(36)	(37)	(37)	(38)	(39)	(40)	(41)	(42)	(42)
Closing Balance		1	1	1	1	1	1	1	1	1	1	1
Kokatahi/Kowhitirangi Township												
Opening Balance		16	1	1	1	1	1	1	1	1	1	1
Deposits	Township funding for the purpose of community related projects	-	8	8	8	9	9	9	9	9	10	10
Withdrawals		-	(8)	(8)	(8)	(9)	(9)	(9)	(9)	(9)	(10)	(10)
Closing Balance		16	1	1	1	1	1	1	1	1	1	1
Foreshore Protection Fund												
Opening Balance		20	20	20	20	20	20	20	20	20	20	20
Deposits	Foreshore protection for groyne replacement on the foreshore.	-	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		20	20	20	20	20	20	20	20	20	20	20
Glacier Country Promotions												
Opening Balance		-	-	-	-	-	-	-	-	-	-	-
Deposits	Targeted rates collected from Glacier Country to provide funding for marketing projects.	65	65	66	68	69	71	72	74	76	77	79
Withdrawals		(65)	(65)	(66)	(68)	(69)	(71)	(72)	(74)	(76)	(77)	(79)
Closing Balance		-	-	-	-	-	-	-	-	-	-	-
The Preston Bush Trust												
Opening Balance		8	1	1	1	1	1	1	1	1	1	1
Deposits	Mr Preston donated the reserve to the Council. This fund was for the community to beautify the bush with tracks and interpretation boards.	6	-	-	-	-	-	-	-	-	-	-
Withdrawals		(6)	-	-	-	-	-	-	-	-	-	-
Closing Balance		8	1	1	1	1	1	1	1	1	1	1
Hari Hari Community Complex												
Opening Balance		68	68	68	68	68	68	68	68	68	68	68
Deposits	The Hari Hari Pony Club land was sold and the funding was to go towards a new community complex. (Another \$100000 is allocated from the Reserve	-	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		68	68	68	68	68	68	68	68	68	68	68
Guy Menzies Day												
Opening Balance		1	1	1	1	1	1	1	1	1	1	1
Deposits	Surplus from Guy Menzies Day event.	-	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		1	1	1	1	1	1	1	1	1	1	1

		2021										
		Annual Plan	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		(000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)	LTP (000's)
Cycleway												
Opening Balance	Road reserve sold to Westland Dairies	-	-	-	-	-	-	-	-	-	-	-
Deposits	allocated to fund towards construction of Wilderness Trail	-	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		-	-	-	-	-	-	-	-	-	-	-
Marks Road Reserve												
Opening Balance	Funds from sale of Marks Road Property	191	168	168	168	168	168	168	168	168	168	168
Deposits	to be used for Haast Civil Defence (50%) and Haast community (50%)	-	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		191	168	168	168	168	168	168	168	168	168	168
Westland Racing Club												
Opening Balance	Westland Racing Club transferred the racecourse and \$250,000.	-	250	250	250	250	250	250	250	250	250	250
Deposits		-	-	-	-	-	-	-	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		-	250	250	250	250	250	250	250	250	250	250
General Rates Reserve												
Opening Balance		-	-	(1,314)	(1,341)	(185)	(79)	(39)	-	-	-	-
Deposits	General rates funding.	-	(1,314)	(27)	1,156	106	39	39	-	-	-	-
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		-	(1,314)	(1,341)	(185)	(79)	(39)	-	-	-	-	-
Emergency Contingency Fund												
Opening Balance		63	63	63	63	63	563	1,063	1,563	2,063	2,563	3,063
Deposits	Rates collected to support Westland in a Civil Defence emergency	-	-	-	-	500	500	500	500	500	500	500
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		63	63	63	63	563	1,063	1,563	2,063	2,563	3,063	3,563
Transportation Asset Renewal												
Opening Balance		1,055	658	1,249	1,885	2,400	2,635	2,943	3,222	3,468	3,792	4,082
Deposits	For funding the renewal of roads and bridges.	1,197	1,620	1,624	1,624	1,624	1,730	1,730	1,730	1,841	1,841	1,841
Withdrawals		(949)	(1,029)	(988)	(1,109)	(1,390)	(1,421)	(1,451)	(1,483)	(1,516)	(1,552)	(1,585)
Closing Balance		1,303	1,249	1,885	2,400	2,635	2,943	3,222	3,468	3,792	4,082	4,338
Water Asset Renewal												
Opening Balance		2,376	3,076	3,742	4,759	5,631	6,529	7,015	7,333	7,049	8,295	9,169
Deposits	For funding the renewal of the water supplies network.	1,169	1,306	1,400	1,402	1,402	1,437	1,437	1,435	1,469	1,479	1,510
Withdrawals		(178)	(640)	(383)	(529)	(503)	(951)	(1,118)	(1,719)	(223)	(606)	(774)
Closing Balance		3,367	3,742	4,759	5,631	6,529	7,015	7,333	7,049	8,295	9,169	9,904

		2021										
		Annual Plan	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
		LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
		(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Wastewater Asset Renewal												
Opening Balance		2,628	1,828	2,232	627	(1,016)	(3,319)	(4,895)	(4,599)	(5,018)	(4,681)	(3,934)
Deposits	For funding the renewal of the sewerage network.	570	786	952	989	1,028	1,136	1,166	1,137	1,212	1,242	1,243
Withdrawals		(358)	(383)	(2,556)	(2,632)	(3,332)	(2,712)	(870)	(1,556)	(875)	(495)	(1,318)
Closing Balance		2,840	2,232	627	(1,016)	(3,319)	(4,895)	(4,599)	(5,018)	(4,681)	(3,934)	(4,010)
Storm Water Asset Renewal												
Opening Balance		892	771	525	534	621	435	542	765	726	1,035	1,311
Deposits	For funding the renewal of the storm water system.	324	439	468	471	471	513	513	514	559	560	560
Withdrawals		(5)	(695)	(459)	(384)	(656)	(406)	(290)	(653)	(251)	(283)	(252)
Closing Balance		1,211	525	534	621	435	542	765	726	1,035	1,311	1,619
Solid Waste Asset Renewal												
Opening Balance		-	-	25	50	75	102	129	156	184	213	241
Deposits	For funding the renewal of refuse transfer stations and landfills.	-	25	25	25	27	27	27	28	28	28	30
Withdrawals		-	-	-	-	-	-	-	-	-	-	-
Closing Balance		-	25	50	75	102	129	156	184	213	241	272
Parks Asset Renewal												
Opening Balance	For funding Parks, Reserves, Public Toilets, Swimming Pools, and Cemeteries asset renewals.	492	(52)	(106)	(544)	(813)	(1,129)	(752)	(416)	(132)	202	537
Deposits		116	516	553	555	596	621	596	607	606	603	615
Withdrawals		(552)	(570)	(991)	(824)	(912)	(243)	(260)	(323)	(271)	(268)	(235)
Closing Balance		56	(106)	(544)	(813)	(1,129)	(752)	(416)	(132)	202	537	917
Buildings Asset Renewal												
Opening Balance	For the renewal of all Council operational buildings.	642	679	729	746	656	610	533	433	331	235	140
Deposits		176	392	443	525	588	588	588	620	620	620	656
Withdrawals		(386)	(342)	(426)	(616)	(633)	(664)	(687)	(722)	(716)	(716)	(725)
Closing Balance		432	729	746	656	610	533	433	331	235	140	71
Administration Asset Renewal												
Opening Balance	For the renewal of office equipment, furniture, technical equipment, vehicles, and technology.	141	367	517	479	379	274	76	(9)	5	(79)	(92)
Deposits		228	182	135	147	165	164	212	200	200	199	159
Withdrawals		(230)	(33)	(173)	(248)	(269)	(362)	(297)	(186)	(283)	(212)	(483)
Closing Balance		139	517	479	379	274	76	(9)	5	(79)	(92)	(415)
Library Books Renewal												
Opening Balance	To replace library books.	222	211	231	248	264	278	291	302	311	319	326
Deposits		116	81	78	78	78	78	78	78	78	78	78
Withdrawals		(79)	(60)	(61)	(63)	(64)	(66)	(67)	(69)	(70)	(72)	(74)
Closing Balance		259	231	248	264	278	291	302	311	319	326	331
Council Created Reserve Funds - Summary												
Opening Balance		8,821	8,115	8,407	8,020	8,588	7,414	7,421	9,264	9,501	12,410	15,356
Deposits		4,107	4,248	5,868	7,198	6,812	7,063	7,124	7,091	7,361	7,406	7,450
Withdrawals		(2,948)	(3,956)	(6,255)	(6,630)	(7,966)	(7,056)	(5,281)	(6,854)	(4,452)	(4,459)	(5,704)
Closing Balance		9,980	8,407	8,020	8,588	7,414	7,421	9,264	9,501	12,410	15,356	17,103

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual
	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan	Plan
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Restricted Reserve Funds											
Off-street Parking											
Opening Balance	33	33	33	33	33	33	33	33	33	33	33
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	33	33	33	33	33	33	33	33	33	33	33
Monies collected from developments in town to pay for off-street parking. Imposed by RMA/District Plan											
Reserve Development											
Opening Balance	263	317	350	393	437	483	529	576	624	674	724
Deposits	62	42	43	44	45	46	47	48	49	50	51
Withdrawals	(164)	(10)	-	-	-	-	-	-	-	-	-
Closing Balance	161	350	393	437	483	529	576	624	674	724	776
Monies collected from developments. Imposed by RMA/District Plan											
Museum Assistance Fund											
Opening Balance	21	21	21	21	21	21	21	21	21	21	21
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	21	21	21	21	21	21	21	21	21	21	21
Originally the Museum Bequest Fund (\$8,458) and Carnegie Furnishings (\$3,929)											
Kumara Endowment Fund											
Opening Balance	358	356	356	356	356	356	356	356	356	356	356
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	358	356	356	356	356	356	356	356	356	356	356
Proceeds from sale of Endowment Land											
Euphemia Brown Bequest											
Opening Balance	24	24	24	24	24	24	24	24	24	24	24
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	24	24	24	24	24	24	24	24	24	24	24
Interest earned on funds administered by Public Trust Offices for the Estates of Euphemia & William E. Brown.											
Mayoral Relief Fund											
Opening Balance	84	28	27	27	26	26	25	24	24	23	22
Deposits	1	-	-	-	-	1	1	1	1	1	1
Withdrawals	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Closing Balance	84	27	27	26	26	25	24	24	24	23	22
Contributions from James and Margaret Isdell Trust, and Coulston Herbert Trust.											
Three Mile Domain											
Opening Balance	75	74	74	74	74	74	74	74	74	74	74
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	75	74	74	74	74	74	74	74	74	74	74
To fund Three Mile Domain costs.											
Ross Endowment Land											
Opening Balance	68	68	68	68	68	68	68	68	68	68	68
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	(30)	-	-	-	-	-	-	-	-	-	-
Closing Balance	38	68	68	68	68	68	68	68	68	68	68
Various endowment land parcels in Ross sold over time.											

	2021										
	Annual Plan	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	(000's)	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Big Brothers Big Sisters											
Opening Balance	(1)	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	(1)	-	-	-	-	-	-	-	-	-	-
Hokitika War Memorial											
Opening Balance	-	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	-	-	-	-	-	-	-	-	-	-	-
Community Patrol											
Opening Balance	-	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	-	-	-	-	-	-	-	-	-	-	-
Graffiti											
Opening Balance	6	-	-	-	-	-	-	-	-	-	-
Deposits	-	-	-	-	-	-	-	-	-	-	-
Withdrawals	-	-	-	-	-	-	-	-	-	-	-
Closing Balance	6	-	-	-	-	-	-	-	-	-	-
Taxi Chits											
Opening Balance	(4)	-	-	-	-	-	-	-	-	-	-
Deposits	-	3	3	3	3	3	3	3	3	3	3
Withdrawals	-	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Closing Balance	(4)	-	-	-	-	-	-	-	-	-	-
Restricted Reserves Funds -											
Summary											
Opening Balance	927	922	954	997	1,041	1,085	1,131	1,178	1,225	1,274	1,324
Deposits	63	46	47	48	49	50	51	52	53	54	55
Withdrawals	(195)	(14)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)
Closing Balance	795	954	997	1,041	1,085	1,131	1,178	1,225	1,274	1,324	1,374
Depreciation Reserve Funds -											
Summary											
Opening Balance	8,448	7,538	9,144	8,784	8,196	6,416	5,883	7,187	6,924	9,333	11,779
Deposits	3,896	5,348	5,679	5,817	5,979	6,293	6,346	6,348	6,614	6,650	6,692
Withdrawals	(2,737)	(3,743)	(6,039)	(6,405)	(7,759)	(6,825)	(5,042)	(6,611)	(4,205)	(4,203)	(5,446)
Closing Balance	9,607	9,144	8,784	8,196	6,416	5,883	7,187	6,924	9,333	11,779	13,026
Special Funds Reserves -											
Summary											
Opening Balance	9,748	9,037	9,361	9,017	9,629	8,499	8,552	10,441	10,726	13,683	16,680
Deposits	4,170	4,294	5,915	7,246	6,860	7,113	7,175	7,143	7,414	7,460	7,505
Withdrawals	(3,143)	(3,970)	(6,259)	(6,634)	(7,991)	(7,060)	(5,285)	(6,858)	(4,457)	(4,463)	(5,708)
Closing Balance	10,775	9,361	9,017	9,629	8,499	8,552	10,441	10,726	13,683	16,680	18,477

Financial Reporting and Prudence Disclosures

The following information is the Long-term plan disclosure statement for period commencing 1 July 2021.

The purpose of this statement is to disclose the council's planned financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The council is required to include this statement in its long-term plan in accordance with the [Local Government \(Financial Reporting and Prudence\) Regulations 2014](#) (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

1. Rates affordability

Council meets the rates affordability benchmark if -

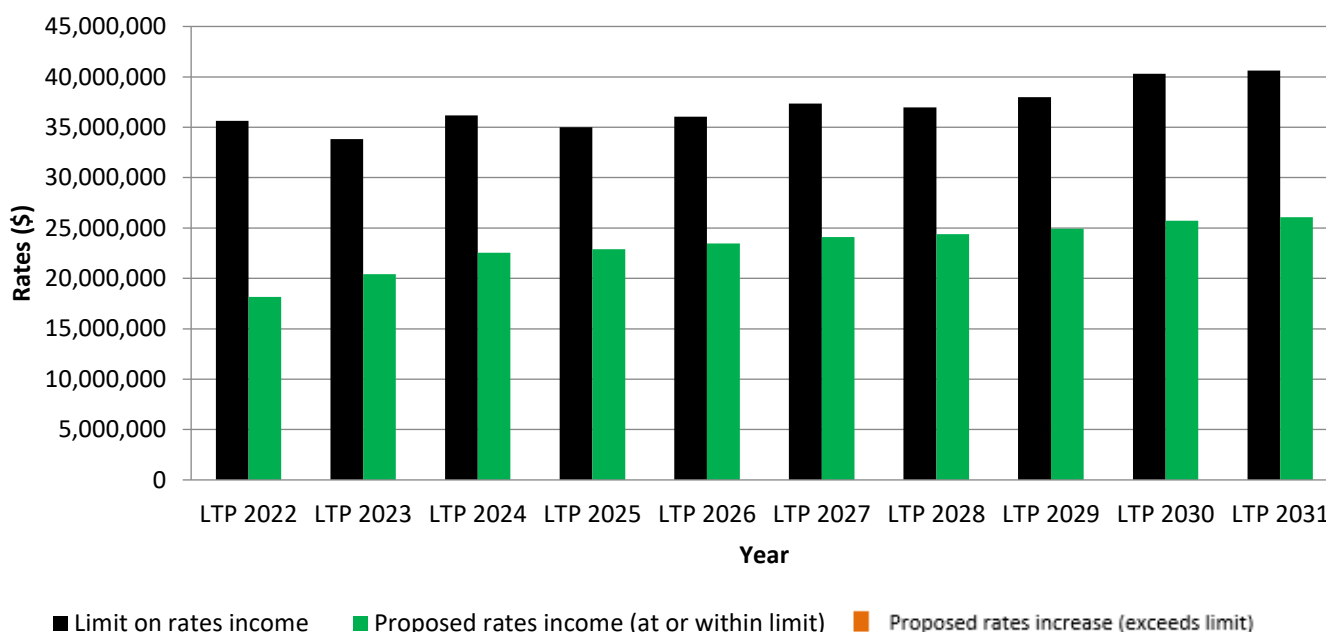
- Its planned rates income equals or is less than each quantified limit on rates; and
- Its planned rates increases equal or are less than each quantified limit on rates increases.

Rates (income) affordability

The following graph compares the council's planned rates income with a quantified limit on rates contained in the financial strategy included in this long-term plan. The overall limit for rates revenue is the aggregate of the maximum Council has prescribed for each of its activities (as outlined in the Revenue and Financing Policy). This means the limit for each year is individually set but the range is narrow. The lowest being 47% and the highest being 85% of total income.

Council meets this benchmark in all years of the LTP.

Rates (income) affordability

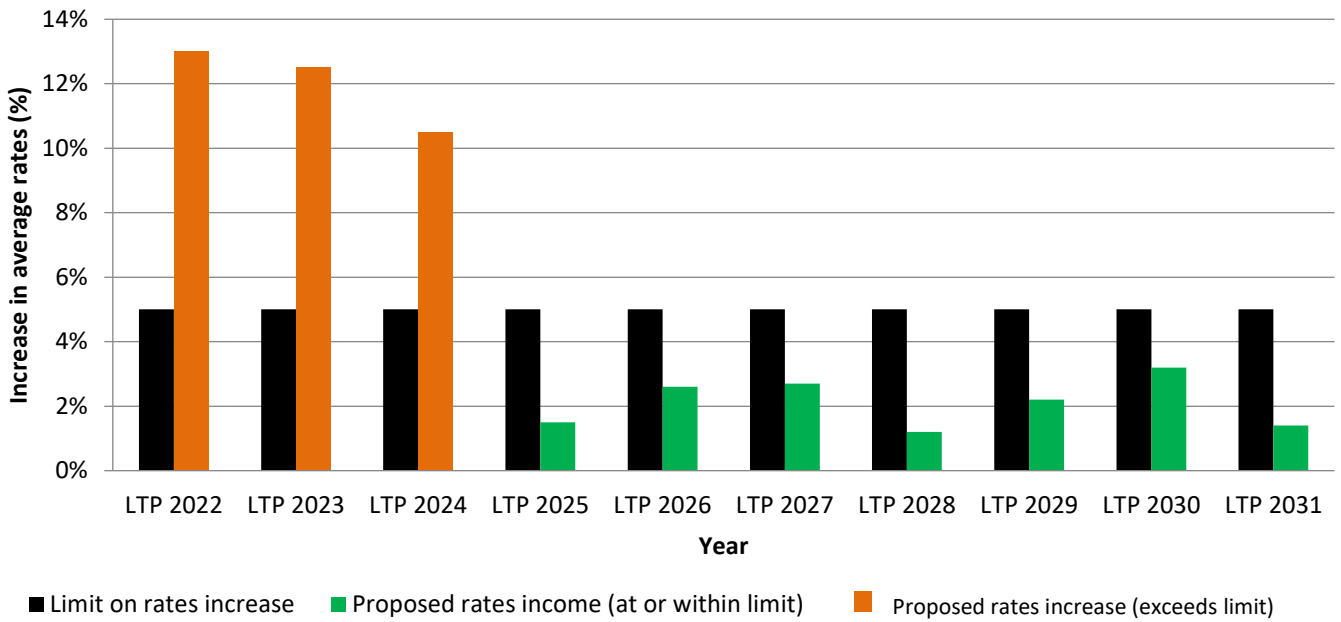


Rates (increases) affordability

The following graph compares the council's planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan. The quantified limit is 5%.

Council does not meet the limit on rates increases in Years 1 – 3 of the LTP.

Rates (increases) affordability



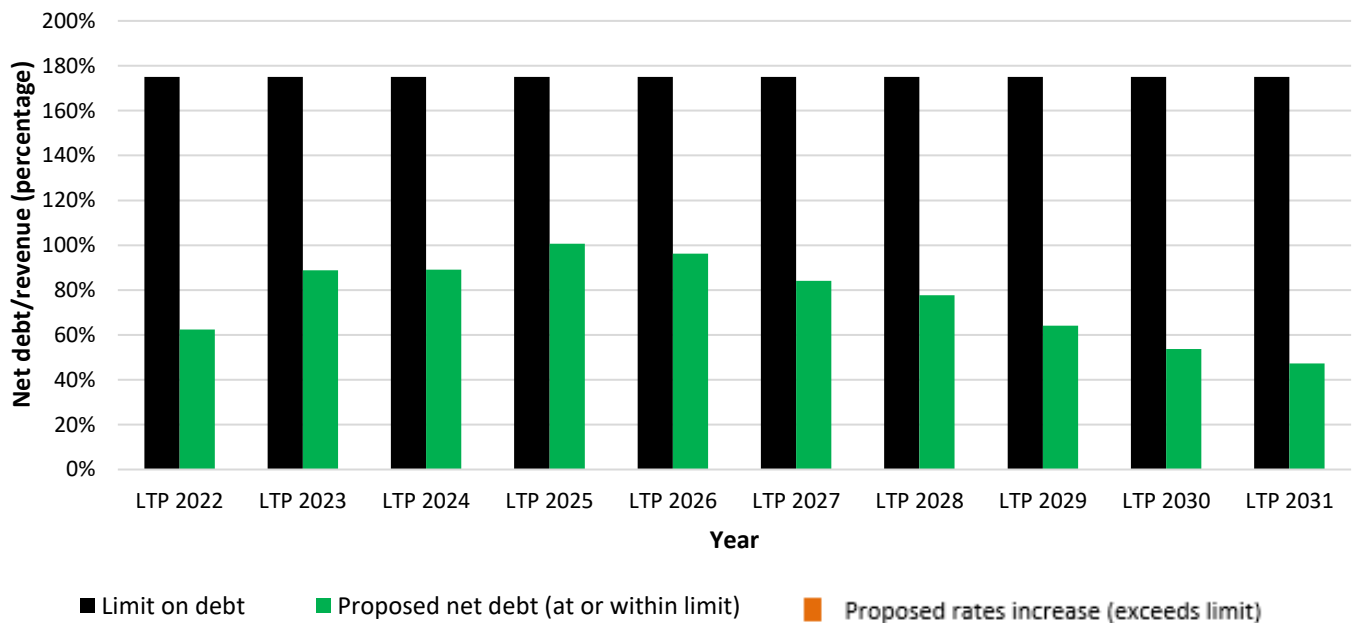
2. Debt affordability

The council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

The following graph compares the council’s planned debt with a quantified limit on borrowing contained in the financial strategy included in this long-term plan. The quantified limit is 175%.

Council meets this benchmark in all years of the LTP.

Debt affordability benchmark (%)



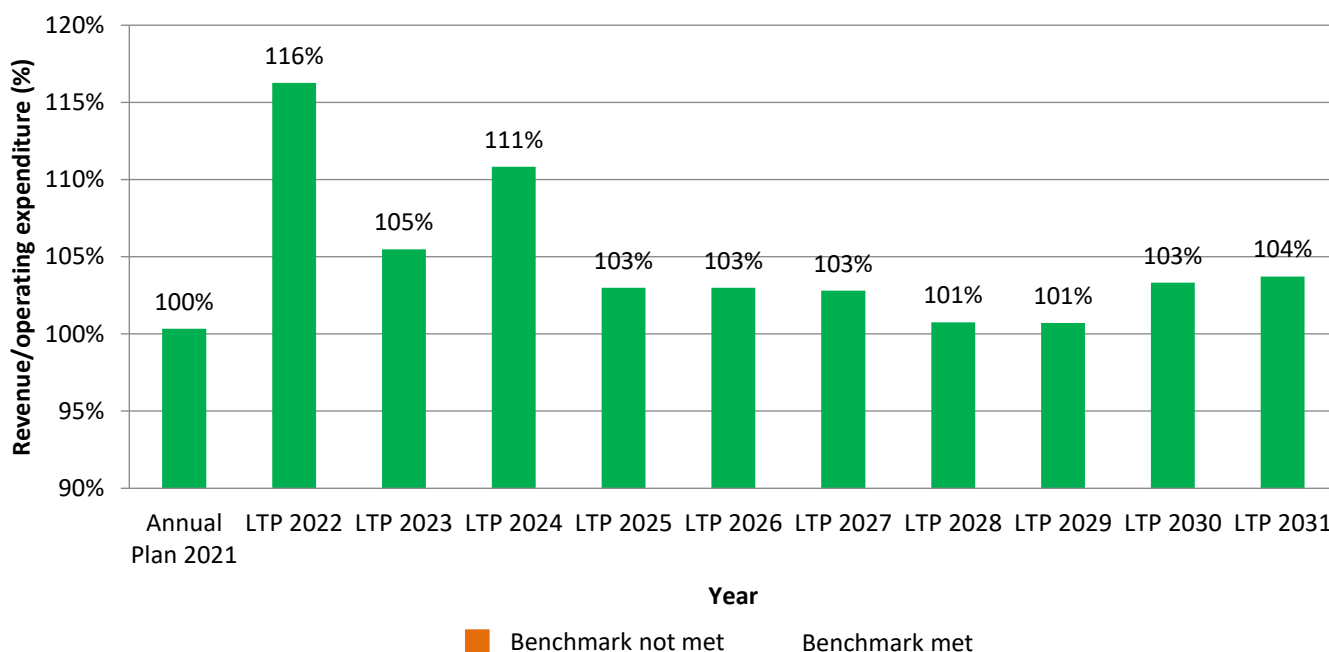
3. Balanced budget benchmark

The following graph displays the council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).

The council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.

Council meets this benchmark in all years of the LTP.

Balanced budget benchmark



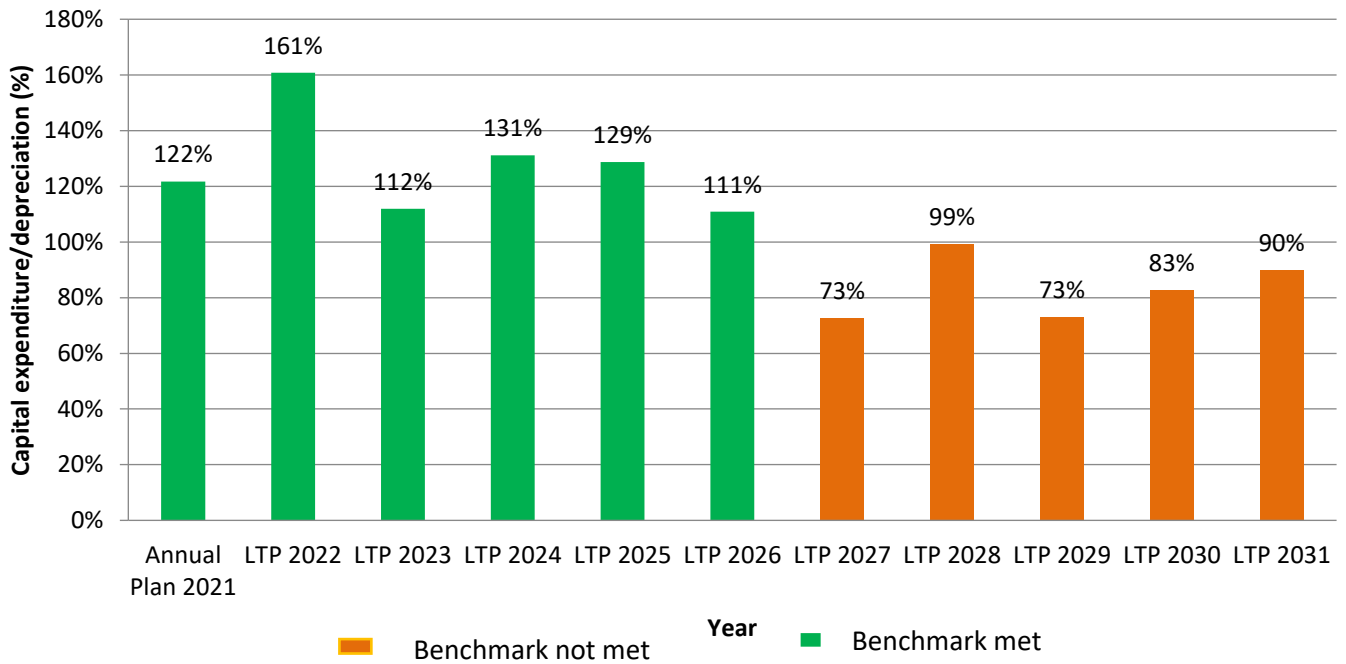
4. Essential services benchmark

The following graph displays the council's planned capital expenditure on network services as a proportion of expected depreciation on network services.

The council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.

Council meets this benchmark in the first five years of the LTP.

Essential services benchmark



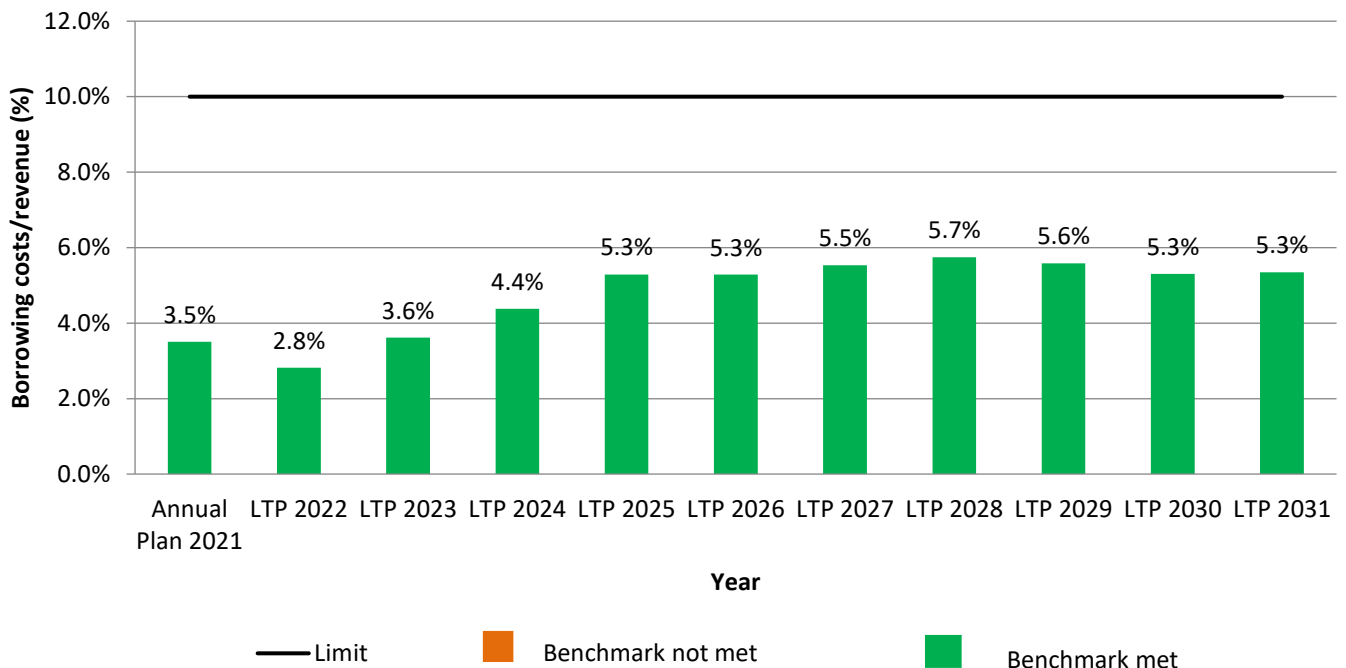
5. Debt servicing benchmark

The following graph displays the council’s planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).

Because Statistics New Zealand projects the council’s population will grow more slowly than the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.

Council meets this benchmark in all years of the LTP.

Debt servicing benchmark



Fees and charges 2020/21

ALL FEES AND CHARGES ARE GST INCLUSIVE UNLESS OTHERWISE STATED

Corporate service charges

Customer enquiries

First 30 minutes of staff costs, after that pro-rata \$55/hour

Black & White Photocopying

Single Sided - A4	\$0.30
Single Sided - A3	\$0.50
Double Sided - A4	\$0.40
Double Sided - A3	\$0.60
Single Sided - A2	\$2.60
Single Sided - A1	\$3.60
Single Sided - A0	\$5.10
Overheads - A4	\$0.50

Colour Photocopying

Single Sided - A4	\$2.60
Single Sided - A3	\$4.10
Double Sided - A4	\$3.60
Double Sided - A3	\$5.10

Laminating

A4 - Per Page	\$3.10
A3 - Per Page	\$4.10

Binding

Small - less than 100 pages	\$4.10
Large - more than 100 pages	\$6.10

Scanning and scanning to email

Large scale format scanning	\$3.00 per scan
Document scanning via photocopy machine	\$1.00 per scan

Requests under the Local Government Official Information and Meetings Act (LGOIMA)

First hour of staff costs	Free
First 20 black and white copies	Free
Additional time	\$38 per ½ hour
Black and white copies in excess of 20 pages	\$0.20
Other costs – recovery	Actual cost
Other charges as per fees and charges schedule	

Financial Services

Rates settlement refund processing fee \$28.75

Marriage services

No longer offered: all enquiries regarding Births, Deaths, or Marriages please free phone 0800 225 252

Westland Library

Overdue Charges - per day (Adults) \$0.30 (Max \$9.00)

Referral to Credit Recoveries – Administration fee \$15

DVDs \$3.00

Adult music CDs \$2.00

Book reserve fee FREE

Replacement cards \$2.00

Lost / Damaged Items Replacement Cost

No subscription charges for residents of Westland, Buller, Grey or Selwyn Districts.

No subscription charge is made for exchange students staying with families in the District for six months or more

Interlibrary loans (per item) \$8.00 - \$22

Corporate Interlibrary Loans (per Item) \$41

Book Covering \$4.00 - \$6.00

Computer print outs: single side A4 \$0.30

Computer print outs: double side A4 \$0.40

Computer print outs: single side A4 – colour \$2.60

Photocopying See corporate services charges

Room Hire

Available during library opening hours

History Room \$15 per hour

Digital Learning Centre
\$25per hour
\$50 for 4 hour block
\$80 for 8 hour block

Hokitika Museum

Admission fee

Westland residents Free

Adult 16+ (visitors) \$6.00

Youth (visitors) (1 years - 16 years) FREE

Research

In person enquiry first half hour \$5.00

Additional hours thereafter \$30 per half hour

Written research service (per hour)	\$60
Minimum charge	\$30
Special project research	By negotiation
Filming under supervision	\$75/hour
Reproduction/Reprint of collection items	\$30 per ½ hour plus reprint costs
Postage/packing	At cost
Photographs	
Laser copy on card	A5/A4: \$10.00 A3: \$15
Digital image	\$20
Flash drive for supply of digital images	At Cost
Photocopies	
Photocopying- Black and white A4 and A3	Refer to charges as set out in Corporate Services Charges
Reproduction fees The following charges are for reproduction of Museum items for the purposes below, and are additional to the above charges	
Imagery for reproduction	\$100 per item
Venue Hire	
Carnegie Gallery Hire (per week)	\$60
Commission on sales	20%
Staff supervision outside normal hours	\$60 per hour
Sports field charges	
Cass Square (season hire)	
Touch Rugby per season	\$165
Softball per season	\$165
Rugby - per season	\$900
Cricket per season	\$165
Soccer per season	\$900
Cass Square (casual use)	
Daily	\$60
Hourly	\$25
Wildfoods Festival	\$5,750
Showers and Changing Rooms	\$40
Changing Rooms only	\$20
Commercial Operators.	To be negotiated depending on type of usage

Cemetery Charges

Hokitika

New grave (includes plot, interment and maintenance in perpetuity)	\$1,703
Ashes: plot purchase and interment (includes plot in Ashes Garden area and opening of plot)	\$477
Pre-purchase new Plot	\$1,299
Dig Grave site to extra depth	\$124
Interment on Saturday, Sunday or Public Holiday	\$269
Additional Cost to excavate grave on Saturday, Sunday or Public Holiday	\$349
Reopen a grave site	\$683
Intern Ashes in an existing grave	\$139
New grave in RSA area	\$644
Reopen a grave in the RSA Area	\$644
Intern a child under 12 in Lawn Area	\$1,703
Intern a child under 12 in children's section	\$387
Intern a child under 18 months in the children's section	\$181
Research of cemetery records for family trees per hour (one hour minimum charge)	\$35
Muslim boards	At cost

Ross and Kumara

New grave (includes plot, interment and maintenance in perpetuity)	\$1703
Inter a child under 18 months in a new grave	\$451
Pre-purchase new plot	\$1299
Bury Ashes (including registration)	\$387
Reopen a grave site	\$683
Research of cemetery records for family trees per hour (one hour minimum charge)	\$35

Land Information Services

Land online Search—CT or Plan Instrument	\$15
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Land Information

GIS Map—A4	\$10.00
GIS Map- A4 with aerial photos	\$15
GIS Map - A3	\$20.40
GIS Map - A3 with aerial photos	\$31
GIS Client Services (per hour)	\$100

Property Files

Property File	\$30 per file request
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Animal Control

Dog control

Standard Registration

Certified Disability Assist Dog	NIL
Registration Fee: Hokitika and Kaniere township (urban)	\$74
Registration Fee: Other Areas	\$58.50

Responsible Owners

Inspection fee (first year)	\$50
Registration Fee: all areas	\$50

Dangerous dogs

Registration Fee: all areas	Standard registration fee plus 50%
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Late Registration

Registration Penalty –from 1 August	50% of applicable registration fee
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Dog Impounding Fees

First Impounding Offence	\$82
Second Impounding Offence	\$164
Third Impounding Offence	\$245

Second & third impounding will apply if occurring within 12 months of the first impounding date.

Feeding per day	\$30
Call-out for Dog Reclaiming (after hours)	\$150
Microchipping per dog	\$30

Investigations

Investigation Fee	\$150 per hour
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Impounding Act

Stock Control Callout Fees	\$225 per callout
Stock poundage and sustenance Fees	Cattle, horse, deer, mule: \$30/head/day Sheep, goats, pigs, other animals: \$10/head/day

Environmental Services

Food Act 2014

Registration fee	\$200 (initial registration) \$150 (renewal of registration)
Verification fee (audit)	\$200 flat rate plus \$150 per hour (\$100 per hour administration time after first 30 minutes)

Compliance and Monitoring fee	\$150 per hour (\$100 per hour administration time)
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Health Act 1956

Hairdressers Registration	\$388
Offensive Trade Registration	\$388
Mortuary Registration	\$388
Camping Ground Registration	\$388
Camping Ground - fewer than 10 sites	\$286
Transfer of Registration	50% of registration fee
Overdue Health Act Licences	50% penalty day after expiry date

LGA Activities

Trading in Public Places (hawkers and mobile Shops)

Full Year	\$500
1 October to 31 March only	\$350
50% penalty fee for trading outside of this period	

Activities under other Legislation

Amusement Devices

For one device, for the first seven days of proposed operation or part thereof.	\$11.50
For each additional device operated by the same owner, for the first seven days or part thereof.	\$2.30
For each device, for each further period of seven days or part thereof.	\$1.15

Class 4 Gaming

Class 4 Gambling Venue	\$287.50
Licence inspection Fee	\$150

Resource Management

NOTE: All fees and charges below are non-refundable, unless specified as a Fixed Fee, are deposits and minimum fees paid as initial charges on application. Staff time will be calculated at the hourly rates below. Under Section 36 of the Resource Management Act 1991, the costs of staff time and costs incurred processing the consent over the deposit will be invoiced, and where a charge is inadequate to enable the recovery of actual and reasonable costs the Council may require payment of any additional charge.

Printed copy of the District Plan	\$200
Public enquiries (including pre-application meetings) that exceed 30 minutes of staff input	\$160 per hour
Preparation and change to the District Plan (deposit)	\$10,000

Land Use

Consent for single Rural Dwelling	\$800
Vegetation Clearance	\$1400

Commercial Activity	\$1400
Land use activities (not listed elsewhere)	\$1200
Limited (where more than one party) or Public Notification of resource consents (in addition to deposit) Hearing	\$1000
	\$5000

Subdivision

Subdivisions 2-5 lots	\$1000
Subdivision 2 -5 lots with Land Use	\$1200
Subdivisions 6-10 lots	\$1,500
Subdivisions 6-10 lots with Land Use	\$2,000
Subdivisions 11+ lots	\$2,500
Subdivisions 11+ lots with Land Use	\$3,000

General & Certificates

Administration fee for every granted consent	\$150
Variations to Resource Consent	\$800
Certificates and Permitted Subdivision (Compliance, existing use, marginal and temporary, boundary activities): fixed fee	\$500
Extension of time (s125)	\$600
s223 Survey Plan Approval: fixed fee	\$160
s224 Approval fee	\$600 plus staff time if inspection required
s223 and s224 approval combined	\$700 plus staff time if inspection required
Monitoring charges	\$160 per hour
Release of covenants, caveats, encumbrances and other title instruments	\$500 plus applicable legal fee

Designations

Variations to Designations	\$1000
New Designations, Notices of Requirement and Heritage Orders	\$2000
Approval of outline plan	\$500
Consideration of waiving outline plan	\$500

Personnel time

Planning staff processing time per hour for resource consent activities	\$160 per hour
Administration staff time per hour	\$145 per hour
Internal engineering services per hour which exceed 15 minutes	\$160 per hour
Independent hearing commissioner	At cost

Compliance

Issue of abatement notice: fixed fee	\$800
Return of items seized pursuant to section 328 of the Resource Management Act 1991: fixed fee	\$600

Recreation contribution

5% of the value of each new allotment or the value of 4,000m2 of each new allotment, whichever is the lesser. The minimum charge is \$1,000 per new allotment and the maximum charge is \$3,000 per new allotment, both GST-inclusive.

Performance Bonds

Performance bonds may be put in place from time to time with the amount to be established on a case by case basis.
Lodgement fee \$500

Relocated buildings

In addition to Building Consent Fees, and the Building Research Levy, a minimum deposit of up to \$10,000 is required for buildings being relocated.

Land information memoranda

LIMs are issued per valuation number. Where multiple valuation numbers are under one title, individual LIMs will be required. Where there is more than one Certificate of Title, obtaining additional titles will be charged.

Land Information Memoranda – Residential Property	\$300
Land Information Memoranda – Commercial Property	\$500
Urgent residential only - within 48 hours	\$450
Hourly rate for time exceeding standard deposit	\$160
Certificate of Title or Instrument	\$15 each

Building Consent Activity

Total fees will vary according to the extent of processing required to grant a building consent and the number of inspections that may need to be undertaken. An estimated number of inspections will be charged for at the outset, with additional inspections charged for at the end of the project. Any refunds may be available for any unused inspections.

Deposit to Lodge BC application – non refundable	\$500 – residential \$1,000 commercial projects
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Residential Housing

Project Information Memorandum	\$75 plus \$150 per hour (\$100 per hour for administrative staff)
Compliance Check	\$61
Consent & processing	Category Res 1 \$509 Res 2 \$663 Res 3 \$809 plus \$150 per hour processing (\$100 per hour for administrative staff)
Online processing charge	\$86 or 0.065% for total value of work over \$125,000
BCA Accreditation Levy	\$125
Inspection Fees	\$205 each
Code Compliance Certificate –	Category Res 1 \$509 Res 2 \$663 Res 3 \$809 plus \$150 per hour (\$100 per hour for administrative staff)

Commercial/Industrial/Multi Unit Development

Project Information Memorandum	\$125 plus \$150 per hour (\$100 per hour for administrative staff)
Compliance Check	\$61 Category Com 1 \$665 Com 2 \$809 Com 3 \$809

plus \$150 per hour processing (\$100 per hour for administrative staff)

Online processing charge	\$86 or 0.065% for total value of work over \$125,000
BCA Accreditation Levy	\$150
Inspection Fee	\$205 each
Code Compliance Certificate –	Category Com 1 \$665 Com 2 \$809 Com 3 \$809

Accessory Buildings

Project Information Memorandum	\$75 plus \$150 per hour (\$100 per hour for administrative staff)
Compliance Check	\$61
Consent & processing	\$184 plus \$150 per hour processing (\$100 per hour for administrative staff)
Online processing charge	\$86 or 0.065% for total value of work over \$125,000
BCA Accreditation Levy	\$85
Inspection Fee	\$205 each
Code Compliance Certificate	\$61 plus \$150 per hour (\$100 per hour for administrative staff)

Minor Alterations/Renovations (<\$30,000)

Project Information Memorandum	\$75 plus \$150/hour (\$100 per hour for administrative staff)
Compliance Check	\$61
Consent & processing	\$184 plus \$150 per hour processing (\$100 per hour for administrative staff)
Online processing charge	\$86 or 0.065% for total value of work over \$125,000
BCA Accreditation Levy	\$85
Inspection Fee	\$205 each
Code Compliance Certificate	\$61 plus \$150 per hour (\$100 per hour for administrative staff)

Major Alterations/Renovations (>\$30,000)

Project Information Memorandum	\$75 plus \$150 per hour (\$100 per hour for administrative staff)
Compliance Check	\$61
Consent & Processing –	Category Res 1 \$509 Res 2 \$663 Res 3 \$809 Category Com 1 \$665

Com 2 \$809
Com 3 \$809

plus \$150 per hour processing (\$100 per hour for administrative staff)

Online processing charge

\$86
or 0.065% for total value of work over \$125,000

BCA Accreditation Levy

\$85

Inspection Fee

\$205 each

Code Compliance Certificate

Category Res 1 \$509
Res 2 \$663
Res 3 \$809
Category Com 1 \$665
Com 2 \$809
Com 3 \$809

plus \$150 per hour (\$100 per hour for administrative staff)

Free-standing Spaceheater

Set fee, including one inspection

\$560

Additional Inspection Fees

\$205 each

Additional Processing \$150 per hour

Drainage & Plumbing - Public System

Project Information Memoranda

At cost \$150 per hour (\$100 per hour for administrative staff)

Consent & Processing

\$123
plus \$150 per hour processing (\$100 per hour for administrative staff)

Online processing charge

\$86
or 0.065% for total value of work over \$125,000

BCA Accreditation Levy

\$85

Inspection Fee

\$205 each

Code Compliance Certificate

\$51
plus \$150 per hour (\$100 per hour for administrative staff)

Drainage & Plumbing – Stand Alone System

Project Information Memorandum

At cost \$150 per hour (\$100 per hour for administrative staff)

Consent & Processing

\$184
plus \$150 per hour processing (\$100 per hour for administrative staff)

Online processing charge

\$86
or 0.065% for total value of work over \$125,000

BCA Accreditation Levy

\$85

Inspection Fee

\$205 each

Code Compliance Certificate

\$51
plus \$150 per hour (\$100 per hour for administrative staff)

Temporary Buildings

Project Information Memorandum

\$150 per hour

	(\$100 per hour for administrative staff)
Compliance Check	\$61
Consent & Processing	\$102 Plus \$150 per hour processing (\$100 per hour for administrative staff)
Online processing charge	\$86 or 0.065% for total value of work over \$125,000
BCA Accreditation Levy	\$85
Inspection Fee	\$205 each
Code Compliance Certificate	\$61 plus \$150 per hour (\$100 per hour for administrative staff)
Marquees Only	
Consent & Processing	\$61 plus \$150 per hour processing (\$100 per hour for administrative staff)
Online processing charge	\$86 or 0.065% for total value of work over \$125,000
BCA Accreditation Levy	\$85
Inspection Fee	\$205 each
Reports	
Monthly building consent reports	\$60
Election Signs	
Up to 3 signs	\$307
Up to 6 signs	\$613
For each additional sign in excess of 6. signs	\$20
Signs	
Project Information Memorandum	At cost \$150/hour (\$100 per hour for administrative staff)
Compliance Check	\$61
Consent	\$123 plus \$150 per hour (\$100 per hour for administrative staff)
Online processing charge	\$86 or 0.065% for total value of work over \$125,000
BCA Accreditation Levy	\$85
Inspection Fee	\$205 each
Code Compliance Certificate	\$31 plus \$150 per hour (\$100 per hour for administrative staff)
Other	
Residential Swimming Pool compliance inspection	First inspection free Re-inspection \$205
Swimming pool barrier consent fee	\$200
Variation to Building Consent	\$100 plus \$150 per hour (\$100 per hour for administrative staff)

Building Consent Amendment	\$123 plus \$150 per hour (\$100 per hour for administrative staff) Plus 0.065% of estimated value of consented works in excess of \$125,000-(online processing charge).
Extension of time for exercise of building consent	\$153
Extension of time for obtaining CCC	\$153
Fee to reinstate a refused CCC (incl 12 month extension)	Category Accessory building or spaceheater \$184 All others consent types \$306

Insurance Levy	Category Residential, Commercial and accessory buildings – assessed value of work over \$20,000 \$100 Fee Res 1 \$100 Res 2 \$150 Res 3 \$200 Com 1 \$300 Com 2 \$300 Com 3 \$400
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Road Damage Deposit – Refundable deposit \$716

Building Research Levy

In addition to the Building Consent Fee, a Building Research Levy based upon \$1.00 per \$1,000 or part thereof of total value is required to be paid.

Consents of lesser value than \$20,000 are exempt from this levy.

Building MBIE Levy

In addition to the Building Consent, a Building Industry Levy based upon \$1.75 per \$1,000 or part thereof of total value is required to be paid.

Consents of lesser value than \$20,444 are exempt from this levy.

Independent Building Consent Authority (BCA)

Where the services of a Building Certifier are used, the fee will be established on a case by case basis to ensure full cost recovery.

Demolition (if not exempt work under Schedule 1 of Building Act 2004)

Consent	\$123 plus \$150 per Hour (\$100 per hour for administrative staff)
Online processing charge	\$86
BCA Accreditation Levy	\$85
Inspection Fee (where necessary)	\$205 each

Receiving and Checking Building Warrant of Fitness

On or before due date \$150

After due date \$240

Additional processing time - \$150 per hour
Application for PIM only

BCA Accreditation Levy	\$85
Residential	\$75 plus \$150/hour (\$100 per hour for administrative staff)
Commercial/Industrial	\$125 plus \$150/hour (\$100 per hour for administrative staff)

++Where any building charge is inadequate to enable the recovery of the actual and reasonable costs, a further charge may be payable.

Other Building Charges

Certificate of Acceptance	\$511 plus \$150 per Hour (\$100 per hour for administrative staff) Plus the entire applicable Building Consent Fee for the project - this includes consent, compliance check, inspections, online processing fee, BCA accreditation levy, CCC
Certificate of Public Use	\$256 First Fee \$512 Second Fee \$768 Third Fee plus \$150 per hour processing (\$100 per hour for administrative staff)
New Compliance Schedules	\$286
Duplicate Compliance Schedules	\$143
Amendment to Compliance Schedule	\$92 plus \$150 per hour processing
Preparation of Certificates for Lodgement (s 75)	\$450 deposit plus \$150 per hour processing (\$100 per hour for administrative staff) – actual cost will be charge or refunded once known
Preparation of Sec 37 Certificate	\$73
Receiving and reviewing EPB reports	\$150 per hour
Exemptions under Schedules 1 & 2	\$350 plus levies
Notices to Fix	\$256 Fee for first \$512 Fee for second \$768 Fee for third plus \$150/per hour processing (\$100 per hour for administrative staff)
Additional Inspections	\$205
Online processing charge	\$86 or 0.065% for total value of work over \$125,000.
Building Infringement	Relevant set fee plus \$153 administration charge

Hokitika Swimming Pool

Spectator	Free
Single Admission	
Adult	\$5.00

Senior Citizen (60+)	\$4.00
Child at school	\$3.00
Pre Schooler	\$1.50
Pre Schooler and Parent	\$3.00
Family (2 adults / 2 children)	\$13.00

Concession Ticket - 10 Swims

Adult	\$40
Senior Citizen (60+)	\$32
Child at school	\$24
Pre Schooler	\$12
Pre Schooler and Parent	\$24
Family (2 adults / 2 children)	\$104

3 month pass

Adult	\$85
Senior Citizen (60+)	\$65
Child at school	\$50

Season Ticket

Adult	\$330
Senior Citizen (60+)	\$260
Child at school	\$200

AquaFit Classes (Includes entry to swimming pool)

Single Class

Adult	\$6.50
Senior Citizen (60+)	\$5.50
Child at school	\$4.50

Concession Ticket – 10 Classes

Adult	\$60
Senior Citizen (60+)	\$50
Child at school	\$40

Baches on Unformed Legal Road

Annual Site Fee	\$2,300
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Elderly Housing Property Rentals

Council property rentals are regularly reviewed to ensure they are set at fair market value.

District Assets

Water Supply Connections

Actual cost recovery relating to the installation of water supply connections.

Sewerage & Stormwater Connections

Actual cost recovery relating to the installation of sewerage and stormwater connections.

Vehicle Crossings

Actual cost recovery relating to the installation of vehicle crossings.

Sewerage Supply

Trade Waste charges are levied separately according to waste volume and utilisation of sewerage system.

Minimum fee of \$1600 per annum

Dumping into sewerage system \$500

Water Supply Annual Charges

Hokitika / Kaniere Water Supply Commercial metered supply per cubic metre \$1.80

The minimum charge for commercial or significant user metered water connections is the same as the commercial water rate.

Council reserves the right to negotiate metered charges with significant users

Treated Supplies—Rural Towns Fox Glacier / Franz Josef / Commercial metered supply per cubic metre \$1.80
Whataroa / Hari Hari

Temporary Road Closures

Non-refundable application fee	\$100
Additional Information request (from applicant)	\$100 per hour
Public Notification on approval	At cost
Management of temporary road closure	At cost
Call Out / Audit of Traffic Management Plan	\$225 per hour
Not for Profit Organisations	Exempt

Jackson Bay Wharf Charge (prices exclude GST)

Commercial Fishing Vessels operating from the Wharf for discharge of wet fish and / or crayfish must have a licence to occupy.

Annual Charge

Vessels over 13.7 metres (45 feet)	\$4,400
Vessels between 9.1 metres and 13.7 metres (30-45 feet)	\$1,650
Vessels up to 9.1 metres (30 feet)	\$1,100
Casual users landing wet fish (per tonne)	\$25.30
Casual users landing crayfish (per tonne)	\$330

Other Vessels (not discharging) must pay a daily charge (24 hours) as below

Vessels over 13.7 metres (45 feet)	\$275
Vessels between 9.1 metres and 13.7 metres (30-45 feet)	\$220
Vessels up to 9.1 metres (30 feet)	\$110

For information: facilities@destinationwestland or call Destination Westland Limited (03) 755 8497

Recreational Boat Ramp use \$10 per day

WASTE MANAGEMENT

Any legislative charges under the Waste Management Act will be imposed as a levy if required.

Note: Government requires Council to charge a levy of \$10.00 per tonne, or equivalent volume at non weighbridge sites, on all waste disposed of to landfill. This is included in the below fees.

For non-standard loads, the Transfer Station Operators reserve the right:

- To measure the waste and charge the per cubic metre rate or;
- To measure the load and use the Ministry for the Environment Conversion Factors for compacted or dense waste.

Hokitika Transfer Station

Refuse Site Gate Fees

General Waste

Per tonne	\$500
60L bag	\$4.50

Green Waste

Green Waste per tonne	\$48.30
60L bag Green Waste uncompacted	\$0.50
Accepted Recyclable Items*	Free

*All glass will be accepted free of charge.

Non Weighbridge Sites

Uncompacted General Waste

Per Cubic Metre small loads < 0.5m ³	\$68.25
Per Cubic Metre large loads > 0.5m ³	\$100
60L bag	\$4.20
120L Wheelie Bin	\$8.40
240L Wheelie Bin	\$16.80
Small Trailer /Ute (0.68m ³)*	\$68.25
Medium Trailer (0.91m ³)*	\$94.50
Cage or Large Trailer (2.7m ³)*	\$273

*Take to Hokitika site. All glass accepted free of charge

Uncompacted Green Waste

Per Cubic Metre	\$10.00
60L bag	\$0.50
Small Trailer /Ute (0.68m ³)	\$6.00
Medium Trailer (0.91m ³)	\$10.00

All Sites: Other Items

Gas Bottle Disposal	\$10.00
Whiteware (Fridges must be degassed, per item)	\$10.00
Tyres (Based on average weight of 7.5kg, per item)	\$3.50
Cars Prepared (Conditions apply, per item)	\$45

Rubbish & recycling receptacles

Additional rubbish and recycling bins (maximum 2 x sets of bins per household)	\$200
Replacement recycling bin 240 L	\$100
Replacement rubbish bin 120 L	\$90
Delivery fee for replacement bins	\$20

SALE AND SUPPLY OF ALCOHOL

On, Off or Club Licence

Applications and renewals for On, Off or Club Licence are assessed using a cost / risk rating system. The cost / risk rating of the premises is the sum of the highest applicable weighting for the type of premises and type of licence, the hours of operation and any enforcement holdings in the last 18 months.

Cost/risk rating	Fees category	Application fee \$ incl GST	Annual fee \$ incl GST
0-2	Very low	\$368	\$161
3-5	Low	\$609.50	\$391
6-15	Medium	\$816.50	\$632.50
16-25	High	\$1,023.50	\$1035
26 plus	Very High	\$1,207.50	\$1437.50

The cost/risk rating used to set the fees above is calculated using the tables below.

Latest alcohol sales time allowed for premises

Type of Premises	Latest trading time allowed (during 24 hour period)	Weighting
Premises for which an on-licence or club-licence is held or sought	2.00 am or earlier	0
	Between 2.01 and 3.00 am	3
	Any time after 3.00 am	5
Premises for which an off-licence is held or sought (other than remote sales)	10.00 pm or earlier	0
	Any time after 10.00 pm	3
Remote sales premises	Not applicable	0

Type of premises

Type of Licence	Type of Premises	Weighting
On-licence	Class 1 restaurant, night club, tavern, adult premises	15
	Class 2 restaurant, hotel, function centre	10
	Class 3 restaurant, other premises not otherwise specified	5
	BYO restaurants, theatres, cinemas, winery cellar doors	2
	Supermarket, grocery store, bottle store	15
Off-Licence	Hotel, Tavern	10
	Class 1, 2 or 3 club, remote sale premises, premises not otherwise specified	5
	Winery cellar doors	2
	Class 1 club	10
Club-licence	Class 2 club	5
	Class 3 club	2

Enforcement holdings

Number of enforcement holdings in respect of the premises in the last 18 months	Weighting
None	0
One	10

Definitions for types of premises

Type	Class	Description
Restaurants	1	A restaurant that has or applies for an on-licence and has, in the opinion of the Territorial Authority, a significant bar area and operates that bar area at least one night a week in the manner of a tavern.
	2	A restaurant that has or applies for an on-licence and has, in the opinion of the Territorial Authority, a separate bar area and does not operate that bar area in the manner of a tavern at any time.
	3	A restaurant that has or applies for an on-licence and, in the opinion of the Territorial Authority, only serves alcohol to the table and does not have a separate bar area.
	BYO	A restaurant for which an on-licence is or will be endorsed under section 37 of the Act.
Clubs	1	A club that has or applies for a club licence and has at least 1,000 members of purchase age and in the opinion of the territorial authority, operates any part of the premises in the nature of a tavern at any time.
	2	A club that has or applies for a club licence and is not a class 1 or class 3 club
	3	A club that has or applies for a club licence and has fewer than 250 members of purchase age and in the opinion of the territorial authority, operates a bar for no more than 40 hours each week.
Remote sales premises		Premises for which an off-licence is or will be endorsed under section 40 of the Act.
Enforcement holding		A holding as defined in section 288 of the Act, or an offence under the Sale of Liquor Act 1989 for which a holding could have been made if the conduct had occurred after 18 December 2013.

SPECIAL LICENCES

The fee payable for a Special Licence is assessed using a cost / risk rating system depending on the size of the event and the number of events applied for.

Large event: Means an event that the territorial authority believes on reasonable grounds will have patronage of more than 400 people.

Medium event: Means an event that the territorial authority believes on reasonable grounds will have patronage of between 100 and 400 people.

Small event: Means an event that the territorial authority believes on reasonable grounds will have patronage of fewer than 100 people.

Class	Issued in respect of	Application fee \$ incl GST
1	1 large event: More than 3 medium events: More than 12 small events	\$575
2	3 to 12 small events: 1 to 3 medium events	\$207
3	1 – 2 small events	\$63.25

Glossary of Terms

Activity

Services provided by, or on behalf of, Council, for example the library.

Activity / Asset Management Plan

A plan for managing an activity ensuring that it has capacity to maintain service, there is a future strategy and work and future costs are planned for.

Activity Group

Several activities grouped together. There are nine activity groups at Westland District Council.

Annual Plan

The Annual Plan is produced in years 2 and 3 of the Long Term Plan. It includes the work programme for the year and financial statements and identify any amendments to the Long Term Plan for that year.

Annual Report

An audited end of financial year report on the performance of Council against the objectives, policies, activities, performance measures, indicative costs, and sources of funds outlined in the Annual Plan and Long Term Plan. Any variances are explained.

Asset

Something that the Council owns on behalf of the community, generally infrastructure.

Assumptions

These are the underlying ideas made by Council that affects financial planning for Council activities.

Borrowing

Raising of loans for capital items, such as water treatment.

Capital Expenditure

Expenditure that will increase the value of Council's assets. Generally replacing an existing asset or building a new one.

Capital Value

Value of land including any improvements.

Community

Everyone who lives and works in Westland District.

Consultation

The dialogue held before decision-making. An exchange of information, points of view and options for decisions between affected people and decision makers.

Consultation Document

A document used to consult on issues. It may contain options and preferred options.

Cost of Services

Relate to a specific activity. This includes the direct and indirect costs that have been allocated to the activity. Indirect costs include interest on public debt, cost of support services and depreciation allowances.

Council Controlled Organisation (CCO)

Defined by s 6 of the Local Government Act. An organisation in which one or more local authorities:

- 50 percent or more shareholding
- 50 percent or more voting rights; or
- Right to appoint 50 percent or more of the directors.

Depreciation

The wearing out, consumption or loss of value of an asset over time.

Financial Strategy

Required under s 101A of the Local Government Act. Council's financial direction, including information around revenue, expenditure, rating, debt and investments.

Financial Year

Runs from 1 July to 30 June of the following year.

General Rate

A rate levied across all properties in a district for activities that benefit the whole district.

Income

Includes fees and licences charged for Council services and contributions by outside parties.

Infrastructure

The assets that provide essential services.

Infrastructure Strategy

Under s 101B of the Local Government Act. A 30 year strategy that at minimum covers roading and footpaths, sewer, stormwater, flood control and water supply.

Land Value

Value of land, excluding any improvements.

Levels of Service

The standard to which Council commits to provide services.

Local Government Act 2002

The legislations that defines the powers and responsibilities of local authorities.

Long Term Plan (LTP)

The ten year plan setting out Council's strategic framework, work programme, performance framework, funding approach and budgets for the next ten years.

Operating Expenditure

Day-to-day spending on expenses such as salaries, utilities and rentals.

Operating Revenue

Money received by way of grants or assistance for provision of particular services, and income generated through activities such as permits and fees.

Operating Surplus/(Deficit)

Accounting terms meaning greater income than expenditure, and greater expenditure than income respectively. This is inclusive of non-cash items such as income and expenditure owing but not paid (debtors and creditors) and depreciation.

Performance Measures

Measures used to assessed if the Council is achieving objectives set in the Long Term Plan.

Rates

Funds collected from levies on property. Based on the land value of the property. Can include Uniform Annual General Charges and Targeted Rates.

Revenue and Financing Policy

Describes how the Council's work will be paid for and how funds will be gathered.

Significance

The degree of importance of an issue, proposal, decision or matter, as assessed by the local authority.

Significance and Engagement Policy

A policy adopted by Council that enables Council and communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities. Describes how and when communities can expect to be engaged in decisions that Council is making.

Solid Waste

Waste products that are not liquid or gas, for example, general household rubbish.

Statement of Cash Flows

The cash effect of transactions. Broken down into operating, investing and financial activities.

Statement of Comprehensive Revenue and Expense

Also known as the Profit and Loss Statement, Income Statement or Operating Statement. Shows the financial results of Council activities at the end of each period, either as surplus or deficit. Does not include asset purchases or disposals.

Statement of Financial Position

Also known as the Balance Sheet. The financial state of affairs at a particular time.

Stormwater

Water that is discharged during rain and run-off from hard surfaces.

Subsidies

Amounts received from other agencies for the provision of services.

Targeted Rates

A rate that is for users of a specific service, rather than a general rate. For example, water use.

Transfer to/from Reserves

Transfer of funds to reserves are generally surpluses on operations. Transfers from reserves assist to fund capital expenditure.

Uniform Annual General Charge (UAGC)

A portion of the general rate collected for each property. All properties receive equal benefit for services regardless of the rateable value. For example, libraries.

User Charges

Charges levied for the use of Council services, for example Building Consent fees.

Wastewater

Waste products from homes and businesses.

Working Capital

Net current assets held in cash or readily converted to cash, less liabilities due for payment within a year. This is indicative of Council's abilities to meet its obligations as they become due.

Image Credits and Artist Statements

Please see <https://tetaiopoutiniartawards.co.nz/2020-entries/> for information about the artists and mediums.

Page #	Cover page	Te Rūnanga o Makaawhio and Te Rūnanga o Ngāti Waewae	Pounamu	
4	Full LTP Contents Page	Maria Martin-Smith	'The Whisper of Hooves'	<i>The nature of horses makes for fascinating study - immensely strong and powerful, yet soft as a whisper....</i>
5	Part A – Introduction	Salu Kathleen Acklin	'Fekau 'e Hongofulu, ngaahi'	<i>Polynesian and Nature inspired motifs are a recurrent thread in m paintings, and have become the veil through which I see the world - and hence how the viewer then see's it. The overall effect of layering fragile and intricate patterns within geometrical forms layered over block colour is intended to challenge the eye with the dynamism and seeming 'chaos' it evokes. The dichotomy that lies therein - apparent 'haphazardness' fringed with meticulously contrived detail is my portrayal, of 'Life' , which is loaded with provocative contrasts and paradoxes which often challenge , perplex, confuse and delight us 'mere' humans on a daily basis. It could also be seen as metaphor for how the 'creative soul' can feel trapped or constrained by Western Societal constructs.</i>
6	Message from the Mayor	Tohu Whenua	Mayor Bruce Smith with Francois Tumahai, Andrew Coleman, and Mark Davies at the opening of the Tohu Whenua Pou.	
7	Message from the Chief Executive	Katrina Thornley Photography	Simon Bastion	
11	Westland District: History and Major Towns	Westland District Council	Jacksons Bay Wharf	
14	Why a Long Term Plan?	Tohu Whenua	Tohu Whenua Pou	
17	Key Challenges	Westland District Council	Driftwood and Sands 2021	

20	Managing our Infrastructure	Westland District Council	Haast Reservoir	
x	Part B – Your Council	Kate Buckley	Wave 2020	<p><i>This work emerged in response to Covid- 19 and lockdown.</i></p> <p><i>This is a wave based on the plotting of the Fibonacci Spiral. It also references Hokusai’s piece, The Great Wave off Kanagawa.</i></p> <p><i>I am intrigued by the multiplicity of meanings that these little boat-shaped leaves can hold. Their individuality is visible but the image is hinged on pattern and its breakdown.</i></p> <p><i>I’m interested in the transmission of ideas, the management of spread and the responses that brought us together.</i></p> <p><i>I wanted to make a space for the contemporary reworking of myth, beliefs about disease and transmission, the challenges of change, and the controlled movement of people, goods, and ideas.</i></p>
x	Westland District Mayor, Councillors, & Rūnanga Representatives	Katrina Thornley Photography		
x	Part C – Council Activities	Matt Saunders	‘Bridging the Gap’	<p><i>I had been planning this image for a long time. The foreground and sky were very tricky to expose with bright street lights nearby. To achieve correct exposure I had to HDR stack the foreground with multiple images, which gives me greater control over exposure and highlights. To achieve a lot of detail in the Milky Way I had to mount my camera to a star tracker to track the sky. A star tracker counteracts the rotation of the Earth and is polar aligned to the Earths axis of rotation (South Celestial Pole) This allows me to shoot long exposures of the sky with little induced noise from the camera.</i></p>
x	Part D – Key Strategies	Rhys Hall	‘Gathered Thoughts’	<p><i>If you spend long enough looking for stone eventually you dream about finding stones, an then sometimes the dreams come true. Th vessel contains the memories of some of thos days.</i></p>
x	Part E – Financing Policies	Allan Batt	‘Harakeke Nui’	<p><i>I have always been motivated by the natural environment and representing it to my best ability. In my case using oil paints to represent my subjects gives a depth of colour and realism that is hard to replicate using any other medium.</i></p>

x	Statement of Accounting Policies	Arahura Marare	Whare Nui
	Part F – Financial Statements	Vashti Johnstone	<p data-bbox="659 255 890 288">'spring•walkers II'</p> <p data-bbox="938 255 1487 389"><i>My painting spring•walkers II is one in a series of walker paintings. I named them walkers to emphasise the innocent beauty of four legged animals.</i></p> <p data-bbox="938 412 1487 725"><i>They remain faceless, although the walkers instinctual nature is expressed playfully in their stance and their response to the environment, reinforced with confident and deliberate brushstrokes. The walkers and the environment both painted as one, offering a simplistic connection between earth and walker and walker and earth.</i></p> <p data-bbox="938 748 1487 848"><i>Playfully exaggerating natural moments. Aiming to remind the onlooker of our own natural innocence and connections.</i></p>

DRAFT