



BULLER
DISTRICT COUNCIL
Te Kaunihera O Kawatiri

Draft Long Term Plan

for the 10-years 2021-2031



Shaping
our **district**

Photo credit: Donna Neame

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Photo credit: Richard Rossiter

Message from the Mayor and Chief Executive Officer

Welcome to the Long Term Plan 'Shaping our District' 2021-2031 - guiding document for the Buller District over the next 10-years.

It is with great pleasure we present the Buller District Long Term Plan. To ensure our vision remains in line with population changes, recognises the diversity in our community, and considers environmental challenges created by climate change, we have gone out to our community and asked the question 'are the priorities that have been identified still a focus in the community'.

It is an incredible responsibility to plan for the social, cultural, environmental, and economic future of the whole Buller District. Council must have the ability to make tough decisions between competing priorities, juggle limited resources, maintain focus on the 'big picture' and act for the good of the whole district. To achieve this complex task the Councillors must have a clear direction.

This is why the Long Term Plan is so important. As Buller District's overarching document, it guides everything we do as a Council, ensuring that every step we take is a step toward achieving our community's vision for the future while building on the foundations put in place through district revitalisation, and Provincial Growth Fund investment.

We thank the community for engaging with us to develop the plan and providing Councillors with a clear picture of priorities and aspirations for our district. It is only by working together that we can achieve our vision of 'Shaping the Future' for the Buller District.



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Chief Executive Officer

Mayor, Councillors, Inangahua Community Board

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Councillor Dave Hawes

Setting the Scene



Photo credit: Richard Rossiter

About Local Government

Statutory roles, functions and objectives are delivered through a corporate and civic governance structure that comprises:

- ✓ Council
- ✓ Chief Executive Officer
- ✓ Senior Leadership Team
- ✓ Other staff

Mayor and Councillors

Buller District Council is represented by the Mayor and 10 Councillors (elected members) who are elected for a three-year term. The district is split into three wards Inangahua, Seddon and Westport. The Inangahua Ward also has a community board (ICB) to represent it. It makes decisions on some local matters and advises the Council on local needs, community views and how Council proposals will affect its community.

Elected Councillors consider the issues facing Buller District and decide how ratepayers' money is allocated and spent. They consider the needs and wants of the community, and the long and short-term implications of decisions.

Councillors agree on the Community Outcomes which they want to achieve as the district evolves. The Community Outcomes feature throughout this LTP and together with the community and its strategic partners, the Council prepares a work programme aimed at achieving these.

Elections

Local government elections are held throughout New Zealand every three-years, the next election is scheduled for October 2022. Elections are conducted under the provisions of the Local Electoral Act 2001, the

Buller District Council's role is to:

- ✓ Enable democratic decision making and action by and on behalf of the people of Buller District.
- ✓ Promote the social, economic, environmental and social well-being of the district.
- ✓ Develop strategies and policies to set the direction for the future of Council through democratic decision making processes such as informing the public, consulting, and involving residents in the decision making process.

Council meetings

Buller District Council (and committee meetings) take place at Council Chambers at the Clocktower building, Palmerston Street, Westport. The Inangahua Community Board meets at the Country Womens Institute (CWI) building on Buller Road, Reefton. Sub-committees meet at their respective halls.

Meetings are open to the public, though Council may exclude the public if there is a need for confidentiality. All Council and committee meetings are carried out in accordance with Council's standing orders. Council's meeting schedule, agendas and minutes are available on the Council website www.bullerdc.govt.nz. The Mayor chairs Council meetings. His role is crucial in managing effective relationships with the Chief Executive Officer and upholding good governance.

The Mayor and Councillors are bound by a code of conduct which sets high standards for ethical behaviour and decision making.

Iwi input

Under Section 81 of the Local Government Act 2002, Council must establish and maintain processes to provide opportunities for Māori to contribute to the decision making processes of the local authority. Council is also required to look at ways to foster the development of Māori capacity to have input into these processes.

Committees

Councillors are members of all Council's committees

- ✓ Finance Risk and Audit Committee (FRAC)
- ✓ Community Environment and Services Committee (CESC)
- ✓ Infrastructure and Strategy Committee (ISC)
- ✓ Regulatory and Hearings Committee (RHC)

Halls and reserves sub-committees

Oversight and management of the district's halls and reserves is done by 13 sub-committees made up of volunteers. Members of these sub-committees are selected every three-years by council staff from expressions of interest received.

Operational activity

The Council's Chief Executive Officer is responsible for administration of the Council.

Day-to-day operations are delegated to the Chief Executive Officer with corporate performance monitored through reports to Council and the community, and annual reports.

HOW TO HAVE YOUR SAY

There are many ways to have your say on the governing of the Council.

You can

- ✓ Vote for elected members every three-years through the local government election.
- ✓ Arrange to speak in the public forum section of a Council or committee meeting.
- ✓ Contact the elected members of Council.
- ✓ Connect with us on our social media channels, including Facebook and YouTube.
- ✓ Make submissions on plans, projects or notified consents that are being advertised or consulted on.

Maori representation

Under Section 81 of the Local Government Act 2002, Council must establish and maintain processes to provide opportunities for Maori to contribute to the decision making processes of the local authority. Council is also required to look at ways to foster the development of Māori capacity to have input into these processes. The Buller District Council recognises and acknowledges that Ngai Tahu is the tangata whenua of Te Tai Poutini. The papatipu runanga for the Buller District is Te Runanga O Ngati Waewae. A relationship has been established with Te Runanga O Ngati Waewae and is continuing to strengthen.

The inclusion of a non-elected, Iwi Councillor (non-voting) role into the Buller District Council governance structure formally recognises the importance of the crucial relationship with Te Rūnanga o Ngāti Waewae. Te Rūnanga o Ngāti Waewae are already legally recognised as mana whenua by Council in regard to meeting its existing obligations under legislation around consenting. The appointment further strengthens, develops and extends the Council relationship with Te Rūnanga o Ngāti Waewae especially across Council's wider cultural, social, economic, environmental and legal interests regarding its district obligations.

Under the Crown's obligations arising from Te Tiriti o Waitangi, Te Rūnanga o Ngāti Waewae as mana whenua are always going to be heavily engaged in future direction setting for the West Coast Te Tai Poutini in general, and, specifically, for the Buller District. For Council then, a strong and positive relationship with Te Rūnanga Ngāti Waewae is important on every level. Notwithstanding, the relationship with Rūnanga, Council will consult with Ngati Apa on matters pertaining the Buller District and that the input of Māori not associated with Ngāti Waewae may from time to time be received for consideration of the Council.



Ned Tauwhare, BDC Iwi Representative [Kawatiri Coastal Trail]

About the Buller Kawatiri District

Stretching from Punakaiki in the south to Karamea in the north, and inland as far as Springs Junction, the Buller Kawatiri District is home to a population of 9,591 (NZ Census 2018).

With a temperate climate, relaxed lifestyle, and a close-knit community the area has a diverse economy and is gaining a growing reputation as a great place to live, work and visit.

Featuring two national parks (Kahurangi and Victoria Forest Park) the area is a mecca for outdoor enthusiasts.

Visitors come to Buller Kawatiri to enjoy the natural resources and heritage areas, with day walks, tramping, surfing, mountain biking, trout and deep-sea fishing, gold panning and other adventure pursuits being the main attractions.

Westport

Westport is Buller Kawatiri District's commercial and administration centre. Situated at the mouth of the Buller/Kawatiri River, it is home to around 5,000 residents and features a commercial fishing port and an airport offering regular flights.

Agriculture, horticulture, gold and coal mining underpin the economy.

With the infrastructure and enviable lifestyle on offer Westport is welcoming more people as they relocate for 'start-up' opportunities and to work remotely.

It is a unique community, set among extensive native bushland and public open space. The town is undergoing rapid investment in infrastructure and development.

Karamea

A popular tourist destination, Karamea includes the spectacular Oparara basin with its limestone arches and caves and the Kahurangi National Park along with the famous Heaphy Track.

The close community of around 650 people supports growing horticulture, dairy farming and visitors to the district.

The area is packed with opportunity to experience the wonder of the environment. Walking, tramping, mountain biking, caving, and fishing are some of the activities on offer.

Reefton

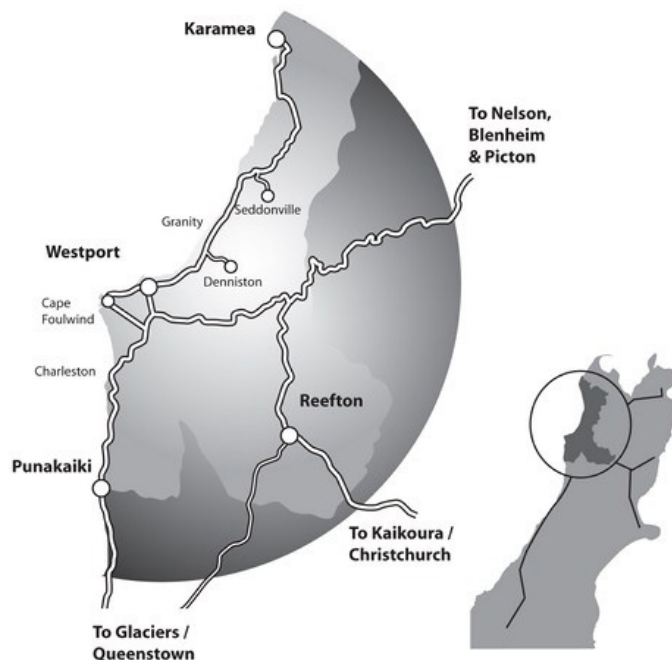
Located among the spectacular Paparoa and Victoria ranges, the town lies alongside the wild Inangahua River and is surrounded by the Paparoa National Park which at 206,000ha is New Zealand's/Aotearoa's largest. The goldrush in the 1860s helped establish a rich heritage which is visible today in the restored heritage buildings. Oozing charm and character, and famous for its mountain biking, trout fishing, and tramping opportunities the town is rapidly becoming a must-do for those seeking culture, the great outdoors, and colonial heritage.

Punakaiki

Nestled at the foot of the Paparoa National Park and featuring the world-famous Pancake Rocks and blowholes, this small coastal town is home to around 70 full-time residents. The town is located midway between Westport and Greymouth on the Coast Road which is part of the route that was voted 'top of the best five domestic roadies' (Budget Rental Car survey November 2020).

Other townships

The townships and associated communities of Karamea, Hector, Ngakawau, Granity, Birchfield, Waimangaroa, Carters Beach, Charleston, Inangahua Junction, Ikamatua, Springs Junction, Seddonville, Mokihinui, Little Wanganui, Maruia and Mawheraiti are steeped in natural beauty, history, and strong community spirit.



Our Community 'Demographics'



Community profile (Source: Infometrics, January 2020)

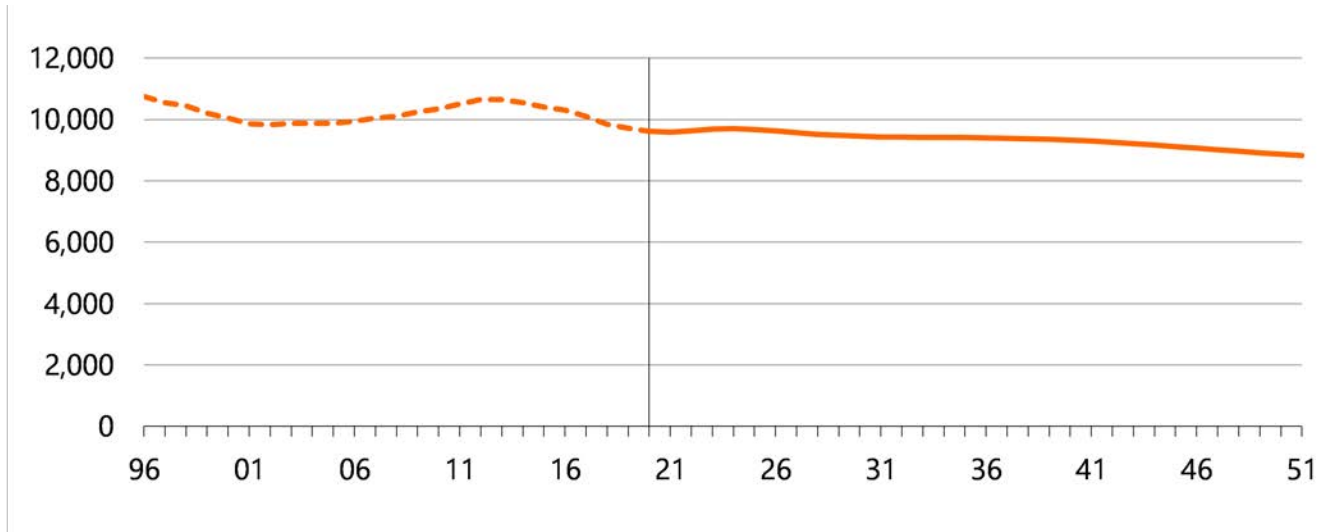
Population and demographic projections

Buller's population growth has been relatively volatile over the past 25-years. The population was in steady decline up to 2002 but began to grow over the period 2006 to 2012 on the back of a boom in coal mining. As jobs were shed in coal mining and other industries, the population went into decline again, reaching a population of 9,610 in 2020. This represents the district's lowest population in over 25 years and approximately 1,000 fewer residents than at the previous peak in 2012

Population change between the 2013 and 2018 Census for Buller Geographies (source: statistics.govt.nz)

Over much of the past 25-years in Buller, births have exceeded deaths, meaning that positive natural increase has contributed towards population growth. However, reduction in the population of childbearing age has led to a strong decline in the number of births since 2012. At the same time, deaths have been gradually increasing as the older-age population increases. Like most areas in provincial New Zealand the Buller District population is showing the effects of the post-World War 2 baby boom with an increasing 65 plus population becoming noticeable and projected to increase.

Buller District population - actual and forecast projections

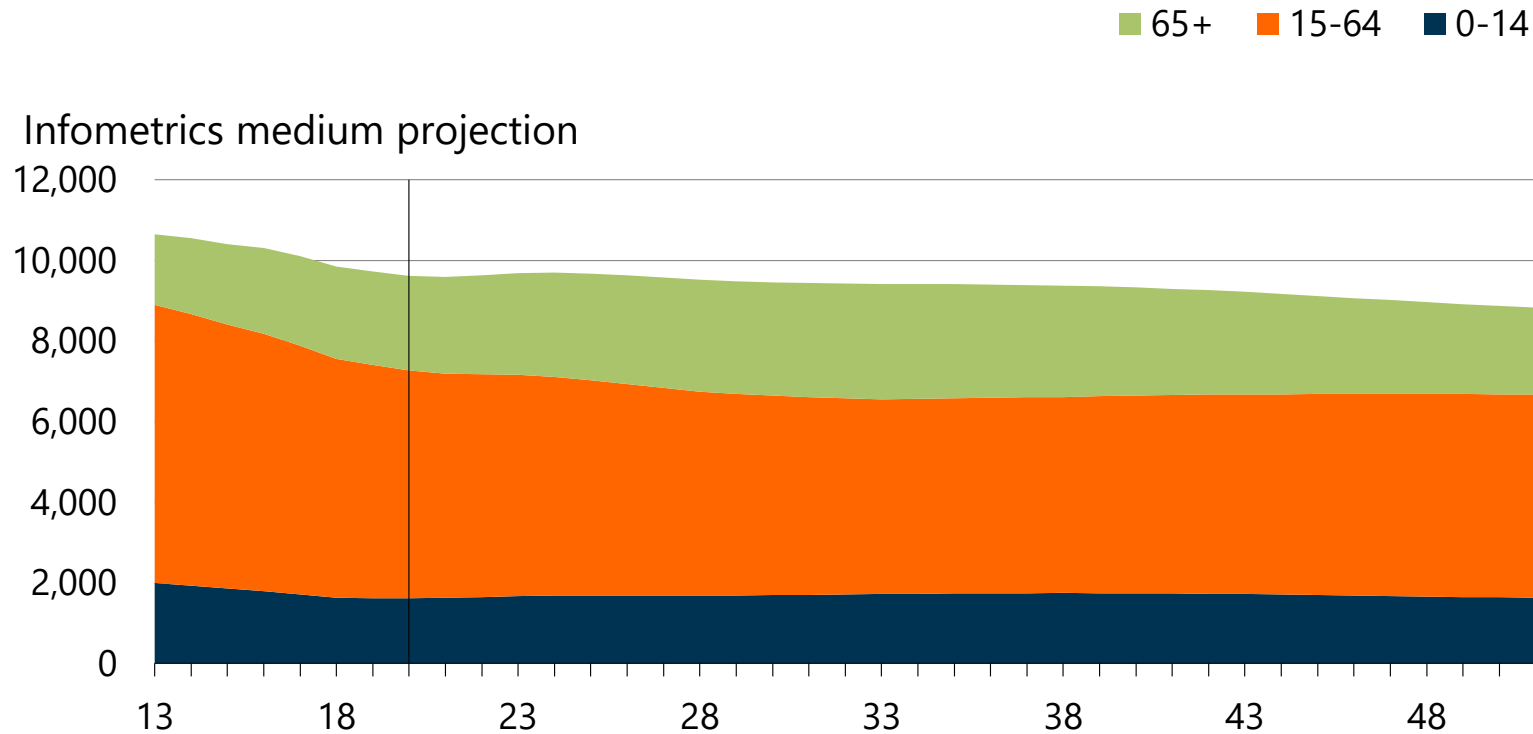


Actual and forecast population in Buller (1996 – 2051)

(Source: Infometrics, January 2021)

Buller District population - population age structure

As the population ages and eventually retires from the workforce, a modest wave of positive net migration in the 2030s is expected, bringing in people to take the place of those retiring from the workforce. This wave is assumed to take place on the back of demand for workers, but this does rely on efforts to raise and maintain the profile of the district to international and domestic migrants.

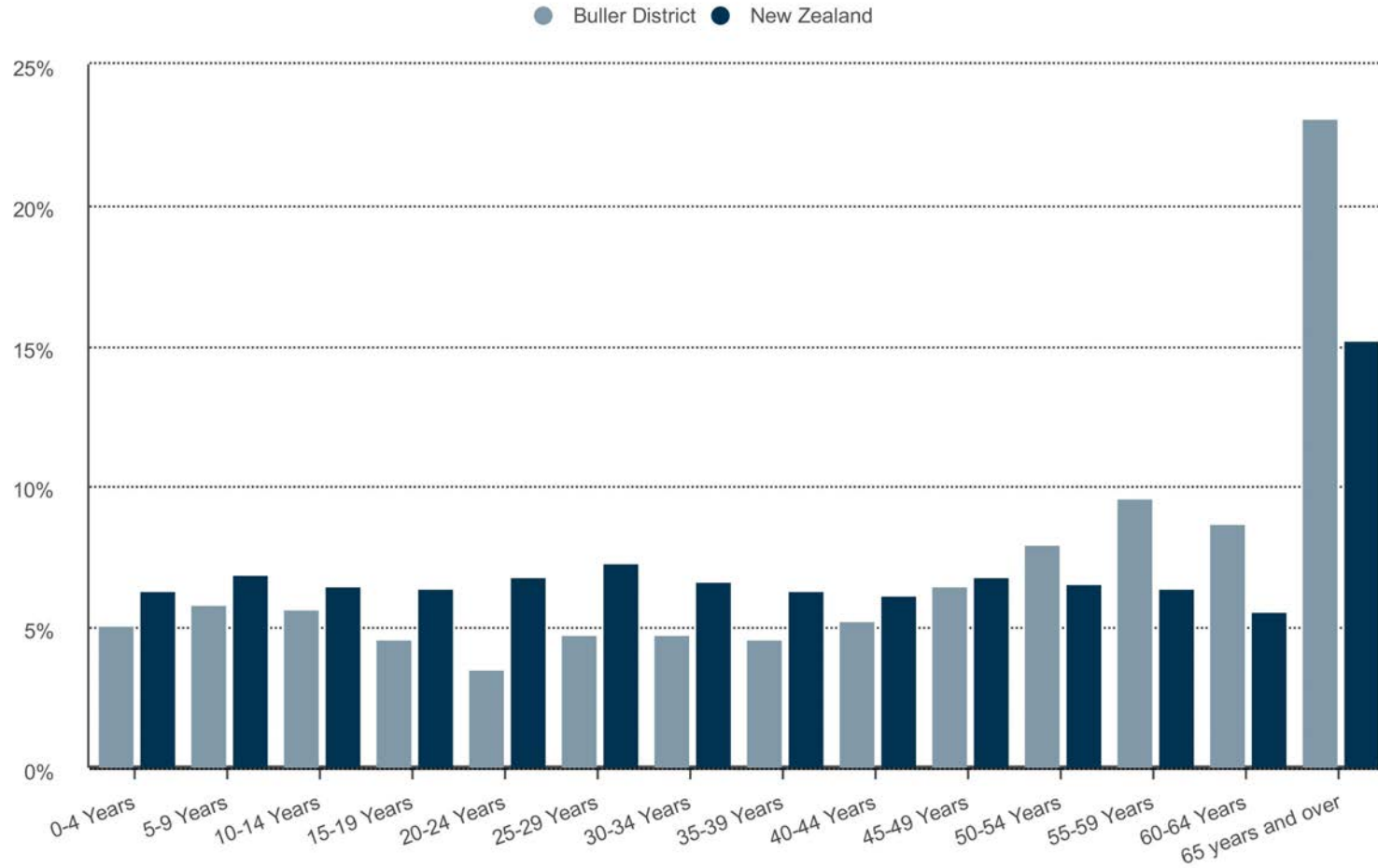


Actual and forecast population age structure in Buller (2013 – 2051)

(Source: Infometrics, January 2021)

Buller’s population is forecast to be relatively stable over the coming decade, holding at around the 2020 level of 9,600. However, due to a weak outlook for employment growth, we expect the district’s population to ease for the remainder of the projection period. The rate of decline is projected to be very weak initially, averaging 0.1% per annum for the 2030s and building up to 0.5% decline per annum in the 2040s. This will ultimately lead to a smaller population of 8,800 in 2051.

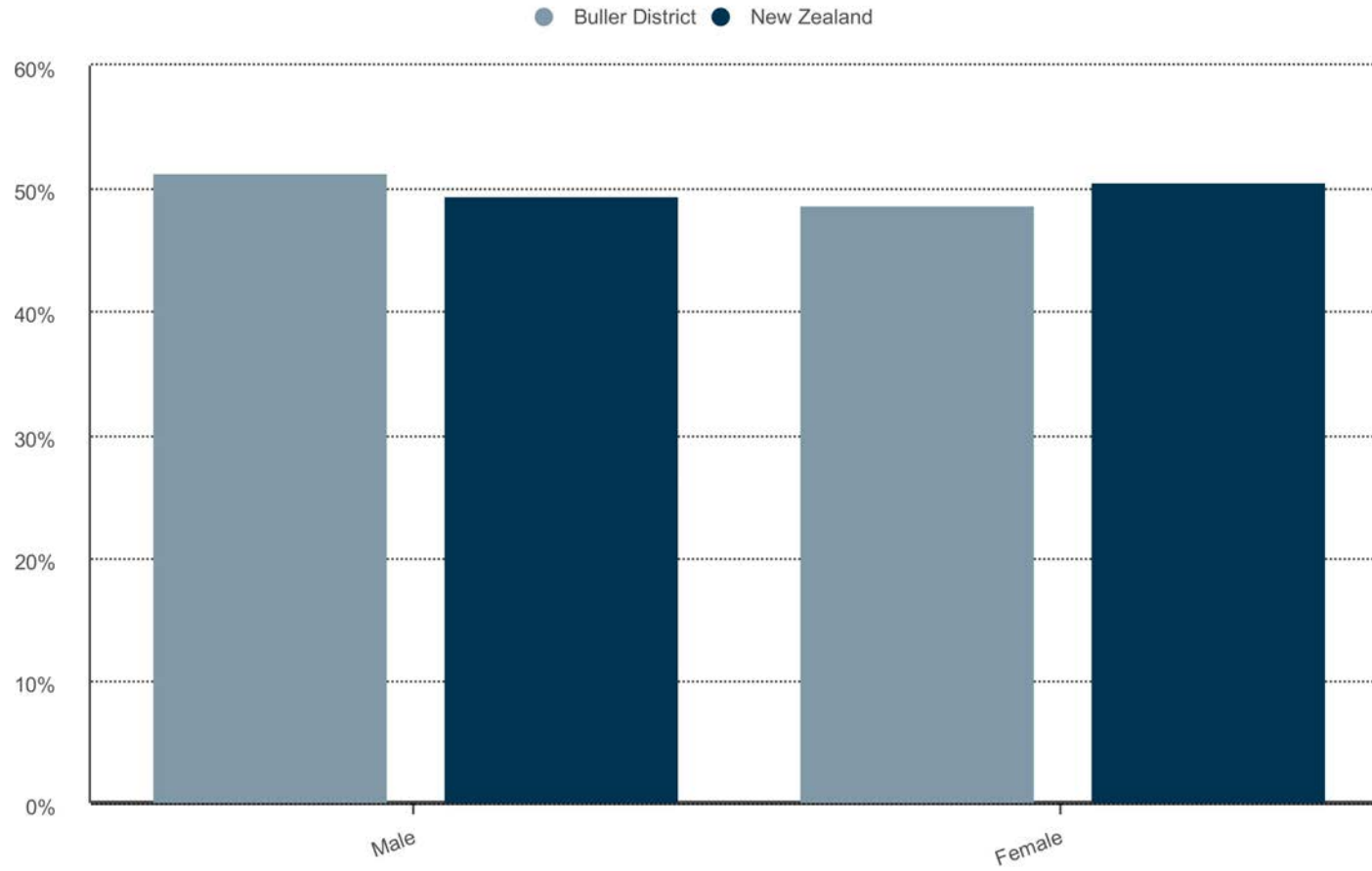
Buller District population - by 5-year age group



Buller population by 5-year age group in 2018

(Source: Infometrics, January 2020)

Buller District population - by gender



Buller population by gender in 2018

(Source: Infometrics, January 2020)

Buller District population - by ethnic group

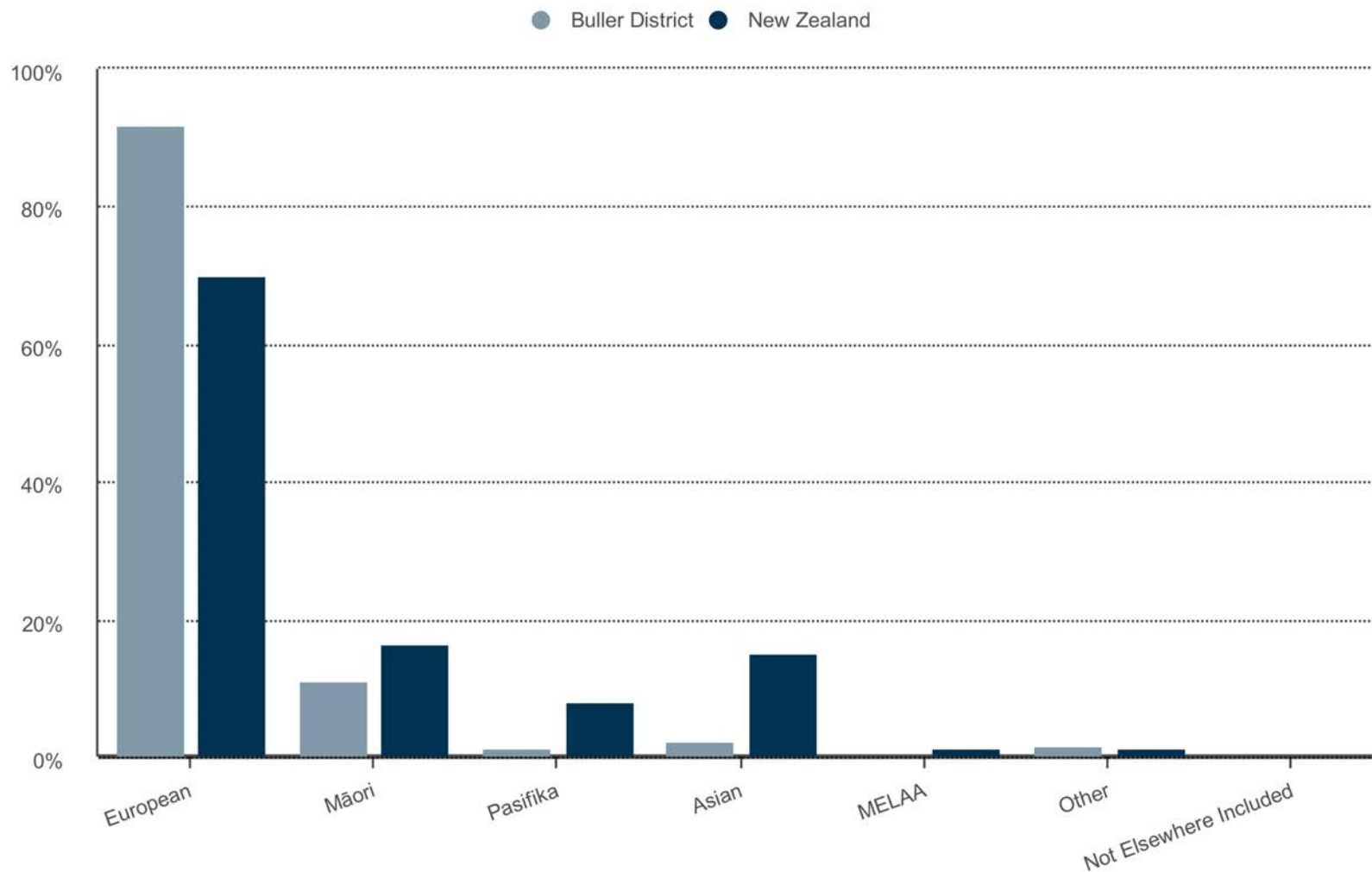
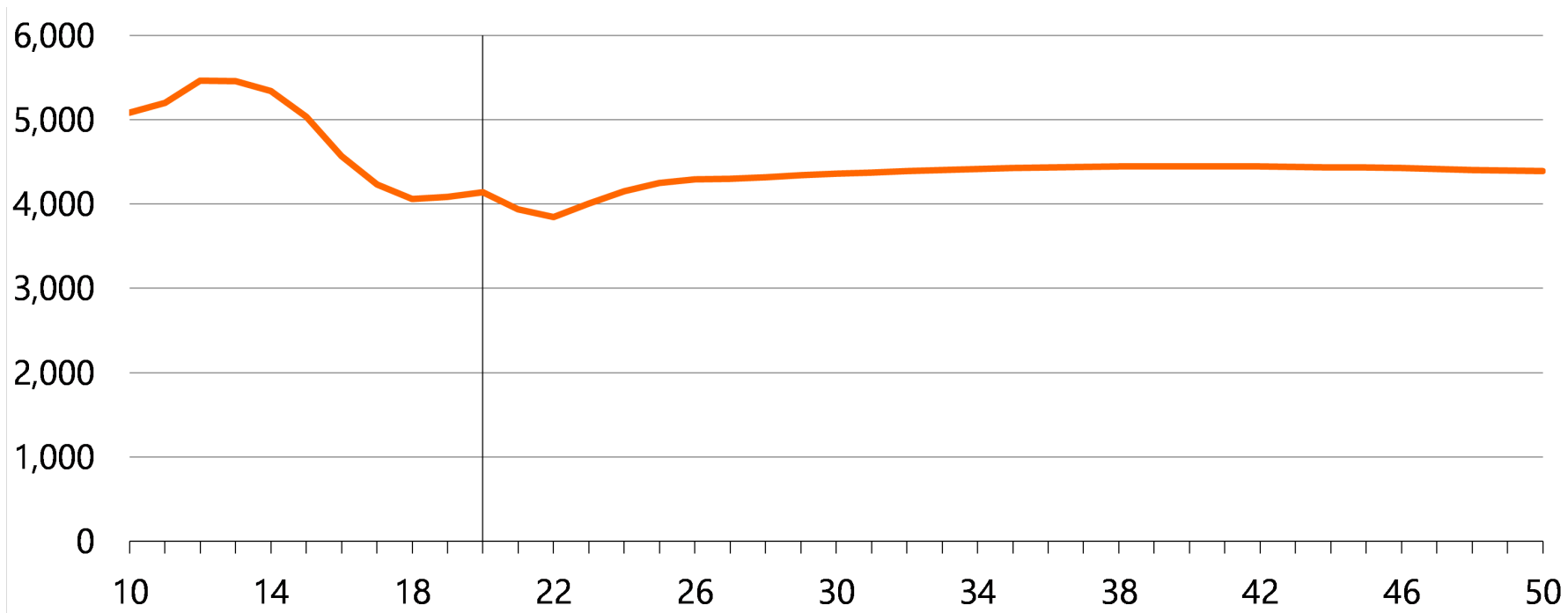


Figure x: Buller population by ethnic group in 2018 (Source: Infometrics, January 2020)

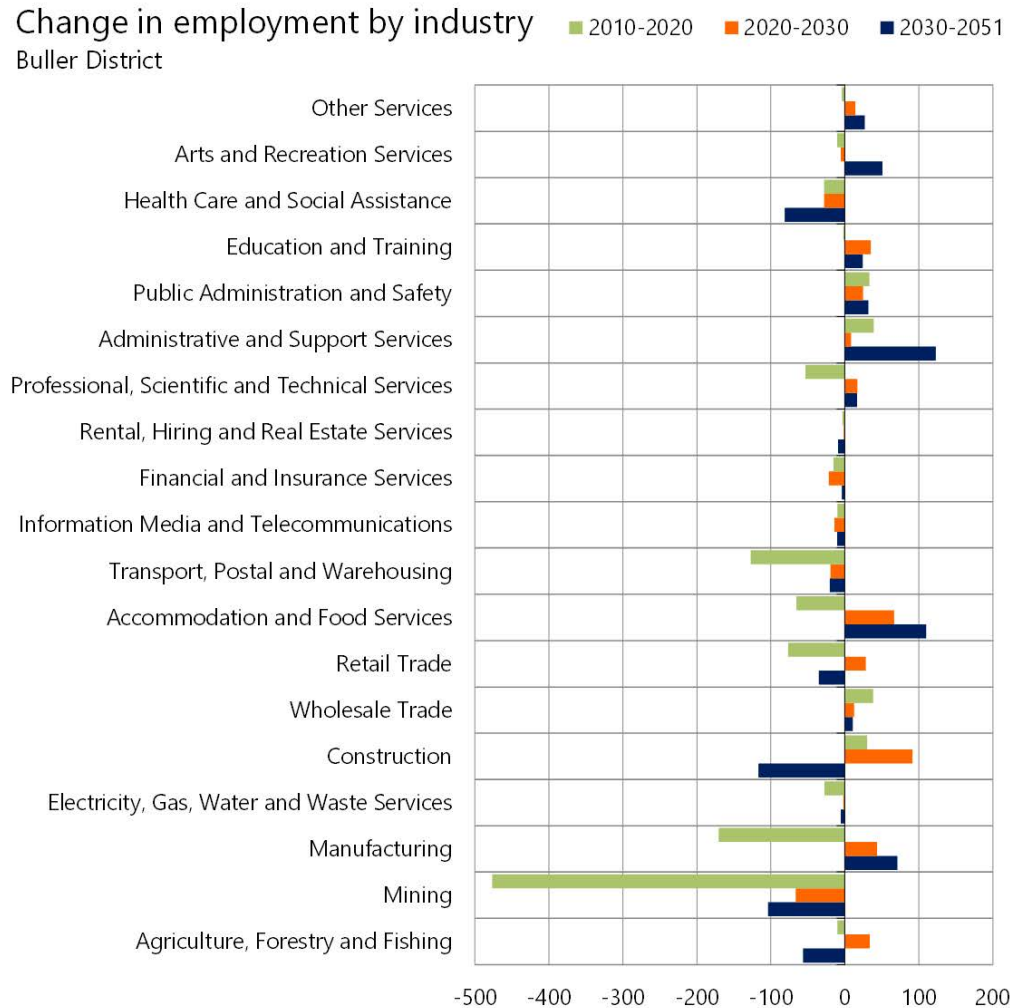
Buller District employment level



Employment in Buller fell sharply over the past decade due to redundancies in coal mining and cement manufacturing. Between 2013 and 2018, employment fell by 26% (1,400 jobs in Buller) at a time when employment was growing strongly at the national level. As the COVID-19 induced recession begins to bite, it is expected that further job losses will be seen in 2021 and will stretch into 2022.

In Buller District, a decline of -4.9% in 2021 and -2.4% in 2022 in forecast, followed by a bounce back of 4.2% in 2023. Nationally, a slightly lesser decline of -2.3% in 2021 followed by -3.0% in 2022 is anticipated. This means that the fall in employment is expected to be slightly sharper than the national average, and likewise the recovery in Buller will be slightly stronger.

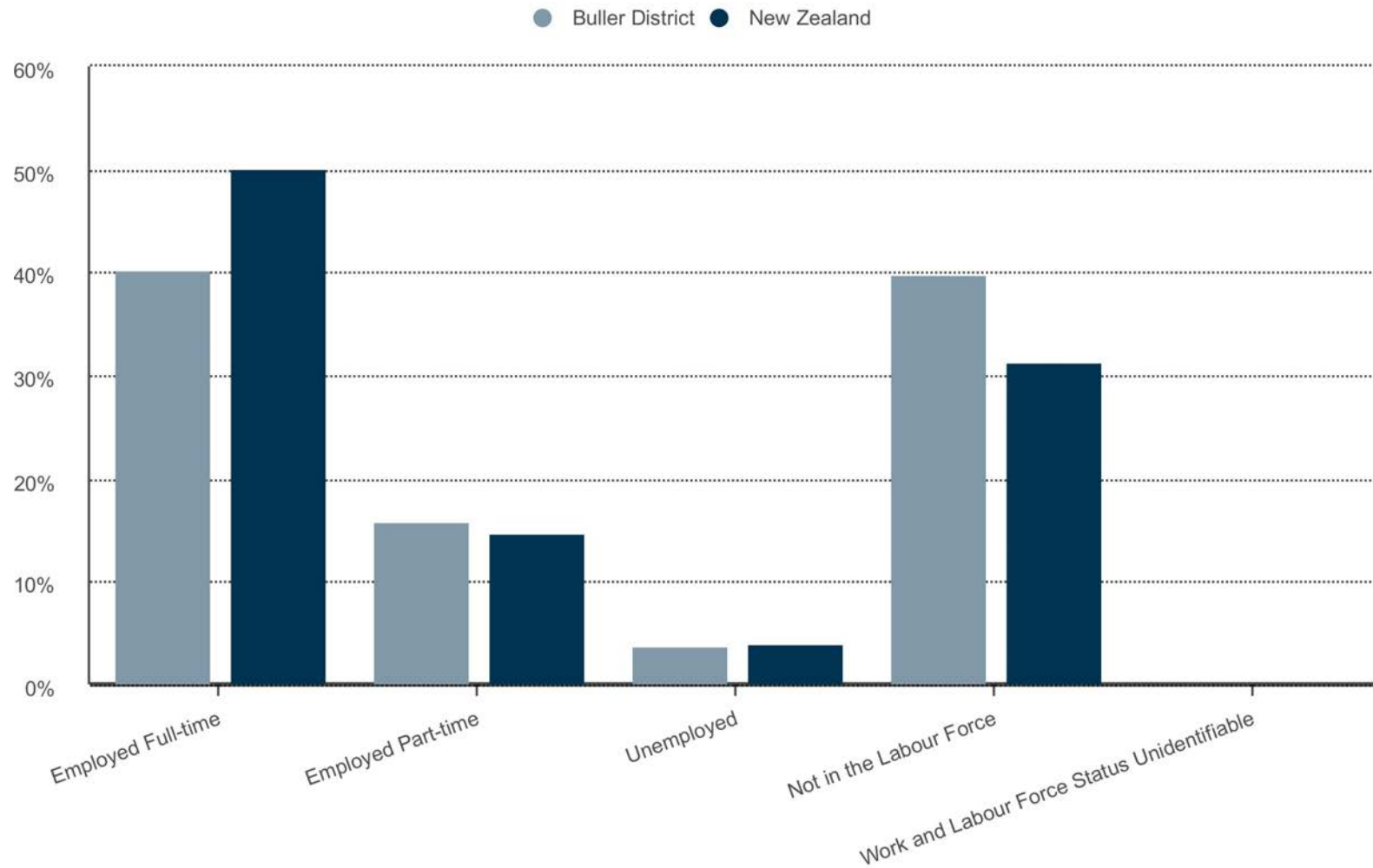
Change in employment by industry



Over the long term, minimal employment growth in Buller District is expected, tipping into slight decline after 2040. This is underpinned by an assumption that higher carbon prices, stronger freshwater regulation, and ongoing decarbonization will adversely affect Buller’s primary sector. Furthermore, an easing population reduces demand for services and adversely affects employment.

Considerable change in employment opportunities in the main industries in Buller over the coming decades is forecast, with mining projected to contract further, and employment in the administration and support services, accommodation and food service industry, construction, and manufacturing to increase.

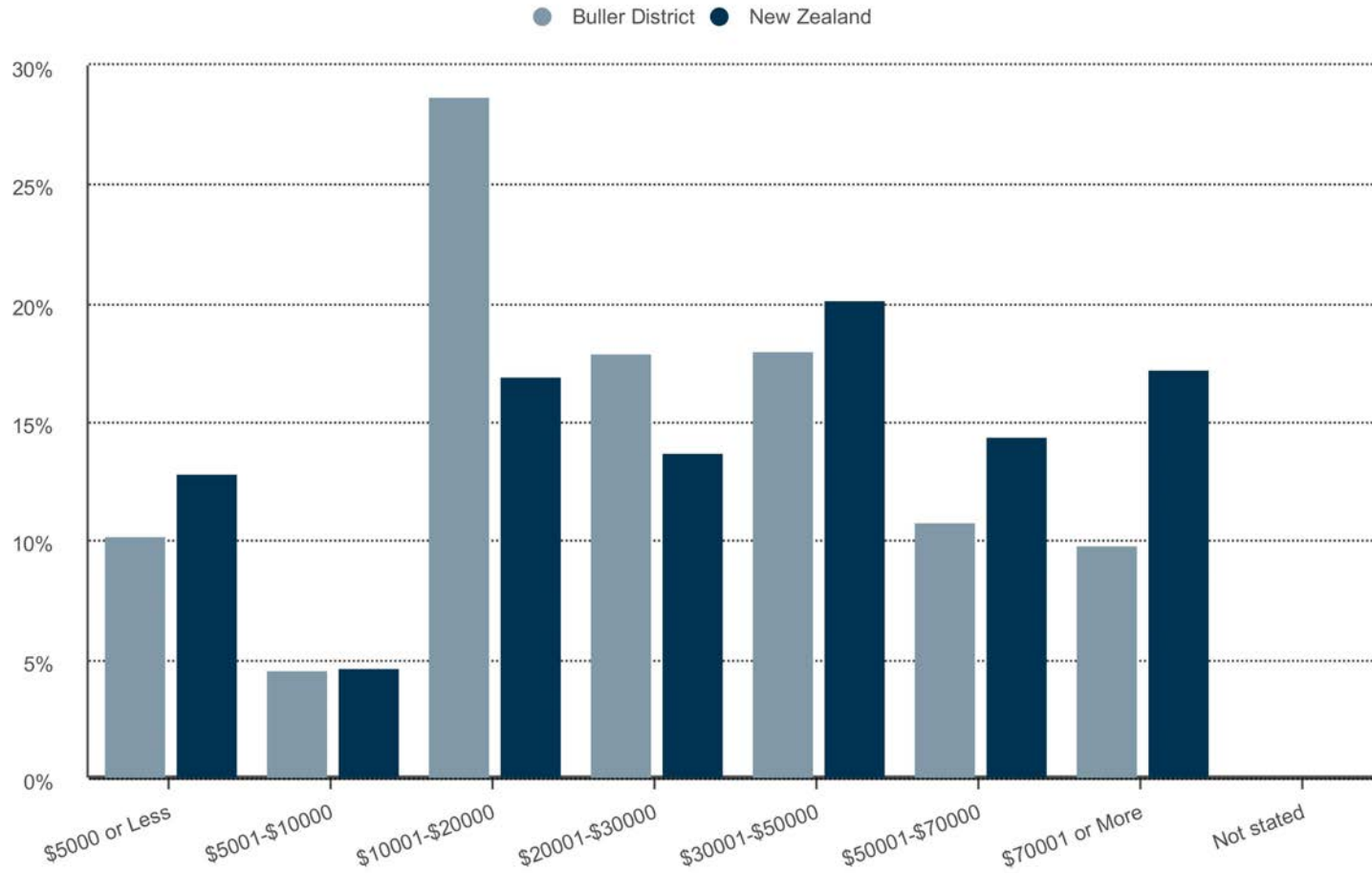
Buller District population by work and labour force status



Buller population by work and labour force status in 2018

(Source: Infometrics, January 2020)

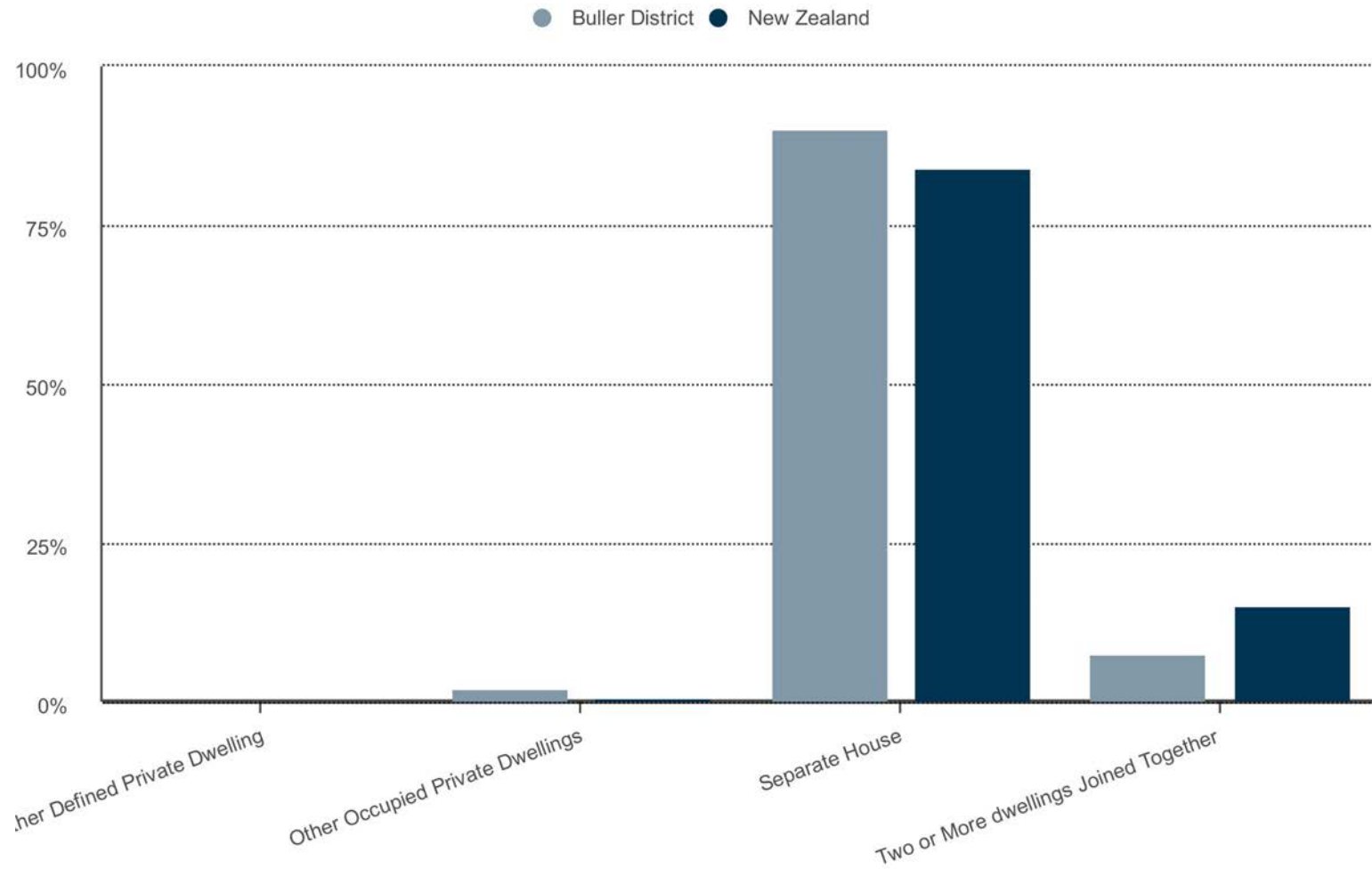
Buller total personal income in 2018



Buller total personal income in 2018

(Source: Infometrics, January 2020)

Buller occupied private dwelling type in 2018



Buller occupied private dwelling type in 2018

(Source: Infometrics, January 2020)

About this plan

He Kupu Whakataki i te Kaiwhakahaere i te Kaihautu

Buller District ratepayers and residents Waiho i te toipoto, kua i te toiroa - let us keep close together, not wide apart. This whakatauki speaks to the importance of keeping connected, of maintaining relationships and dialogue so that we can keep moving forward together.

Buller District Council's Long Term Plan (LTP) states the Council's vision for the Buller District, the desired Community Outcomes, the services and activities Council will undertake to contribute to the Community Outcomes. It also provides the costs of Council providing those services and activities over the next ten years (2021 – 2031).

This LTP is being prepared in the context of the global Covid-19 pandemic. This means that the social and economic circumstances in developing this LTP are significantly different from any previous LTP developed.

Financial forecasts

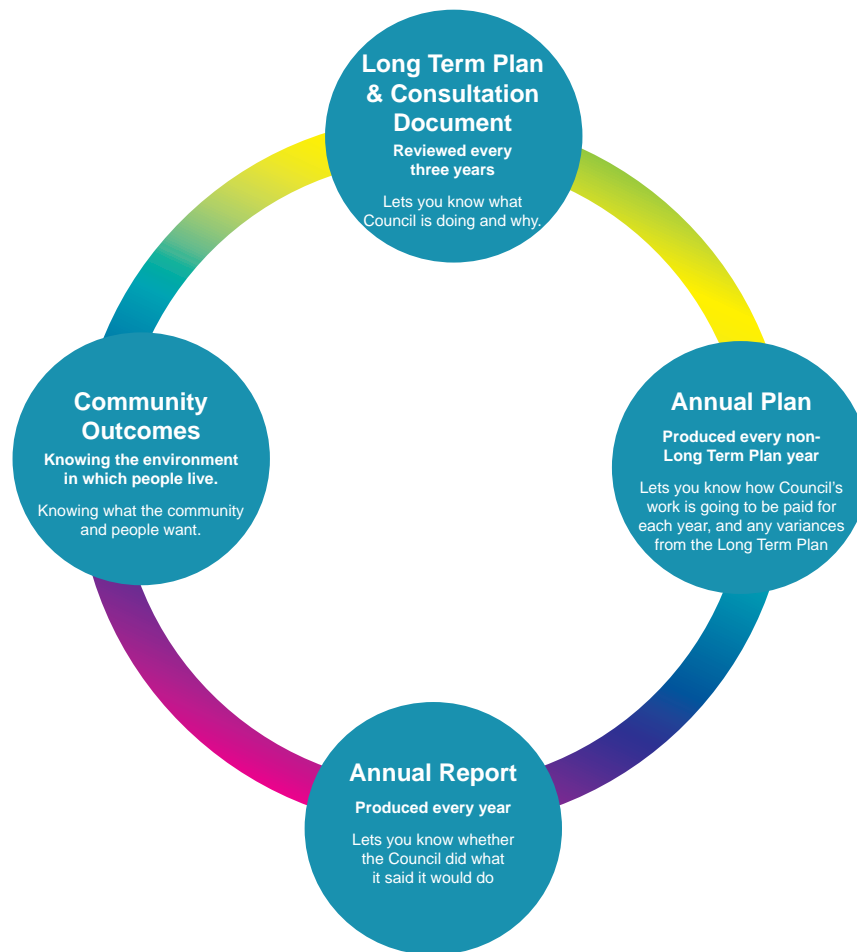
It is important to note that the financial information contained in this LTP is forecast information based on the assumptions which Council reasonably expects to occur. You find information about these assumptions on 150.

Actual results achieved are likely to vary from the information presented and these variations may at times be reasonable large. Council has endeavoured to make the financial forecasts as accurate as is reasonably possible based on the information it has.

Community outcomes

The desired Community Outcomes have been formulated through community engagement across the Buller District and input from Councillors. They indicate how Council plans to promote community well-being through social, cultural, economic and environmental indicators.

This plan is an all-encompassing document that outlines the community's expectations and shows how Council, with the help of the community and other organisations, will work together to achieve community well-being, as required in the Local Government (Community Well-being) Amendment Act 2019, in relation to the desired Community Outcomes.



PLAN REVIEWS

Council will review and evaluate its LTP every three-years. As part of this process input from the community will be sought through engagement activities.

ANNUAL PLANS

Between the three-yearly reviews, Council produces an Annual Plan. This outlines what activities and services Council will undertake in the following year and any changes to the LTP.

ANNUAL REPORTS

At the end of each financial year, Council produces an Annual Report which details what Council did during the financial year compared to what it planned to do in the LTP or Annual Plan.

Community Outcomes

What are Community Outcomes?

Community Outcomes are shared aspirations for Buller District which underpin this Long Term Plan. Outcomes. It also provides the costs of Council providing those services and activities over the next ten years (2021 – 2031).

This LTP is being prepared in the context of the global Covid-19 pandemic. This means that the social and economic circumstances in developing this LTP are significantly different from any previous LTP developed.

Process to determine Community Outcomes



How did we identify our Community Outcomes?

The community outcomes and this plan have been significantly influenced by community visioning processes with input from Councillors, Ngāti Waewae and Council’s Senior Leadership Team.

As the country emerged from Covid-19 alert level four, in an environment where large group gatherings were discouraged, Council invited small groups of community representatives to come together across the district to help prioritise their community’s goals in the four areas of well-being as stated in the Local Government Act 2002. The four well-being indicators are: social, environmental, cultural, and economic. An online survey enabled the wider community to also contribute their thoughts.

Councillors, Council’s Senior Leadership Team, and Ngāti Waewae also participated in workshops to discuss aspirations for the district and review the community’s visions.

The result was a set of five goals which are called Community Outcomes.

The Community Outcomes align with other Council planning documents (e.g. Annual Plan and economic development strategies) which were also established with community aspirations in mind.

What are the Community Outcomes?

1. SOCIAL

What success will look like	Priorities and Projects	Links to well-being indicators
<p>Our communities are vibrant, healthy, safe and inclusive</p>	<ul style="list-style-type: none"> ✓ Support the implementation of the West Coast Disability Strategy ✓ Maintain a strategic overview of community wellbeing through community monitoring, and partnering with and advocating for Non-Government Organisations ✓ Support connectedness and revitalisation through the provision of grants ✓ Provide quality community facilities that meet current and future needs such as theatres, libraries, and recreation and health facilities ✓ Improve the district’s liveability by supporting safety and access improvements 	<ul style="list-style-type: none"> Social ✓ Cultural ✓ Economic ✓ Environmental ✓



2. AFFORDABILITY

What success will look like	Priorities and Projects	Links to well-being indicators
<p>Our communities are supported by quality infrastructure, facilities and services that are efficient, fit-for-purpose, affordable and met our current and future needs.</p>	<ul style="list-style-type: none"> ✓ Grow Council’s revenue streams to reduce rates dependence ✓ Achieve rates equity through targeted rates ✓ Develop partnerships or enable solutions that increase affordability 	<ul style="list-style-type: none"> Social ✓ Cultural ✓ Economic ✓ Environmental ✓



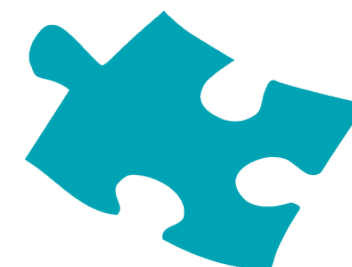
3. PROSPERITY

What success will look like	Priorities and projects	Links to well-being indicators
<p>Our district is supported by quality technology and an innovative and diverse economy that creates opportunities for self-sufficiency, sustainable growth and employment.</p>	<ul style="list-style-type: none"> ✓ Improve connectedness in infrastructure and partnerships ✓ Support district revitalisation to engender pride and a better future ✓ Provide support and advocate for key existing industries as well as new industries and innovations 	<ul style="list-style-type: none"> Social ✓ Cultural ✓ Economic ✓ Environmental ✓



4. CULTURE

What success will look like	Priorities and projects	Links to well-being indicators
<p>Our lifestyle is treasured, our strong community spirit is nurtured, and our inclusive and caring communities understand our whakapapa and heritage and support lifelong learning.</p>	<ul style="list-style-type: none"> ✓ Partnerships and support iwi aspirations ✓ Youth ✓ Support for, and partnerships with, all community groups 	<ul style="list-style-type: none"> Social ✓ Cultural ✓ Economic ✓ Environmental ✓



5. ENVIRONMENT

What success will look like	Priorities and projects	Links to well-being indicators
<p>Our distinctive environment and natural resources are healthy and valued.</p>	<ul style="list-style-type: none"> ✓ Drive for a balance between development, biodiversity, and sustainability ✓ Develop strategies for climate change and natural hazard preparedness ✓ Improve waste management approaches ✓ Promote and advocate for the mana o te wai 	<ul style="list-style-type: none"> Social ✓ Cultural ✓ Economic ✓ Environmental ✓



Shaping our District *'Strategic Focus'*

Community and Economic Development *'Setting the Scene'*

Covid-19 recovery

In April and May 2020 New Zealand went through seven weeks with almost all social and economic activity shut down to minimise the public health consequences of the Covid-19 pandemic. New Zealand's borders are closed to all but Kiwi's returning from overseas and will remain so for the foreseeable future.

When the economy returned to alert level one, much economic activity resumed on a mostly typical basis. The continued closure of the borders makes international tourism and associated industries such as hospitality the main exceptions.

The likelihood of the country moving through various alert levels in response to community outbreaks of Covid creates uncertainty in the community and for businesses.

Council's plans to contribute to the recovery from the social and economic disruption of Covid-19 include linking key infrastructure projects, employment opportunities, and business development with funding opportunities provided through central government, strengthening partnerships, and advocating on behalf of the district.

Over the last 18-months, Council has either directly secured, or supported applications, to the Provincial Growth Fund (PGF) which have resulted in around \$70m being obtained for investment into the Buller District.

To co-ordinate the delivery of some of these projects, Council has established a new Project Management Office (PMO) in Westport, providing additional capacity and capability for the infrastructure delivery team.

The PMO is a measured response to recent external funding success and a \$20m capital expenditure (capex) programme over the next 12-months. The new structure will ensure that all major infrastructure projects are professionally delivered on behalf of Council and stakeholders, with minimal disruption to business as usual services.

Of the \$20m capex programme, over \$8.5m had already been approved by Council in this year's annual plan. The other \$11.5m is coming via agreements with the PGF, Industry Reference Group (supporting Crown Infrastructure Partners for shovel ready projects), the Department of Internal Affairs Three Waters Reform, and Waka Kotahi New Zealand Transport Agency

The backdrop for this LTP is likely to change quite significantly in the year after adoption. The likelihood is that the degree of change will necessitate an LTP amendment – the question will be around the size and nature of the LTP amendment. Capacity to conduct meaningful monitoring of the environment and to undertake LTP amendments has been considered when developing this plan.

Who do we work with to achieve our goals?

The Council works with a broad range of community groups and agencies to enhance its ability to achieve the Community Outcomes. By building partnerships and working alongside other regional and local organisations, non-government organisations, central government, Māori, and the public sector, we strengthen our ability to achieve long-term results.

The Council helps build strong communities by working with agencies such as: Department of Internal Affairs; Ministry of Business Innovation and Employment; Ministry of Social Development; Ministry of Health; Police; District Health Boards; Development West Coast; Creative New Zealand; and Sport Tasman; and other territorial and local government agencies. Working with these organisations facilitates effective and complementary projects.

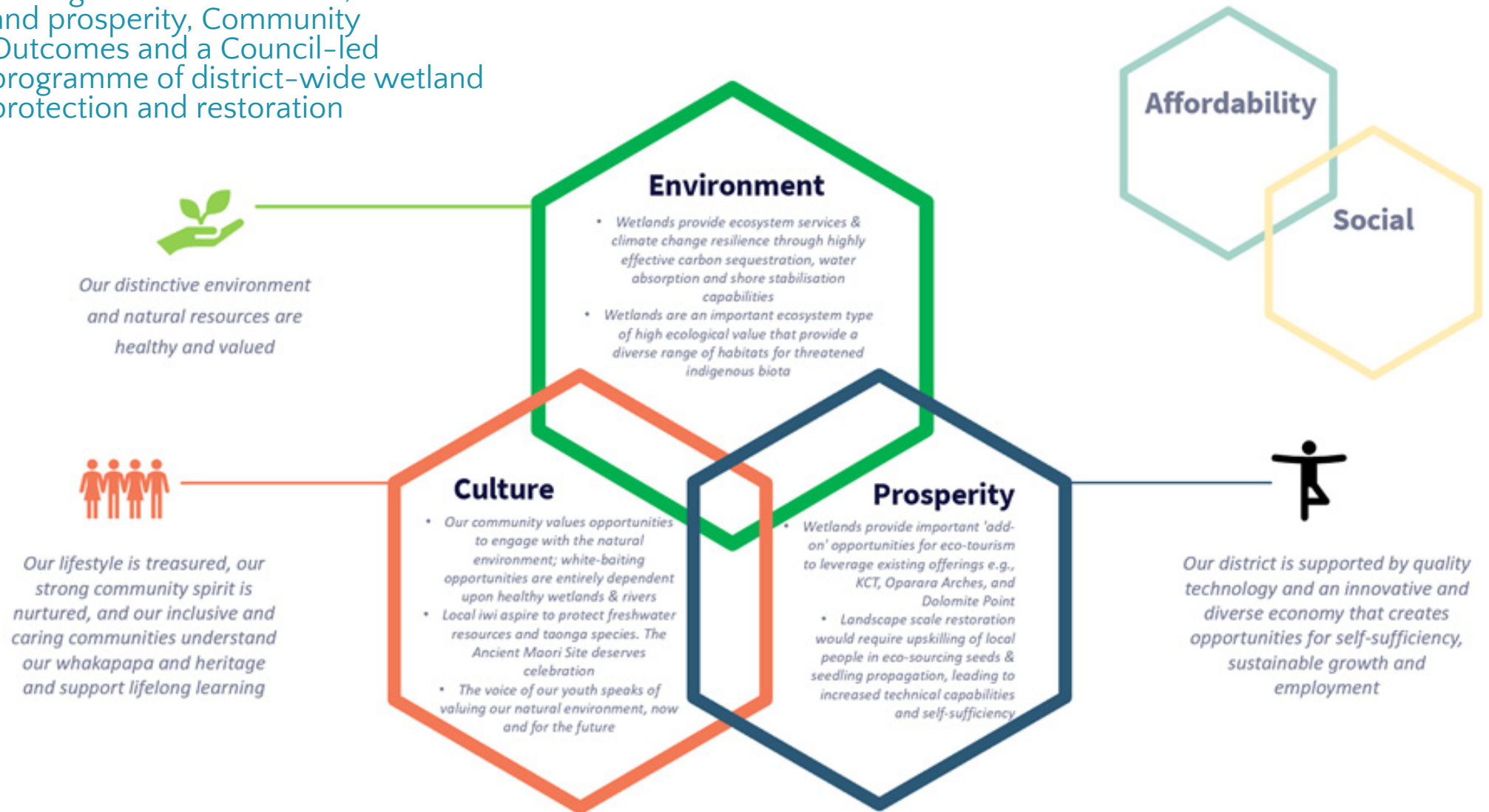
Working with Ngāti Waewae and other cultural groups within the district is also key to creating healthy communities. Engaging with Māori helps the Council to understand and consider cultural matters.

Partnerships with organisations such as Kawatiri Youth Voice, Buller REAP, Sport Tasman, Development West Coast, the West Coast District Health Board, Advance Northern West Coast, Buller Interagency Forum, Emergency Management NZ (Civil Defence). Tourism West Coast are also crucial to the success of the Council's goals of supporting community and economic development.

In planning for the district's urban and environmental future, the Council works closely with neighbouring Councils and the West Coast Regional Council, as well as with government organisations such as the NZ Transport Agency, Housing New Zealand, Ministry of Transport, Housing New Zealand and Ministry of Business Innovation and Employment.

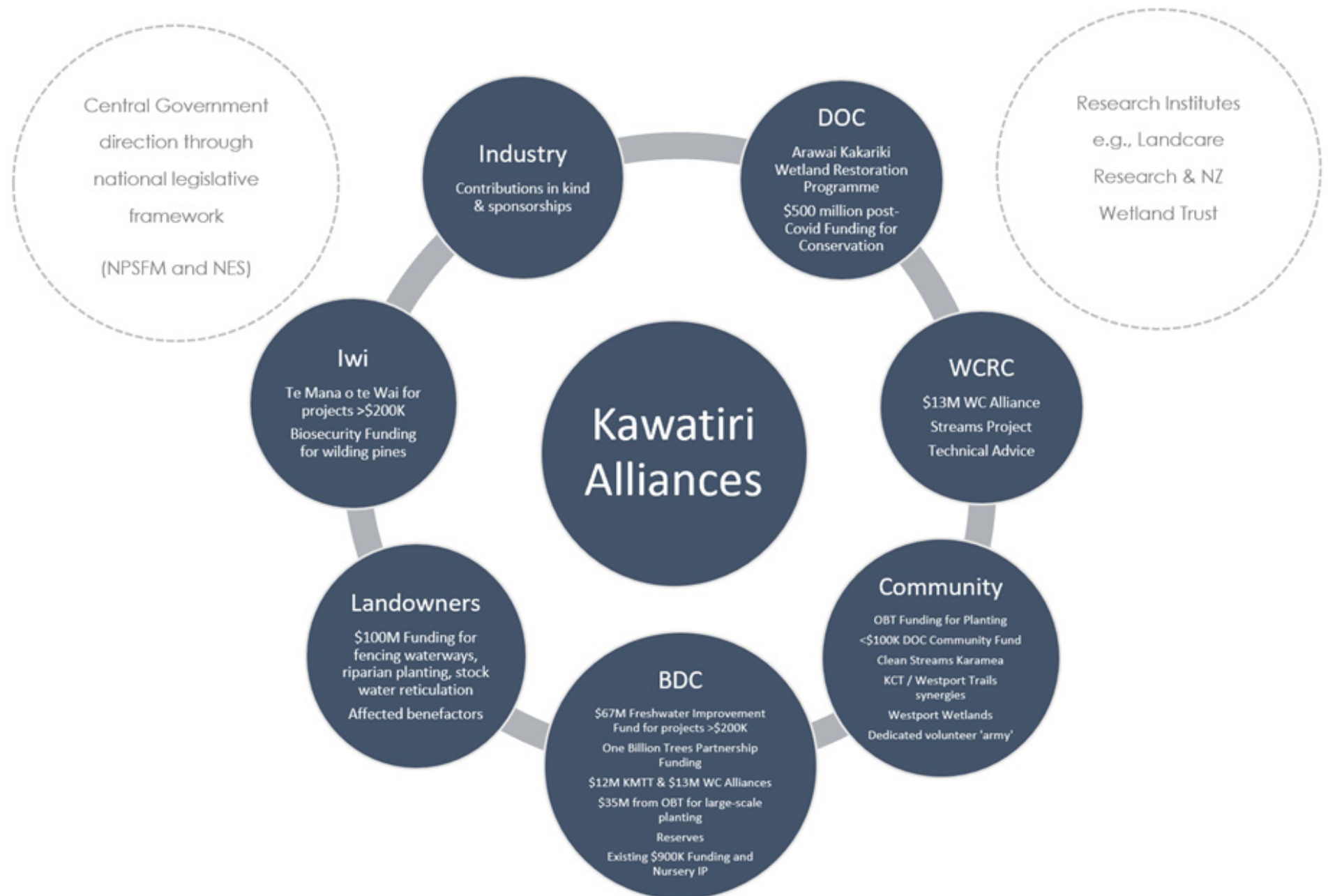
Following closely behind the economic development mind map that has underpinned Council's economic development for the last 18-months is the Environmental Improvement and Prosperity Strategy (EIPS). This tranche of economic development planning has significant value to the district and the updated Community Outcomes which mirror the four well-being indicators.

Strategic fit between LTP's, culture and prosperity, Community Outcomes and a Council-led programme of district-wide wetland protection and restoration



Led by Council, several local and regional organisations and groups have partnership or supporting roles to play in the programme. Additionally, central government, through the provision of a re-visioned legislative framework, significant funding opportunities, and research institute knowledge and guidance, will provide additional inputs to an important alliance.

Strategic wetland funding opportunities and alliances

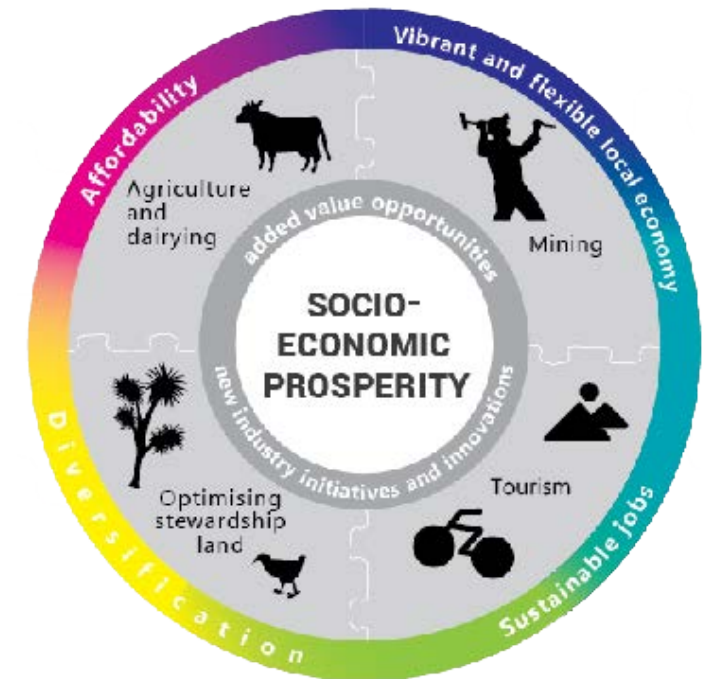


Socio-economic prosperity

Increasing prosperity by diversifying the district's economy

Proposed approaches include

1. Encouraging and enabling new industry via proactive initiatives and actions that lower barriers to establishment and investment within the district.
2. Facilitating added-value opportunities to future-proof existing business and deliver better margins and returns through encouraging mature industries to identify opportunities for productivity improvements, higher value processing, or new products and services.
3. Continuing support for the tourism industry and specific initiatives such as the Pounamu Pathway and other recreational, environmental, or cultural initiatives through advocacy, advice, or other forms of support.
4. Advocating to central government and facilitating the process to enable low value conservation land to be used for higher value purposes, as well as optimising the use of **stewardship land**.
5. Working cohesively with central government, Ministry for the Environment, mana whenua, other Councils, and regional development organisations to collectively drive innovation and growth for prosperity, including identifying emerging industry sectors that would be suited to the West Coast regional environment.

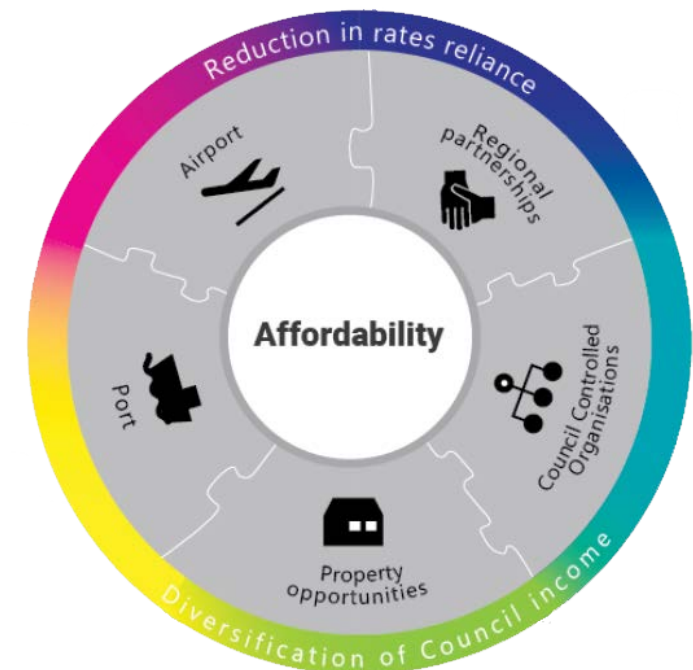


Affordability

Increasing affordability by diversifying Council's income base

Proposed approaches include

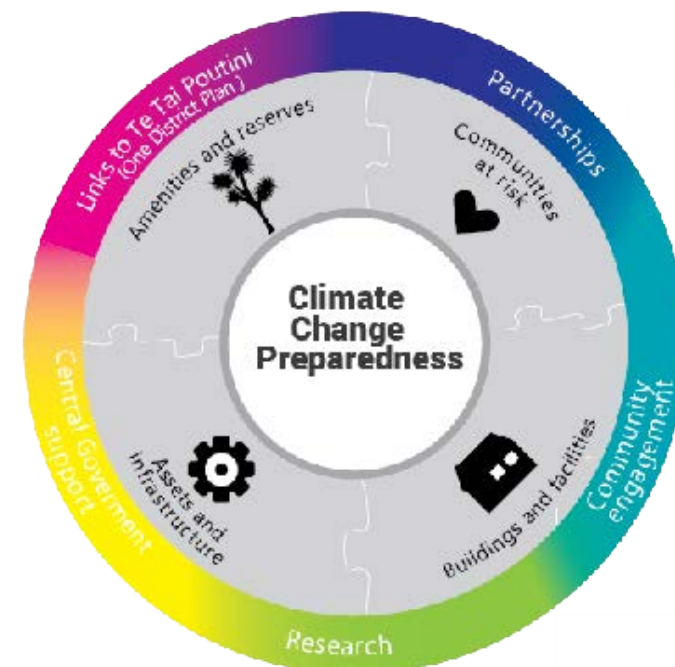
1. Property rationalisation, including realising financial opportunities through identifying market potential, investments, leases, and charges for land use.
2. Identifying additional Council investment and revenue-generating opportunities, including increasing dividends from Council Controlled Organisations (CCO) via their Statements of Intent (SOI).
3. Developing our strategic assets (ie, port and airport), including consideration of charges and developing strategy to leverage private business.
4. Supporting individual low-income ratepayers in their application to the rates rebate scheme.



Climate change preparedness

Proposed approaches include

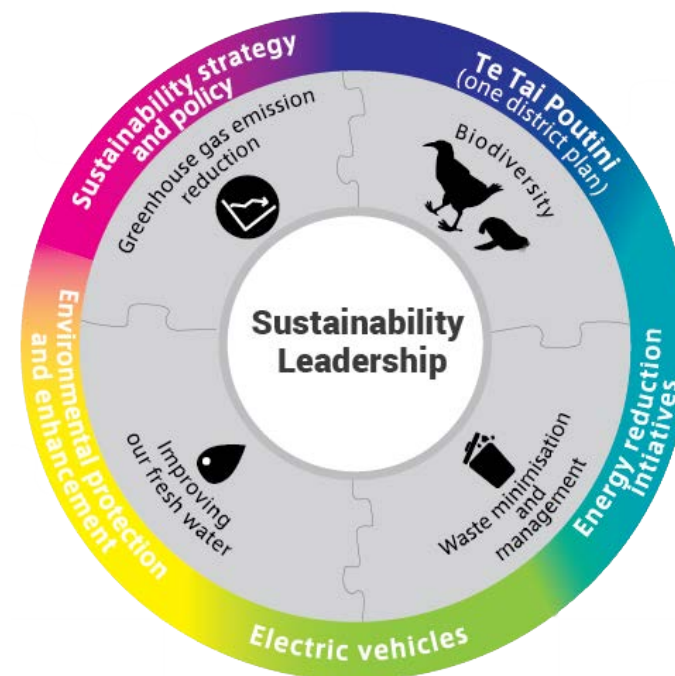
1. Developing a research-based approach and building scenarios for communities across the district to identify the key climate change related impacts, the likelihood of these occurring, and issue-specific response options.
2. Proactively partnering with Central Government, scientific agencies, and other relevant alliances, and strengthening its existing relationship with the Regional Council, to secure necessary support for the process of developing a climate change strategy.
3. Working with the Regional Council, other relevant alliances, and the community around key issues and risks of climate change, with a focus on identifying the district's significant social, cultural, and economic values under threat.
4. Informing Council's future policies and strategies by developing provisions for adoption in the Te Tai o Poutini Plan and identifying preferred management options for Council activities under different climate change scenarios.



Environment sustainability

Proposed approaches include

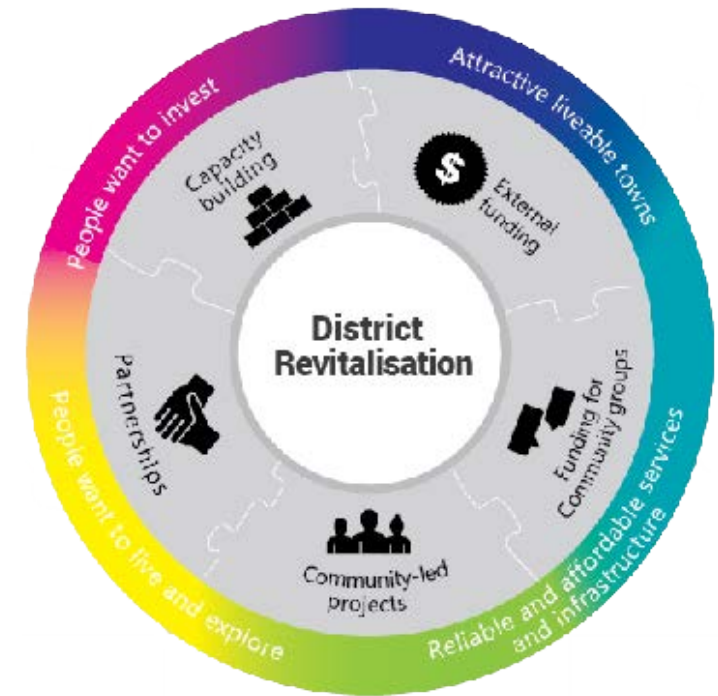
1. Developing a sustainability strategy and policy and establishing baseline information to assess performance across various environmental performance parameters including greenhouse gas emissions, freshwater quality, biodiversity protection, and waste minimisation.
2. Recognising Council's opportunity to lead the community in reducing New Zealand's greenhouse gas emissions through supporting and undertaking various mitigation initiatives.
3. Focusing efforts towards reducing emissions through energy reduction initiatives and alternative transportation options e.g. electric vehicles, as well as practicable off-setting opportunities.
4. Facilitating an alliance between Central and Regional Government, industry, iwi, landowners, and the community through the development and delivery of the Environmental Improvement and Prosperity Strategy 2021/22 and into the future that will translate into tangible improvements to our physical and natural environments.
5. Maximising opportunities presented by the Te Tai o Poutini planning framework to achieve greater consistency, and therefore improved outcomes, in the way our district's biodiversity values are protected.



District revitalisation

Proposed approaches include

1. Continuing to fund community-led revitalisation projects which link to a master plan, lay the groundwork for the community, and encourage the community to work collaboratively with the Council to achieve results.
2. Developing and delivering on an Environmental Improvement and Prosperity Strategy in 2021/22 and into the future that maximises Central Government funding opportunities.
3. Building local and regional capabilities and alliances to deliver considerable environmental, recreational, and socioeconomic benefit for our communities.
4. Supporting and facilitating social equity, inclusion, and connectedness, and making our places more liveable, by pursuing opportunities provided by Central Government.





Additional considerations *Mana Whenua and Youth*

Although not a significant strategic issue for the 2021-2031 Long Term Plan (as there are limited cost implications associated with this consideration), ensuring that Council effectively partners with and supports mana whenua aspirations remains a focus for the Council in all that is undertaken on behalf of the district. Additionally, recognising the voice of our youth has been recognised as a key priority for the district.

Approaches to support the Council's partnering with mana whenua and supporting our district's youth include:

1. Initiatives to support iwi – establishing and allocating an iwi portfolio to an elected member, mana whenua representation around the Council table and on Council committees, establishing bi-lingual signs at Council buildings at facilities, translating formal Council communications (such as email footers), identifying other opportunities to work strategically together, and rolling-out training in Te Tiriti o Waitangi across Council.
2. Initiatives to support youth – funding youth representation groups and encouraging youth development initiatives and decision-making opportunities.

Photo credit: Richard Rossiter

Shaping our district, key features and challenges

**“We now know more than ever
about our
infrastructure and services. “**

Our reality

Local government and central government funding has enabled additional investment into water infrastructure, roading, addressing erosion of the Hector dump and Westport Airport sea wall, and relatively small capital investment into Westport’s port to create private business opportunities and help create private business revenue. The district revitalisation funding has enabled council to put in place foundations to improve our environment for you the community with many of the activities driven by the community.

We have a journey ahead of us to meet central government reform and compliance requirements, meet climate change action plans, ensure we have appropriate IT/information management infrastructure and support, and enable our port to be commercially viable. We need to continue investing into infrastructure and services and recognise that funding will be required.

As we seek to shape our future we want to know how you would like us to respond to the key challenges that we will face over the coming decade.

What does this mean for me?

It means that we will all need to pay more rates to fund the level of investment which is required. These increases are proposed throughout the life of the Long Term Plan budget 2021-2031, not just in the first year.

These increases will fund 3 waters infrastructure (drinking water, storm and waste water), roading, upgrading council information management/IT capability, and ensuring Buller is fit for purpose to address climate change/environmental needs.

Rate increases

AP 2020/2021	LTP 2021/2022	LTP 2022/2023	LTP 2023/2024	LTP 2024/2025	LTP 2025/2026	LTP 2026/2027	LTP 2027/2028	LTP 2028/2029	LTP 2029/2030	LTP 2030/2031
2.3%	6.5%	6.4%	5.3%	5.1%	0.9%	1.0%	0.5%	-1.5%	1.8%	1.3%

Information Management

Building and capacity

In recent years Council has transitioned from a purely physical paper-based records and information management system to a hybrid model of physical and digital records and information repositories. Unfortunately, an appropriate management system has not been put in place for our digital records, and information is largely unmanaged. This situation creates a risk for the organisation and as a result is identified as a strategic risk for Council.

The Ombudsman's Office completed a review of Council's Local Government Official Information and Meetings Act (LGOIMA) practices in 2020. Council was delighted not to receive any formal recommendations out of the review. However, the Ombudsman has been clear that our information management system requires updating and modernising. This is because our current system does not necessarily capture and store information in a way which meets legislative requirements.

Updating these systems will also mean that we can be more responsive when you ask for information from us. Having well managed and easily accessible digital information will mean that we can respond to requests for information faster and with greater accuracy, making us more efficient and improving the level of service we provide.

In our LTP pre-engagement you told us it is important that our community is supported by quality infrastructure and services that are efficient and fit for purpose to meet current and future needs. We have responded in the draft LTP by prioritising investment in a modern, fit for purpose information management system that will address our legal compliance risk and better enable us to meet the information needs of our community.



'You told us you want quality infrastructure, facilities, and services that meet current and future needs'

THE OPTIONS

To be legally compliant, and to provide a service that meets current needs and expectations, we have to:

- Develop an information strategy and protocols which meet legislative standards and requirements, and
- Install and implement information management software which interfaces with our current MagiQ enterprise system.

Our preferred option is to complete the above and digitise our existing paper records. This option will reduce the current strategic risk and provide a greater level of service than the alternative. To complete this work additional staff resource will be required, both permanent and for project implementation. The initial cost outlay over 18-months will be \$188,000 in year one, increasing to \$234,000 for outgoing years. The capital has been funded by depreciation costs to reduce the impact of the project on the ratepayer.

The alternative is to complete the above but to not digitise our existing paper records, and to use a part time resource to manage the project and process. The concern with this approach is the project and ongoing processes will be under-resourced, and the implementation of the software could be fraught and problematic leaving our information management in a worse position. The strategic risk will remain high with this approach and there will be limited or no improvement in our level of service. The initial cost and outlay for this option will be approximately \$115,000.

We would like to know if you support our preferred option to adequately resource this project and include digitisation, reducing the compliance risk, creating a modern and fit for purpose system that will meet needs now and into the future, and enabling us to provide a much better service to the community.

OPTION 1

Full approach to information management implementation including digitising all paper data and records

Advantages

- Transitioning to an information management system and digitising the paper records benefits democracy, because information is easier to access and share.
- More timely search and release of information, such as LGOIMA requests.
- Reduces time searching manual records, increases productivity of staff.

Disadvantages

- Slightly higher cost to implement due to costs required to digitise physical records.
- It may take significant time to digitise all of the backlog of records.

Impact on Council's level of debt

- Council would not need to raise a loan to pay for the capital cost of this project, instead term deposits are used (this is a transfer from depreciation reserves).

Impact on Council's level of service

- This project will improve Council's level of service because of more timely searches and release of information.

Costs

Full implementation	\$000s
Total implementation cost	542
Ongoing operational costs	2,125
*Total rates impact (year 1) - increase	1.25%
*Total rates impact (10-years) - increase	14.14%

*based on 2020/2021 rate base

OPTION 2

Implement a partial information management system and not digitise the paper records

Advantages

- Transitioning to an information management system benefits democracy, because information is easier to access and share.
- More timely search and release of information, such as LGOIMA requests for those records held in the system.
- Reduces time searching manual records, increases productivity of staff.

Disadvantages

- Continuing with manual systems means some data may be missed from searches, or incomplete.
- Difficulty meeting legislative requirements to release information, efficiencies for staff time would not be as great.

Impact on Council's level of debt

- Council would not need to raise a loan to pay for the capital cost of this project, instead term deposits are used (this is a transfer from depreciation reserves).

Impact on Council's level of service

- This project will give some improvements to Council's level of service because of more timely searches and release of information, but historical records would still require more time to be accessed.

Costs

Complete year-1	\$000s
Total implementation cost	542
Ongoing operational costs	1,845
*Total rates impact (year 1) - increase	1.08%
*Total rates impact (10-years) - increase	12.28%

*based on 2020/2021 rate base

■ Climate Change

Resilience and environmental sustainability

Climate change resilience is a key issue for low lying coastal areas in the Buller. Coastal communities face an increasing burden and currently there is a mismatch between the scale of our adaptation challenge and the resources available to address it. Low lying coastal areas as well as high rainfall, means Buller has potential for greater climate change risks.

Environmental sustainability touches on almost everything we do. A key challenge is understanding where we are currently at as a district and planning how we will meet carbon zero requirements. The community's ongoing ability to respond and adapt to change in a way that avoids or limits adverse consequences will be a key part of this.

Addressing the challenges of climate change resilience and environmental sustainability requires a focus by Council that has not previously been prioritised.

Through our LTP engagement activities you told us to prioritise investment into climate change resilience and environmental sustainability. We have responded in this LTP by prioritising a stepped approach across a number of years to build up a strategy to address this challenge.



Photo credit: Richard Rossiter

‘You told us we should prioritise climate change resilience and environmental sustainability’

THE OPTIONS

Council proposes adopting a research-based approach to develop a climate change action plan for Buller. This will be informed by a risk assessment based on the National Climate Change Risk Assessment Framework.

Under this proposal Council would lead the community in developing an action plan, and through well researched options develop various mitigation and supportive strategies.

Our preferred option is to take a stepped approach, carrying out this work over the life of this LTP. This aims to reach a balance between giving this work the priority it needs and enabling it to start immediately, while keeping it affordable by spreading the costs over a number of years. The nature and scale of this work means it is realistically a multi-year project, and we think this approach is appropriate. \$40,000 has been budgeted in year-one, \$61,000 in year-two and \$104,000 in year-three, \$106,000 in year-four, ending in year-five at \$108,000. This then reduced to ongoing monitoring costs only.

The alternative is to carry out this work over a shorter timeframe. While this would see the work completed sooner it would require a significantly greater investment in the early years of this LTP. This is not our preferred option because it would place additional financial hardship on the community with the costs impacting over a much smaller timeframe.

Maintaining the status quo, with no specific resources or plan to address this challenge, is not considered to be an option given the changed legislative environment we are now operating in.

We would like to know if you support our preferred option to take a stepped approach to developing our climate change action plan and strategies, spreading the cost over a longer timeframe to reduce the impact felt by ratepayers.

OPTION 1

A staged approach to develop a strategic plan, with ongoing monitoring costs

Advantages

- A staged approach spreads the cost (and rates increase) across the next four-years.
- Provides information for better decision making in the future.
- Allows for a strategic approach to Councils' response and responsibilities.

Disadvantages

- Delays the development of the strategic plan.
- It may cost more to spread the cost than having the cost up front in the long run.

Impact on Council's level of debt

- Council would not need to raise a loan to pay for the project costs. These costs would be funded by rates.

Impact on Council's level of service

- There would be no direct improvement in the level of service provided by Council from the development of a Strategic Plan, but there would be improvements in Council's level of service when the plan is implemented in future years decision-making.

Costs

Staged	\$000s
Strategy Development	315
Ongoing operational costs	218
*Total rates impact (year-1) - increase	0.27%
*Total rates impact (10-years) - increase	3.55%

*based on 2020/2021 rate base

OPTION 2

Immediately develop a strategic plan, with ongoing monitoring costs

Advantages

- An immediate project may cost less if done up front.
- Provides more timely information for more immediate decision making.

Disadvantages

- Costs more for ratepayers in year 1 of the Long Term Plan.
- May not allow for as much time to gather key data, therefore resulting in less effective decision making.

Impact on Council's level of debt

- Council would not need to raise a loan to pay for the project costs. These costs would be funded by rates.

Impact on Council's level of service

- There would be no direct improvement in the level of service provided by Council from the development of a Strategic Plan, but there would be improvements in Council's level of service when the plan is implemented in future years decision-making.

Costs

Complete year-1	\$000s
Strategy Development	360
Ongoing operational costs	218
*Total rates impact (year-1) - increase	2.53%
*Total rates impact (10-years) - increase	3.84%

*based on 2020/2021 rate base

■ Westport Port and the Kawatiri Dredge

The Westport Port is a strategically important asset that can create natural disaster and commercial resilience and enable economic growth and prosperity with the effective execution of a sound strategy.

Westport Port and the Kawatiri Dredge require a strategic approach to stem operational losses, and enable dredging services to be sustainable and enable future growth.

In our LTP pre-engagement phase you told us that Buller having a diverse economy to ensure economic prosperity was important to you and should be our priority. We have responded in this LTP by prioritising a strategy to enable the port and dredge to be self-funding and contribute back to the district.

Three options are considered: ring-fence the port, Council cost centre; or consider a special purpose governance structure for the Kawatiri Dredge.

A special purpose governance structure could be introduced to support the port being run as a commercial activity. The structure of this is not yet known, it may reduce the ownership and control that Council has over the activity. If this was proposed, it is expected there would be more consultation with the community.

In the three options below, it is assumed that \$25.2m of revenue is received throughout the 10-years of the plan.

This revenue is for dredging the Westport harbour, which would be required for a large commercial operator to ship out of the port.

If the large commercial operation did not proceed, then council would not need receive this revenue, nor would it need to spend \$17.1m in costs.

If this were the case, Council would have the option of using the dredge for out-port dredging (as has been done in the past few years) or it may consider alternatives such as selling the Kawatiri Dredge.

It should be noted, that the port has some fixed costs of operation whether or not the Kawatiri Dredge is operational.

These costs would need to be met by other port revenues if the dredge Kawatiri was not contributing any surplus to the port activities.

Council will assess the port operations on an annual basis and decide if the port and Kawatiri dredging is a viable operation. If the profitability of the Port is not in line with assumptions, the decision will be made by Council if this operation should continue.

‘You told us we should prioritise socio-economic prosperity’

THE OPTIONS

In the 2020/2021 Annual Plan, the community funded \$83,235 towards the Westport Port and Kawatiri Dredge. This was set to increase substantially with the current estimates in the initial years of this LTP. Council’s preferred option is to ring-fence the port and challenge the asset to be self-funding. This would mean that no ratepayer funding goes towards the port and dredge, so the operation will need to bring in sufficient income to meet its costs. This may mean ongoing discussions between Council and external parties about commitments/agreements in generating additional revenue. The alternative is for ratepayer funding to continue to subsidise the port operation.

We would like to know if you support our preferred option to ring-fence the port, reducing ratepayers input while the port works towards becoming commercially viable.



OPTION 1

Ring-fence the port

Advantages

- Removes reliance on rates to fund this activity.
- Eliminates variable rates increases or reductions which may be required from year to year resulting from changes in the surpluses or losses.
- Allows for a more strategic approach to the management of Westport Port and dredge.

Disadvantages

- Council will need to fund cash shortfalls if the activity is not as profitable as expected over the life of the plan.
- If not run as a separate entity with an independent corporate structure, the legal status does not limit the obligations of the operation on Council.

Impact on Council's level of debt

- Council would need to raise a loan of \$1.8m to pay for the Port and Kawatiri dredge.

Impact on Council's level of service

- This would not impact Council's level of service.

Costs

Ring-fenced	\$000s
Cost to the ratepayer	Nil
Additional debt	1,800
*Rates impact	Nil

*based on 2020/2021 rate base

Ring-fencing the port would result in all harbour activities including the port and dredging activities being divided from all other Council activities over the term of the plan.

This means that all funding, expenditure, surpluses and deficits for the Westport Harbour and dredging activity accumulate to a separate reserve and are not ratepayer funded.

Council will assess the port operations on an annual basis and decide if the port and Kawatiri dredging is a viable operation. If the profitability of the Port is not in line with assumptions, the decision will be made by Council if this operation should continue.

OPTION 2

Operate as a Council cost centre

Advantages

- The predicted surpluses or losses flow directly into the rate requirements, so ratepayers incur the cost or benefit of more, or less rates each year.
- Less administration cost and time is required.

Disadvantages

- The effect of funding requirements may lead to fluctuations in rates requirements from year to year, rates are sensitive to the level of profit movements which could be expected in this activity.
- If not run as a separate entity with an independent corporate structure, the legal status does not limit the obligations of the operation on Council.
- Initially it is expected the Port and Dredge Kawatiri will make a loss and it will take four years until this loss is recovered and the Port is profitable.

Impact on Council's level of debt

- Council would need to raise a loan of \$1.8m to pay for the Port and Kawatiri Dredge.

Impact on Council's level of service

- This would not impact Council's level of service.

Costs

Council cost centre	\$000s
Net benefit to the ratepayer (10-years)	1,627
Cost to the ratepayer (year-1)	525
Additional debt	1,800
*Total rates impact (year 1) - increase	3.63%
*Total rates impact (10-years) - reduction	10.83%

*based on 2020/2021 rate base

OPTION 3

Consider special purpose governance structure for the Kawatiri Dredge

Advantages

- The business would be supported by its own separate governance structure and run based on a commercial model.
- May be able to introduce external investors which reduces risk to Council over the long term.
- It may be easier to attract port and dredging specialists to governance and management roles which may in turn support greater financial returns from the operations.

Disadvantages

- Council would experience a loss in the level of control if partially divested to other investors.
- There may be additional costs to support governance structures. This is estimated to be \$1.088m over the 10-years included in the LTP.
- Distributions or shares of surpluses would be divided amongst all owners.

Impact on Council's level of debt

- Council would need to raise a loan of \$1.8m to pay for the Port and Kawatiri Dredge.

Impact on Council's level of service

- This would not impact Council's level of service.

Costs

Special purpose governance structure	\$000s
Cost to the ratepayer	Nil
Additional debt	1,800
*Rates impact	Nil

*based on 2020/2021 rate base

Please note this option is only for the Kawatiri Dredge, not the whole of Port operations.

Considerations

Across the different landscapes the common themes of diversification, flexibility, relationships, resilience, and innovation emerged and are reflected in the strategic opportunities in this plan. The uncertainty created by the Covid-19 pandemic suggests these themes will be key to the district's growth and development.

It is possible that the full economic impacts of Covid-19 have not yet been fully realised. Covid recovery will require maintaining and growing links and positive relationships with central government for constructive development.

Political and legislative changes

Over the next decade, the legislative environment is likely to see increasing regulation to address the impacts of climate change. Environmental hazards such as coastal flooding will demand strong consideration and planning for the future - including retreat and a re-think of where future residential developments occur.

It is likely that an increase in centralisation and regulation where larger efficiencies of scale will be sought as seen with the national approach to water management.

With the Te Tai Poutini Plan (TTPP) being developed and the implications for Buller District it will be essential for Council's LTP and the TTPP to support each other as opposed to working in opposition to each other.

Facing possible changes in relation to Mana Whenua consultation under the Resource Management Act – Mana Whakahono a Rohe a change in how Māori are consulted is anticipated. Māori involvement in Council and capacity around governance is anticipated to increase.

Environmental scan

In the early stages of developing this plan, Council conducted an environmental scan to assist with creating a holistic appreciation of the context or 'environment' in which Council operates and will operate in the future. Trends and issues facing our community were reviewed and indications as to how Council will respond to these is woven throughout this plan.

The current and future political, economic, social and cultural, technological, legislative and environmental landscapes were considered as a step in the planning process towards identifying strategic priorities for the Council for the coming decade.



Photo credit: Richard Rossiter

Trends in our social and cultural dynamics

It is unlikely the Buller District will see high population growth during the term of this plan. With an ageing population demand for public transport and health services is likely to grow.

Housing for seniors, and for people wanting to rent, will require a whole of community approach with central government support to find solutions to the current situation of demand outstripping supply and with no quick fixes on the horizon.

Expectations from the community, and businesses, for technological solutions will demand innovation - and future proofing - to enable the district to attract remote workers and to empower businesses to be competitive in the global market.

Financial overview and strategy



Financial Snapshot

Financial report card for the Long Term Plan

Council kept total rates increases low over the last 3 years since the 2018-2028 Long Term Plan. This approach of keeping rates low is not sustainable if Council is to achieve the goals outlined in this Long Term Plan.

Main drivers of rates increases include the net impact of interest rate reductions negatively impacting Council's investment income that is used to offset rates, as well as an enhanced NZTA roading programme and net increases in employee benefit expenses to deliver key projects such as the information management project. Compliance improvements to meet drinking water standards for Waimangaroa water and Reefton water which are currently being undertaken increasing targeted rates for these schemes. Collectively these changes plus small incremental changes in other activities results in a proposed rates increase of 6.5% for 2021/2022.

We are proposing to ring-fence the Westport Harbour activities, and have this as a stand-alone business unit separated from all other Council activities. This means that any annual deficits or surpluses generated from the port activities would not offset the rates requirement for the year. In the past LTP and Annual Plans the harbour activities were included in the rates calculation for Council. In the 2020/2021 Annual Plan this approach resulted in ratepayers providing funding of \$83,235. A port strategy for a vibrant and sustainable port in the future is being developed. This has been assisted by the following MBE grants awarded in 2020: \$4m for the pontoons, \$3.3m for gravel removal and seawall repairs.

Council has reviewed all budgets and controlled its expenditure on its 'business as usual' costs well. Over the

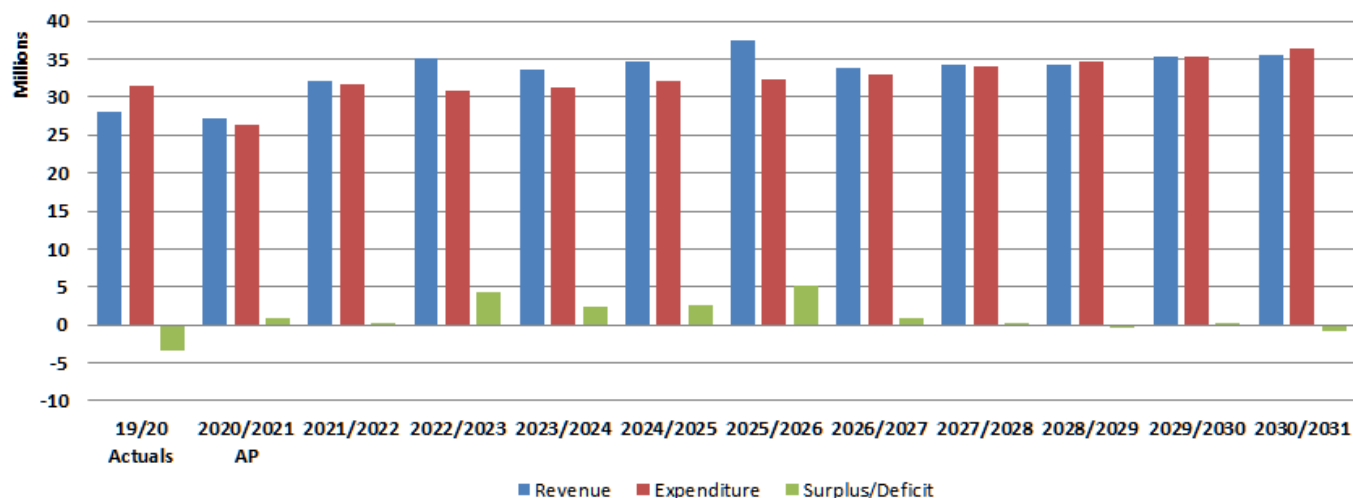
ten year life of the Long Term Plan the total increases in rates, after taking into account inflation, is close to the movement in the Local Government cost index (a Council benchmark) over the plan which is a satisfactory result. Council does not exceed its debt affordability of \$25m net debt in this plan. Rates affordability increase benchmarks are exceeded for the first four-years in this plan. Council believes that this is appropriate given the benefits of the investment in the future that is proposed over the next 10-years of this plan.

Council runs accounting deficits in some of the latter years of this LTP. This is mainly because Council does not fully fund the depreciation expense for all activities where we have assumed assets will not be replaced or will be funded from external sources. In addition Council

is funding renewals for roading rather than depreciation, the effect of this is significant. However overall the plan provides a balanced budget due to greater subsidies and grants for specific capital projects that are expected to be received. If subsidies for specific projects are not received then the project will not go ahead, or would be reduced to match only the Council financial contribution of the project. When this is taken into account Council has sufficient cash income to cover cash expenses over the life of this LTP.

For this plan Council has set its revenue to cover all the actual money needed to be spent to provide the levels of service as detailed throughout the plan.

Operating Revenue and Expenditure



Inflation – an important input to the plan

There is an important point to take into account when considering the financial elements of the 2021-2031 LTP - Inflation. All Councils are required to include the forecast cost of inflation in their LTPs.

Inflation (being the rise in the general level of prices of goods and services over time) must be specified by cost type for each year of this Plan. For detail on the inflation rates and cost types used in this plan please refer to the table on 158.

Buller, like most other Councils in New Zealand, uses inflation forecasts provided specifically for the long term planning process by Business and Economic Research Limited (BERL), which is an independent economic research company. BERL is commissioned on behalf of Local Government in New Zealand to provide sector specific inflation parameters.

The inflation figures provided by BERL would cumulatively amount to an increase in costs of around 22% over the life of this Plan if the costs of services remained the same as they do in the current financial year. Put another way, ignoring the potential for efficiencies, costs are predicted to increase by this margin in the planning period without adding any new functions, building any new assets or increasing the current levels of service.

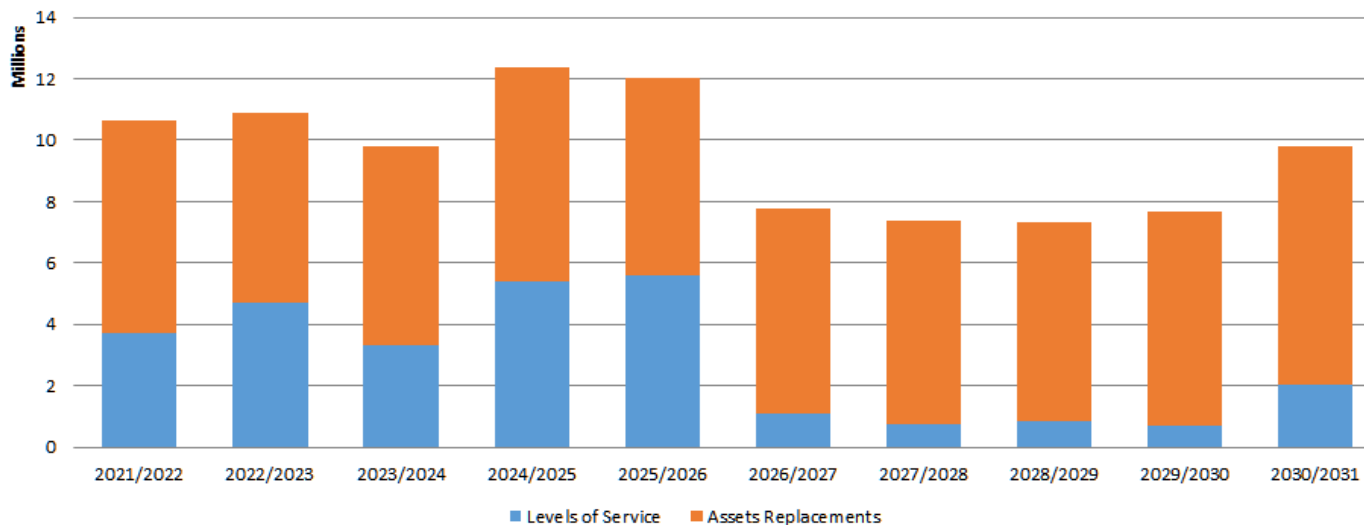
Another important aspect of inflation is that there are many different measures of inflation depending on the sector involved. The most commonly referred to and understood is the Consumer Price Index (CPI). This largely relates to household goods and services and domestic costs. Inflation included in this plan is not the same as CPI inflation. The Council’s inflation forecasts are required to include goods and services that are specific to what Councils use. The basket of inputs used by Local Government in New Zealand is referred to as the Local Government Cost Index (LGCI). The LGCI is traditionally higher than the CPI due to the higher weighting of infrastructure inputs completed by Councils.

Buller District Council focuses on affordability of rates for its communities. Over the life of the plan Council has attempted to keep operating expenses down, and to provide the level of service that the community requires to a prudent level. Inflation increases the cost of the goods over time.

Overall capital expenditure

The replacement costs of assets signalled through the asset management plans, and the planned property plant and equipment purchases aggregate to a total capital works programme of \$95.7m over the 10-years. Capital expenditure totalling \$28.2m (46%) is targeted at improving levels of services and \$67.5m (54%) is used to fund asset replacements.

Capital Expenditure: 2021-2031



Significant capital expenditure

Significant Capital Expenditure across the 10-years of the plan (a full capital expenditure schedule can be found on [120](#))

Details	Total Cost
Water	
Punakaiki water scheme upgrade and extension. Dependent on external funding	\$6.7m
Little Wanganui water supply upgrade to meet the drinking water standards	\$0.6m
Mokihinui water supply upgrade to meet the drinking water standards	\$0.4m
Mains upgrades over the 10-years of the plan	
■ Westport	\$3.7m
■ Reefton	\$0.8m
Backflow prevention rollout over the 10-years of the plan	
■ Westport	\$2.6m
■ Reefton	\$0.7m
Roading	
Local roads:	
■ Renewals for the 10-years of the plan	\$21.7m
■ Safety improvements	\$4.6m
Karamea highway - assumes 100% NZTA funding	
■ Renewals for the 10-years of the plan	\$4.8m
■ Replacement bridges at Little Wanganui	\$4.9m
■ Safety improvements	\$4.6m
Transport	
■ Council led district revitalisation	\$0.9m
Sewerage	
Sewerage asset replacements and upgrades for the 10-years of the plan	
Westport	\$8.4m
Reefton	\$1.3m

Details	Total Cost
Stormwater	
Stormwater asset condition assessments and replacements across the 10-years of the plan	\$3.6m
Wastewater/stormwater separation	\$0.6m
Flooding mitigation works	\$0.6m
Solid waste	
Investigation into a leachate pond in Westport	\$0.3m
Implementation of a local reprocessor plant at Westport	\$1.1m
Property	
Community-led district revitalisation over the 10-years of the plan	\$0.6m
Westport civic building upgrades	
Old Westport (Carnegie) Library seismic strengthening and refurbishment (2022/2023), assumes 50% external funding	\$1.0m
Victoria Square main playing field ground resurfacing and drainage and development of family picnic and BBQ area (2021/2022-2023/2024)	\$0.4m
Clocktower Chambers new HVAC system (2022/2023)	\$0.3m
Brougham House decommission coal boiler and install new HVAC system (2021/2022)	\$0.4m
Sue Thompson Casey Memorial Library over the 10-years of the plan includes seismic strengthening and other building upgrades	\$1.0m
Community Services	
Reefton pool resurface existing main pool, install a new hydrotherapy pool, upgrade the heating system filtration plant and pipework.	\$0.5m
NBS Theatre install automatic pedestrian lighting and improve safety, and install new HVAC system	\$0.5m
Commercial Infrastructure	
Westport Airport over the 10-years of the plan, includes runway reseal \$0.5m 2028/2029	\$1.2m



**LIBRARIES
4 CENTS**

What do your rates fund?

Like most of us, you probably want to know just where your rates go. Here is what we are proposing every \$1 of the average rates bill is spent on, if the service is available to your property.

 <p>COUNCIL PROPERTIES AND BUILDINGS 1 CENT</p>	 <p>CEMETERIES 1 CENT</p>	<p>DISTRICT PLANNING 3 CENTS</p>	 <p>ANIMAL CONTROL 1 CENT</p>	<p>STORMWATER 3 CENTS</p>	 <p>COMMUNITY GRANTS AND FUNDING 1 CENT</p>	 <p>OTHER REGULATORY SERVICES 2 CENTS</p>
 <p>COMMUNITY CENTRES, SWIMMING POOLS AND THEATRES 11 CENTS</p>	<p>PARKS, RESERVES AND SPORTS FIELDS 5 CENTS</p>	 <p>WATER SUPPLY 16 CENTS</p>	 <p>MANAGING EMERGENCIES 1 CENT</p>	 <p>ROADS AND URBAN DEVELOPMENT 12 CENTS</p>	 <p>BUILDING CONSENTING 2 CENTS</p>	 <p>WESTPORT AIRPORT 1 CENT</p>
<p>PUBLIC TOILETS 2 CENTS</p> 	 <p>WASTEWATER 15 CENTS</p>	 <p>GOVERNANCE AND LEADERSHIP 9 CENTS</p>	<p>PROMOTION AND TOURISM 2 CENTS</p>	<p>RUBBISH & RECYCLING 6 CENTS (IF COLLECTED) OR 2 CENTS (IF NOT COLLECTED)</p> 		

Financial Strategy

The Financial Strategy can be summarised as follows:

1. Expenditure to be adequate to maintain existing services and to maintain the quality and avoid deterioration of assets and capacity. Additional expenditure will be considered if it improves resilience and reliability of Councils services delivery and meets the current and future needs of the community. This includes providing financial support to community led development opportunities and resources to address climate change that meet Councils overall strategy.
2. Manage debt and finance costs in a financially prudent manner. Council has set a net debt ceiling benchmark at \$25 million.
3. Allowing for rates increases for improvements in service delivery, core infrastructure and initiatives that may attract new economic activity in the district and support the four local government well beings. The well beings include social, economic, environmental and cultural indicators. Rates affordability is a strong consideration for our communities. Council has set a benchmark to keep rates increases within the long-range local government cost index which is 2.2% per annum.
4. Minimise Council reliance on rates income by considering external investment opportunities and external funding options. Borrowing to facilitate these initiatives will be considered if this is consistent with Council's overall strategy.

Major factors affecting the Buller District and the financial strategy

- The district is susceptible to cyclical fluctuations in primary industry, including mining and dairy farming and these are significant contributors to economic activity.
- Rates affordability is important given the district has an aging population. Council has a high reliance on rates income and should explore external income opportunities to offset this.
- Council advocacy for regional development is important. This includes community and economic enablers including improved communication technology. Modern services offer potential for economic development opportunities.
- There has been an increase in property sales and value for the region The region appears to be attractive place to reside. The population is expected to remain stable in the medium term.
- International tourism is expected to be subdued at least into the medium term due to the effects of Covid 19. Domestic visitors to the district has been strong and is likely to continue in the medium term. The district has advantages of natural attractions, historical features, ecological wonders and walking, climbing and mountain biking opportunities.
- Council is focused on tight cost control and will work with other West Coast Councils wherever it can to bring about service enhancement or savings through shared services.
- Council will continue to invest in core infrastructure for our communities. Infrastructure capital projects and upgrades provide the major proportion of capital expenditure proposed over this plan. This includes completing infrastructure projects to provide a satisfactory service level.
- There may be an impact of government legislation changes particularly around national water reforms for water supplies. Throughout this plan it assumed that Council will retain the water supplies and that no transfer of these will occur. Council's infrastructure strategy has been developed in conjunction with the key aspects of this financial strategy.

Growth in rateable property numbers

Years	Properties
2021/2022	7,517
2022/2023	7,521
2023/2024	7,525
2024/2025	7,528
2025/2026	7,532
2026/2027	7,536
2027/2028	7,540
2028/2029	7,543
2029/2030	7,547
2030/2031	7,551

The growth rate in rateable properties is mainly due to subdivisions of land. Council has taken into account the effect of land and coastal erosion on the number of rateable properties.

Financial overview

Council must do more than just limit spending. Council also needs to look for opportunities to increase its income. Along the way we still need to make sure that our infrastructure assets are meeting community needs and that they also meet the various legal requirements they operate under.

This is always a balancing act. On one hand Council needs to make sure assets, such as pipes, roads, and treatment plants, meet environmental and health standards (such as the water quality standards). On the other hand, asset renewals and replacements are expensive and we need to make sure that any increases in Council's income (which primarily comes from rates and fees and charges) are affordable for our community, all the while meeting our overall goal of 'a balanced budget' as stipulated in the Local Government Act.

The following table sets out the expected operating revenue and expenditure, and associated surplus or deficit over the life of the LTP.

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating revenue	27,238	32,028	35,216	33,577	34,718	37,572	33,921	34,164	34,320	35,344	35,638
Operating expenditure	26,325	31,779	30,880	31,192	32,018	32,345	32,958	33,939	34,714	35,296	36,393
Surplus/(deficit)	913	249	4,336	2,385	2,700	5,227	963	225	(394)	48	(755)

Council predicts accounting operating deficits in latter years of the plan. This is primarily because Council funds renewals rather than depreciation for one of its biggest capital spends which is on roading.

NZTA in its latest audit of our roading network has determined that the network as a whole is in very good condition. The roading programme is set with NZTA based on this premise and not on the level of depreciation for network which is higher. Hence there will always be an accounting deficit when taking this into account.

Council also predicts accounting operating surpluses in some years of the plan. This is primarily because Council expects to receive subsidies for significant capital expenditure in those years. On a cash basis Council is operating prudently and income is at a sufficient level to cover its expenses. Council will continue to monitor long term sustainability to ensure that adequate resources are available to maintain the current level of service for the roading network.

Statement concerning balancing the budget

Council's budget over the life of this plan balances. (A balanced budget is considered one where each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses). Council is not fully funding the depreciation expense for all activities where we have assumed assets will not be replaced or will be funded from external sources. In addition as highlighted earlier Council is funding renewals for roading rather than depreciation. However overall the plan provides a balanced budget due to greater subsidies and grants for specific capital projects that are expected to be received. If subsidies for specific projects are not received then the project will not go ahead, or would be reduced to match only the Council financial contribution of the project.

For this Plan Council has set its revenue to cover all the actual money needed to be spent to provide the levels of service as detailed throughout the plan. This includes the replacement and renewal of assets where required.

Capital expenditure

When considering its capital works schedule Council took into account the current economic climate and the debt levels forecast over the next 10-years. Council decided it was prudent to give priority to critical projects affecting drinking water in the last LTP. This philosophy has continued into the current LTP. Other projects such as the rationalisation of Council property and revitalisation of town and community hubs have been introduced into this LTP now that some key drinking water projects are complete. Council has also utilised external funding such as Provincial Growth Fund grants to build key infrastructure which supports key strategies around building a diverse local economy.

Spending on assets

It is important that asset condition is maintained to avoid a reduction in service delivery to our communities and also to avoid deterioration of these assets. Maintaining service levels and preserving assets is important because our communities expect a certain level of service and there is a cost in the long run of deferring maintenance and replacement of assets. The risk is that if we do not spend this money now then it is likely that we would end up spending more later on and we also run the risk of infrastructure failing.

There is a key link between our Infrastructure Strategy (on 170) and this Financial Strategy. Affordability, adequate service levels and maintaining the quality of our assets are all important. Some of our assets are getting old, and need to have repairs or replacements in the near future. Some are new or in good condition and require less to be spent on them. Spending on assets is considered necessary to maintain our current levels of service. But there is a cost in doing this. Therefore this is a delicate balancing act to ensure that we get the formula right and don't expose our communities to undue risk or cost.

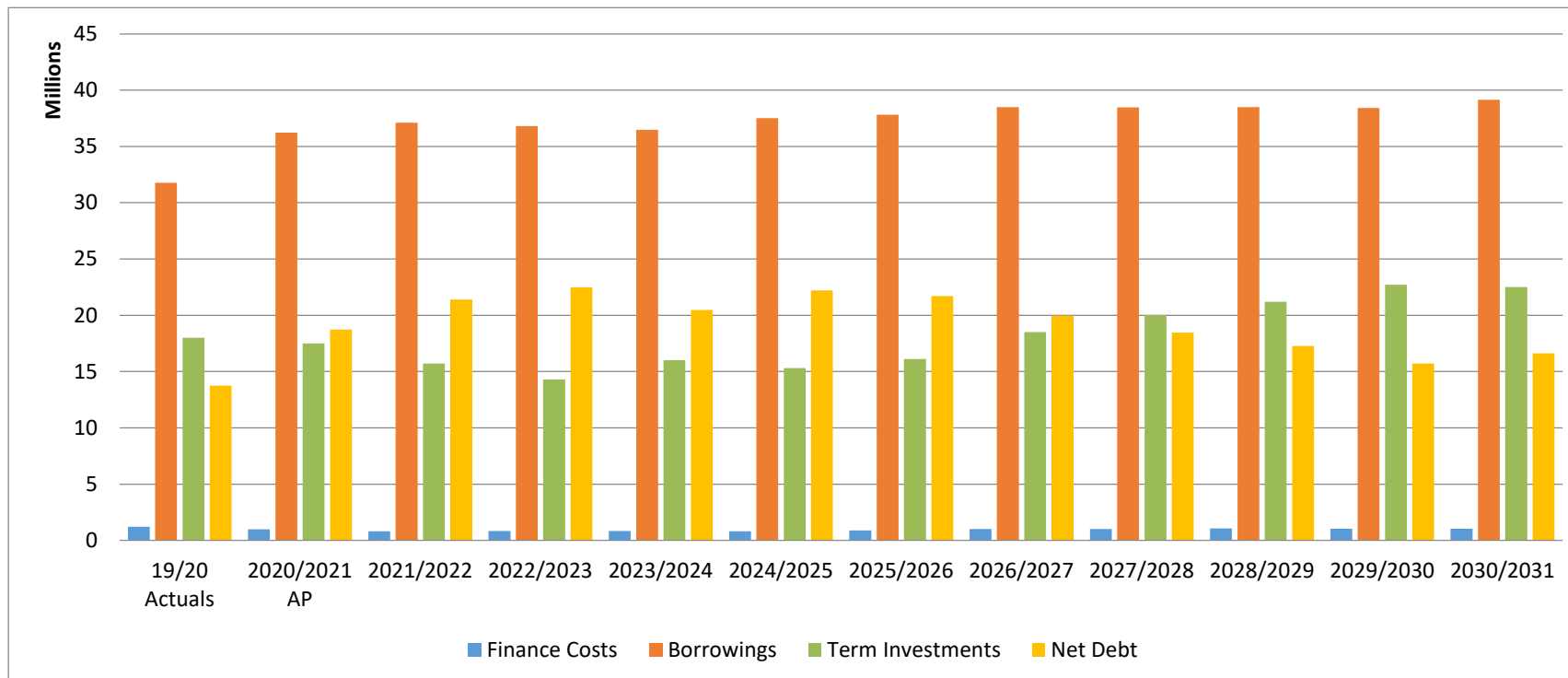
Council's debt

It is crucial that debt levels are within affordable and sustainable levels. Council set its net debt cap at \$25m within the 10-year Plan. We only borrow to invest in long term assets or opportunities that can increase income for Council. Council does not borrow for operating purposes.

40 explains what we plan to spend on community assets for the next 10-years. We will also outline what impact this would have on our debt levels and overall income requirements from rates, user fees and charges, and other sources of income.

Council has produced a plan which demonstrates sustainable external debt levels. Net debt (being gross external debt less term deposit investments) is anticipated to be at \$21.4m in 2021/22 and is projected to be at \$16.6m in 2030/2031. Council at the same time is committed to a significant capital expenditure program totalling \$95.6m over this plan. This is to be funded from a mix of depreciation reserves, external and internal borrowings, as well as external grant funding.

Debt, investment and net debt



Forecasted total rate increases across the 10-year plan

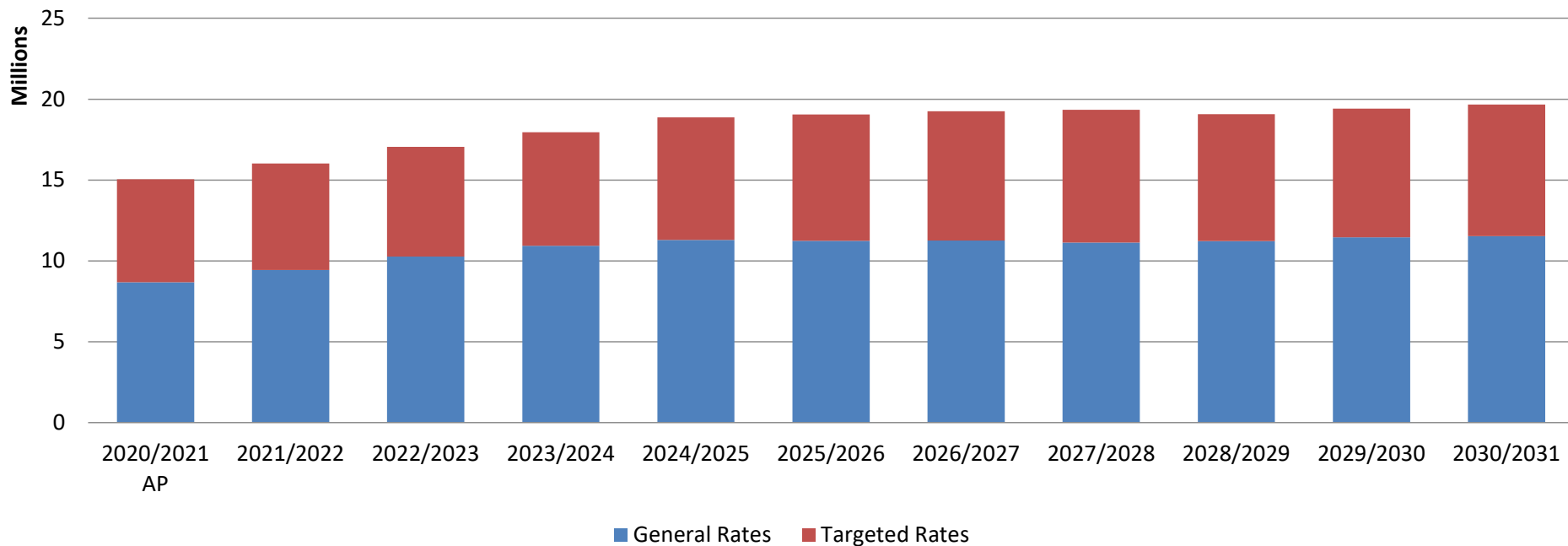
Total rates expected to be collected by Council increases from \$15.0m to \$19.6m over the life of this LTP. This is mainly due to inflationary increases that are accounted for in this plan, materially lower investment interest rates that are only partially offset by savings in loan interest rates, increased employee benefit expenses necessary to deliver services expected of Council by the community and of local government, as well as the effect of major projects proposed such as district revitalisation, implementing information management systems, and increased capital investment into stormwater and wastewater, and rate funded depreciation due to investments primarily in information technology and Council properties. The average of the proposed rates increases over the plan is slightly more than the sum of the long run Local Government cost index that Council uses as its rates inflationary benchmark. The average proposed increase is 2.7% over the ten-year plan, and the long run Local Government cost index is 2.2%.

The years where rates are expected to be higher than the long run Local Government cost index are 2021/2022, 2022/2023, 2023/2024, 2024/2025.

The increase in 2021/2022 is due to the impact of materially lower investment interest rates that are only partially offset by savings in loan interest rates; an increase in employee benefit expenses necessary to deliver services expected of Council by the community and of local government; and an enhanced subsidised roading programme partially offset by an increase in the NZTA subsidy rate that aims to improve the network resilience, and provide for improved freight and visitor access.

The increase in 2022/2023 is due to increased capital investment in stormwater relating to the separation of stormwater and wastewater and flood mitigation works; increased operating costs in refuse collection and recycling relating to aftercare of closed landfills, contract procurement and developing a trade waste bylaw; Council’s contribution towards the Punakaiki master plan; further increases in general rate funded depreciation due to investments primarily in information technology and Council properties.

Total Rates



Gross debt is predicted to increase over the 10-years of the plan from \$37.1 in 2021/2022 to \$39.1m. Term investments are expected to grow from \$15.7m to \$22.5m at end of plan. Net debt which is a key measure for Council is expected to reduce to \$16.6m at the end of the 10-years of the plan.

These increases are as a result of:

Price increases – the price adjustors used for Local Government are higher than predicted inflation and this means that it will cost more to provide services.

Service level changes - water is the major activity where Council will be increasing their level of service by improving the quality of the water through capital upgrades to enable current water supplies to meet the latest Drinking Water Standards.

Depreciation and interest payments – the increased capital expenditure programme means corresponding increases in costs in these areas, depreciation is also affected by inflation.

What is a reasonable rates level?

In setting rates at the appropriate level, Council must balance what is affordable for both the Council and the community. This is a balancing act which needs to take into account the services that Council delivers and whether the current or future ratepayers should pay for them. This is sometimes referred to as intergenerational equity. This is important for the Council given that many of its assets have long service lives and the benefits that these assets provide are over a long period of time. The main tool is the use of debt and then rating ratepayers to service that debt.

In assessing the right funding level Council has to consider the following.

- Have we set revenues at a level to cover all of our expenses?
- Have we set revenue at a level so that we can afford an ongoing asset renewal and replacement programme?
- Is the number of projects and the total cost of the asset development programme affordable?
- Have we considered the needs of current and future ratepayers?

Forecasted total rate increases across the 10-year plan

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
General Rates	9,435,172	10,261,373	10,938,958	11,293,772	11,241,837	11,256,429	11,127,989	11,229,460	11,458,684	11,524,667
Targeted Rates	6,592,028	6,793,034	7,021,320	7,580,169	7,810,769	7,989,626	8,222,833	7,840,200	7,951,849	8,139,492
Total Rates	16,027,199	17,054,407	17,960,279	18,873,941	19,052,606	19,246,055	19,350,822	19,069,660	19,410,532	19,664,159
Increase %	6.5%	6.4%	5.3%	5.1%	0.9%	1.0%	0.5%	-1.5%	1.8%	1.3%

What are quantified limits on rate increases?

Council will endeavour to keep the income required from rates steady as well as creating predictability in the level of rates required. This will include taking a multi-pronged approach of managing the cost to the ratepayer (through efficiency gains and/or service reductions), increasing other revenue sources (to reduce dependency on rates revenue) and/or disposing of surplus assets. Currently Council draws about 56% of its income from rates because it has limited alternative revenue streams. It does not have significant financial investment funds or investments in corporate enterprises that can generate large income streams. Consequently Council has taken a fairly low risk approach to borrowing.

Limits on rates collected

Council will also continue its approach of allocating rates as a funding proportion based on who causes and benefits from its activities. In previous LTPs the LGA required Council to set a limit on total rates income. While this requirement has been removed Council is following a strategy of minimising its reliance on rates income and is actively promoting the creation alternative income streams. As such it still aims to keep total rates below the previous limit of 65% of total income.

Limits on rate increases

While the Council will continue to consider affordability issues when setting rate levels each year, Council is required by legislation to include a statement on quantified limits on rates increases. Limiting the increase to the rates forecasted in the LTP reflects the realities of higher local government costs, ie, the cost of doing Council business. It also recognises that from time to time Council will need to increase the level of service that it is providing to meet, for example, community needs and new legislative requirements. Individual properties may experience smaller or larger increases depending on movements in property values, the services that they receive and their location. Council would like to set the quantified limits on rates at the 20 year average of the Local Government Cost Index (between 2010 and 2031), which is 2.2%.

This index is based on the current range of services provided under a local government context.

Capital expenditure and depreciation funding

The Council currently has fixed assets and infrastructural assets worth close to \$370m and during the next 10-years Council is planning to undertake additional capital works of close to \$96m. Asset development expenditure is for purchasing, building, replacing or developing Buller District assets (eg, roads, water supplies, properties etc). For each infrastructure asset category asset management plans are in place which are the key planning tool for the maintenance, future renewal and additional assets required to meet the demand and levels of service in the district. These are prepared on the basis of a 30 year outlook which is required by legislation but is also prudent asset management practice to take a long term view of asset renewals particularly in a local government. These asset management plans also inform how the planned expenditure will be paid for.

‘Renewals’ are the replacement programme for the existing assets. ‘Level of service improvements’ relate to where Council believes the current assets do not provide an adequate level of service. Renewals of assets are generally funded from depreciation as over the Long Term Plan the level of renewals should be in line with depreciation. Improvements in Level of Service are generally funded from external borrowings, capital subsidy or from capital contributions.

Council’s policy is to mainly fund increases in service levels through borrowings, normally over 20 years, but shorter or longer terms may be used for some assets depending on how long they are expected to last before being replaced.

Council funds, or in other words “rates for depreciation” for all activities except roading and stormwater, and uses depreciation reserves to fund asset renewals and to replace assets as they wear out.

There are exceptions where depreciation is not funded and these are where Council has received financial assistance in the past and expects finance assistance to be available in the future to fund asset replacements (eg, pensioner housing upgrades).

This method provides for intergenerational equity and means that those people that receive the benefit of the asset generally pay for their share of the asset.

Council has agreed to fund capital expenditure for Buller Recreation Ltd (Pulse Energy Recreation Centre) over the term of the plan, in exchange for shares in Buller Holdings Ltd.

When the recreation centre was constructed and transferred into a Council controlled organisation it was agreed by Council that depreciation would not be funded for this asset but instead and capital replacements that were required would be funded by debt at the ratepayer level in exchange for additional shares in the holding company. In this Long Term Plan this means that there will be an increase in debt and investment in the holding company in Councils balance sheet and there are also associated debt servicing costs that are passed onto the ratepayer subsequent to this transaction. Major capital funding requirements for the recreation centre and the years that they are proposed are shown below.

Breakdown of major Council funding for Buller Recreation’s capital expenditure over the term of this plan.

Year	Value	Details
2025/2026	\$685,000	■ Aquatic centre fitout and pool water services.
		■ Administration area fitout, mechanical services and height safety system
2026/2027	\$1m	■ Aquatic centre fitout, pool water services and pool surround resurfacing.
		■ Administration area fitout, plumbing and electrical building services.
2027/2028	\$369,000	■ Aquatic centre fitout and pool water services.
		■ Administration area fitout.
2028/2029	\$568,000	■ Aquatic centre fitout and pool water services.
		■ Administration area fitout.
2029/2030	\$372,000	■ Aquatic centre fitout and pool water services.
		■ Administration area fitout.

Debt and interest borrowings table

Under section 100 of the Local Government Act 2002, Council considered its financial management responsibilities, where it must manage its revenues, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the community. The Council has also considered whether it is sustainable to undertake the level of capital works planned in the 10-year plan together with the increased debt servicing costs associated with the higher debt level. If the Council has too much debt then future ratepayers will subsidise current ratepayers. Conversely, too little and the reverse situation applies. The Council has considered the timing of this programme and the associated borrowings required to ensure that this best meets the needs of current and future generations. In doing so Council notes the impact of additional borrowing on rates:

Greater use of loans and borrowings to purchase long-life assets can enable rates to be held at a lower level over a considerable period of time, even allowing for interest costs. There is some aversion amongst ratepayers to the taking on of debt, which is seen by some as financially unsound. Also, some Council’s perceive being debt-free as a virtue. But this ignores the benefits of being able to undertake capital expenditure earlier than would otherwise be the case therefore gaining benefits of increased levels of service and reduced repair and operating costs. It also ignores the interest cost that ratepayers bear by paying the rates earlier to fund the capital expenditures than would otherwise have been the cas

Overview of debt, investments and net debt over the 10-year plan

	2021/2022 \$000	2022/2023 \$000	2023/2024 \$000	2024/2025 \$000	2025/2026 \$000	2026/2027 \$000	2027/2028 \$000	2028/2029 \$000	2029/2030 \$000	2030/2031 \$000
Borrowings	37,120,000	36,807,000	36,488,000	37,520,000	37,814,000	38,488,000	38,478,000	38,483,000	38,427,000	39,138,000
Term Investments	15,713,000	14,313,000	16,013,000	15,313,000	16,113,000	18,513,000	20,013,000	21,213,000	22,713,000	22,513,000
Net Debt	21,407,000	22,494,000	20,475,000	22,207,000	21,701,000	19,975,000	18,465,000	17,270,000	15,714,000	16,625,000

Council’s gross debt is predicted to be \$39m at the end of the 10-years – and \$16.6m when offset against Council’s investments of \$22.5m. While the gross debt has increased, it is the net debt being \$16.6m which is the most relevant particularly from a risk point of view.

The Treasury Management Policy has been developed to incorporate Council’s Banking Covenant which states that finance costs as a percentage of total operating revenue must not exceed 15%. Council expects to operate well under this limit over the life of the plan. In addition Council is in compliance with all other limits specified in the Treasury Management Policy.

The increase in gross debt is to fund the asset development programme and building upgrades planned within this Long Term Plan. Note that gross term debt is off-set by term deposits. The true net debt is the difference between the two.

Interest rates are historically very low. Council has taken external advice and has assumed that the average interest rate paid on its loans will increase over the 10-years of the Long Term Plan. The range of interest rates used in this plan is expected to be in the range of 2.3% to 3.1%.

Policy on giving securities for borrowings

Council plans to continue to secure its borrowings and interest rate risk management instruments against rates and rates revenue.

Limits on borrowings

The limits for gross borrowings are based on gross interest expense of all borrowings must not exceed 15% of total annual revenues. Gross debt is \$37.1m in 2021/22 and increases to \$39.1m in 2030/31. Council is in compliance with all limits specified in the Treasury Management Policy and Financial Prudence Benchmarks.

The Treasury Management Policy has been aligned with external banking covenants. Council is comfortable that debt levels are prudent and that debt servicing costs remain affordable in the Long Term Plan. Council expects its liquid investments grow considerably over the duration of the Long Term Plan therefore net debt is a more relevant measure. The net debt (defined as external borrowings less term deposits). Council has set its benchmark for net debt limit at \$25m. Council’s net debt at the beginning of this Long Term Plan is \$21.4m and at the end of the plan it is expected to be \$16.6m.

Investments

Council currently has term deposit investments of \$15.7m and over the term of the Plan these term deposits are planned to increase to \$22.5m. This situation is kept under constant review and the balance of the gross debt to investment could change if relative interest rates change. It is also considered prudent to grow the term deposits to cater for any natural disasters.

Council will continue to monitor gross debt and the level of term deposits looking to minimise interest costs while maintaining prudent reserves. Bearing in mind there is a core amount of debt related to the acquisition of shares in Buller Recreation Limited where it is tax effective to not repay this debt.

Council has a portfolio of other investments comprising:

- Term investments - short term investments are expected to increase due to receipts from internal loans and sale of investment properties
- Equity investments - investments in Buller Holdings Limited are expected to increase over the duration of the Long Term Plan. In 2021 investments total \$20.5m and increase to \$23.7m in 2031 reflecting operating losses in Buller Recreation Limited and shares issued to Council in exchange for the funding of capital expenditure for Buller Recreation Limited which will increase the investment accordingly. Council also plans to hold a \$1m investment of class B shares in NZ Whitebait Ltd.
- Asset investments
- Associated organisations- comprising of mainly community loans, which are not significant.
- Investment property - investment properties are forecast to be \$7.9m in 2021/2022 and are planned to increase to \$8.7m in 2030/2031 as a result of revaluation gains offset by sales of investment properties.

Council will continue to review any investment opportunities that may continue to generate long term benefits for the community.

Council is currently in breach of the current Investment policy with regard to investments in building societies. The policy only allows a maximum of \$1m investment. Currently Council has exceeded this by resolution. The reason for this breach is that the respective building society has provided sponsorship towards the performing arts theatre. This will be re-assessed by Council when the sponsorship agreement ends in 2022.

The full treasury management policy is included in this LTP and includes the rationale for holding these investments.

Council has a conservative approach to investments with surplus funds generally being used for debt repayment where appropriate rather than investment in financial assets. It does not intend to undertake investments in riskier financial assets such as equity investments, for the purpose of generating significant returns, now or in the future.

Generally equity investments are held for strategic purposes such as investments in Council Controlled Organisations which enable Councils to provide services more efficiently. Council's main investment is its shareholding in Buller Holdings. The main performance targets for Buller Holdings subsidiaries which are WestReef Services Limited and Buller Recreation Limited, are set out below.

Investment	Target Return
WestReef Services Ltd	To achieve a pre-tax operating profit of at least 10% on gross revenues, before any subvention payments.
Buller Recreation Ltd	Achieve budget and expenditure targets.
Buller Holdings Ltd	Financial performance of the Group will be measured against the forecasts and KPI's in the approved Statements of Intent.
NZ Whitebait Ltd	No target return required.

Financial Prudence Benchmarks

Council must report on the Local Government (Financial Reporting and Prudence) Regulations 2014. These regulations seek to:

- assist in identifying local authorities where further enquiry is warranted in relation to their financial management; and
- promote prudent financial management by local authorities.

The regulations prescribe how Councils must report these benchmarks and indicators in their Annual Plans, Annual Reports and Long Term Plans.

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.

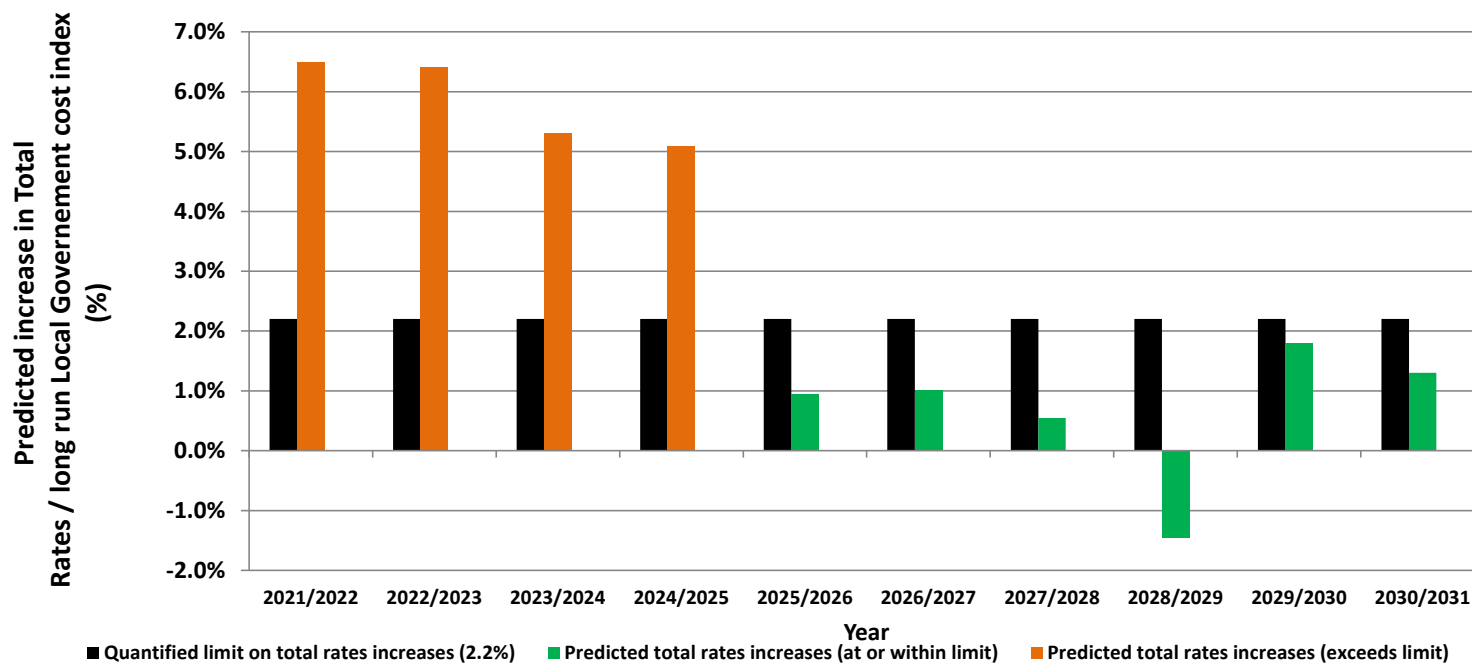
The following benchmarks must be reported against:

Affordability benchmarks	Rates affordability and rates increases benchmark	Rates revenue and rates increases complies with the limits set in Council’s financial strategy.
	Debt affordability benchmark	Debt complies with the limits set in Council’s financial strategy.
Sustainability benchmarks	Balanced budget benchmark	Operating revenue, excluding development and financial contributions and revenue from revaluations, exceeds operating expenditure.
	Essential services benchmark	Capital expenditure on the five network infrastructure services exceeds depreciation on those five services.
	Debt servicing benchmark	Interest expense is less than 10% of operating revenue, as defined in the balanced budget benchmark.

Rate increases affordability benchmark

Council meets the rates affordability benchmark if its planned rates increases equal or are less than each quantified limit on rates increases.

The following graph compares Council’s planned rates with a quantified limit on rates contained in the financial strategy included in this Long Term Plan. The quantified limit is the predicted increase in total rates does not exceed the predicted long-run Local Government cost index, which is 2.2%.



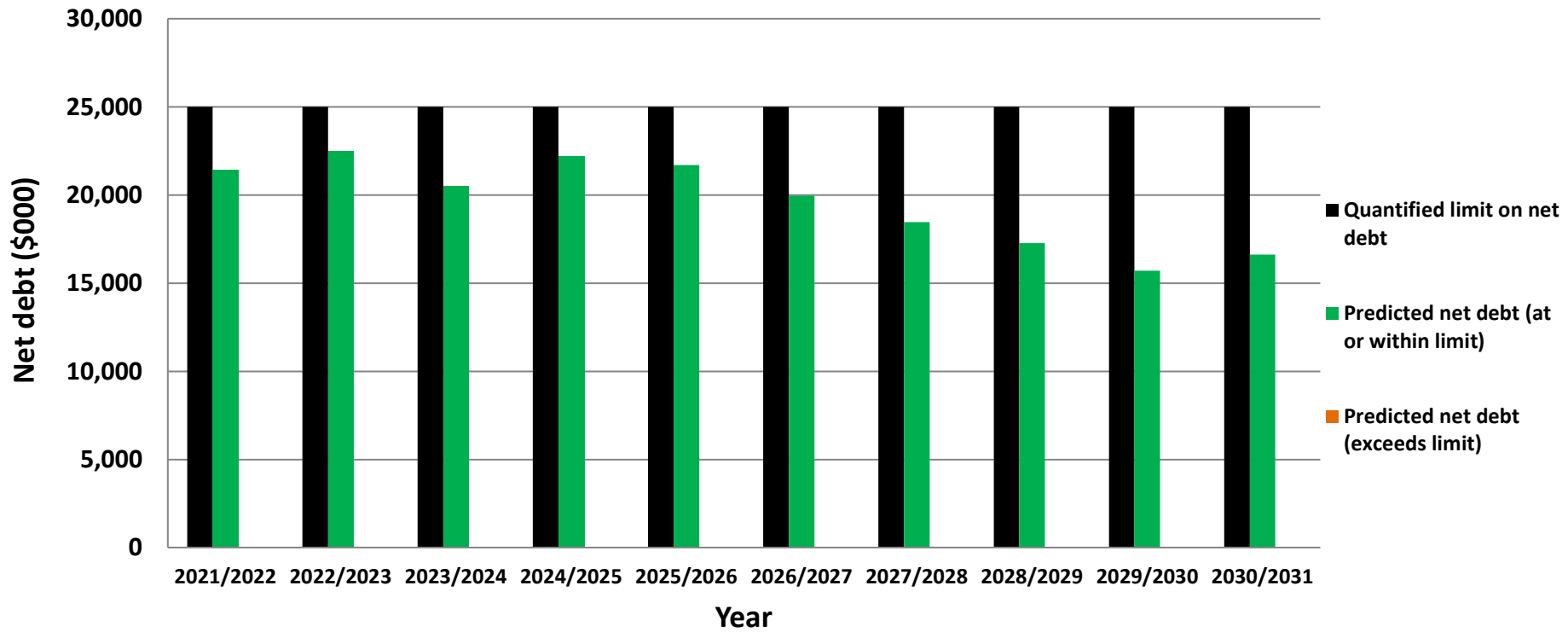
The total rates increases over the benchmark set in the Long Term Plan are explained below:

Year	Main driver why benchmark is not met
2021/2022	Impact of materially lower investment interest rates that are only partially offset by savings in loan interest rates; an increase in employee benefit expenses necessary to deliver services expected of council by the community and of a local government; an enhanced subsidised roading programme partially offset by an increase in the NZTA subsidy rate that aims to improve the network resilience and provide improved freight and visitor access while optimising value for money. Note Council has actively looked for ways to offset rates increases by utilising income sources other than rates and investment interest e.g. land sales, external grants and making the Port a self sustaining activity.
2022/2023	Increased capital investment in Stormwater relating to the separation of stormwater and wastewater and flood mitigation works; increased operating costs in refuse collection and recycling relating to aftercare of closed landfills, contract procurement and developing a trade waste bylaw; Council's contribution towards the Punakaiki master plan; further increases in general rate funded depreciation due to investments primarily in information technology and Council properties
2023/2024	Tri annual costs relating to the long term planning cycle; reduction in the rates offset from asset sales
2024/2025	Increased investment into the water schemes to improve network resilience and meet the new drinking water regulations
2028/2030	While not in breach of the limit the cause of the negative rates increase relates to Westport Sewerage rates reducing due to the Orowaiti extension loan being repaid in 2027/2028

Debt affordability benchmark

Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

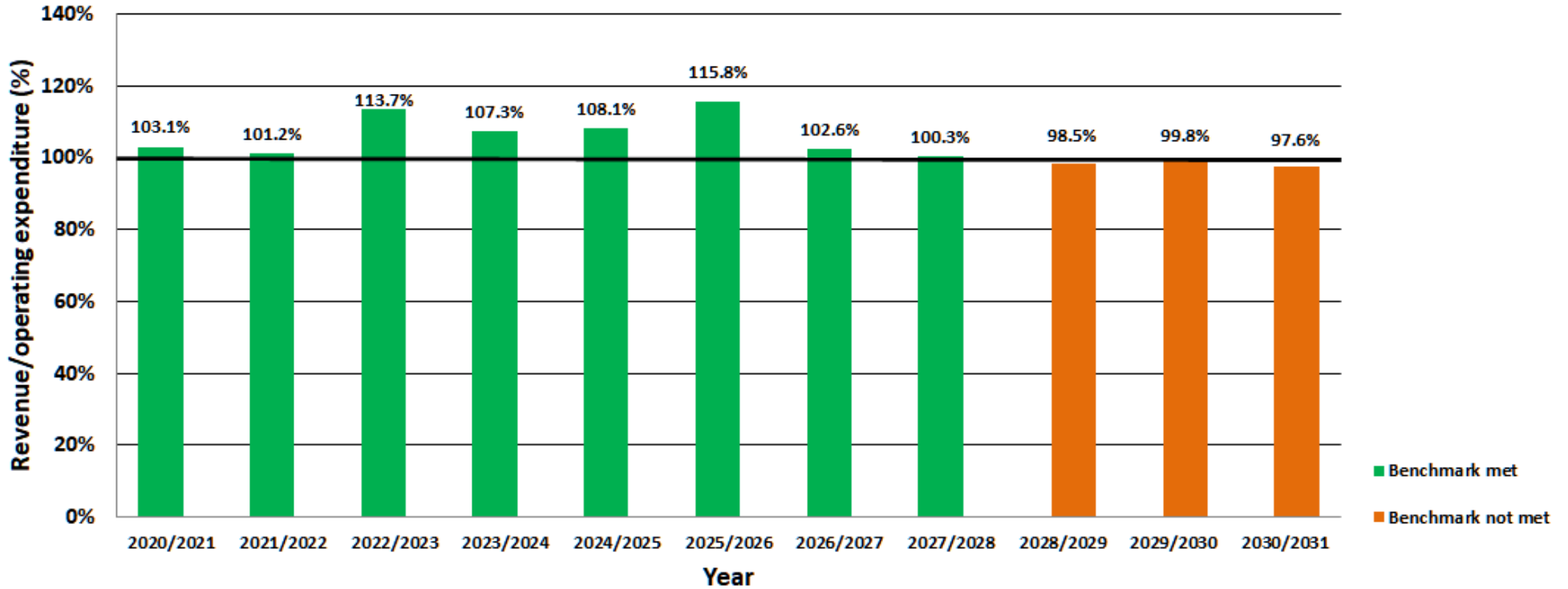
The following graph compares Council’s planned debt with a quantified limit on borrowing contained in the financial strategy included in this Long Term Plan. The quantified limit on borrowing has been set at \$25m of net debt for each year in the Long Term Plan.



Balanced budget benchmark

The following graph displays 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).

Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.

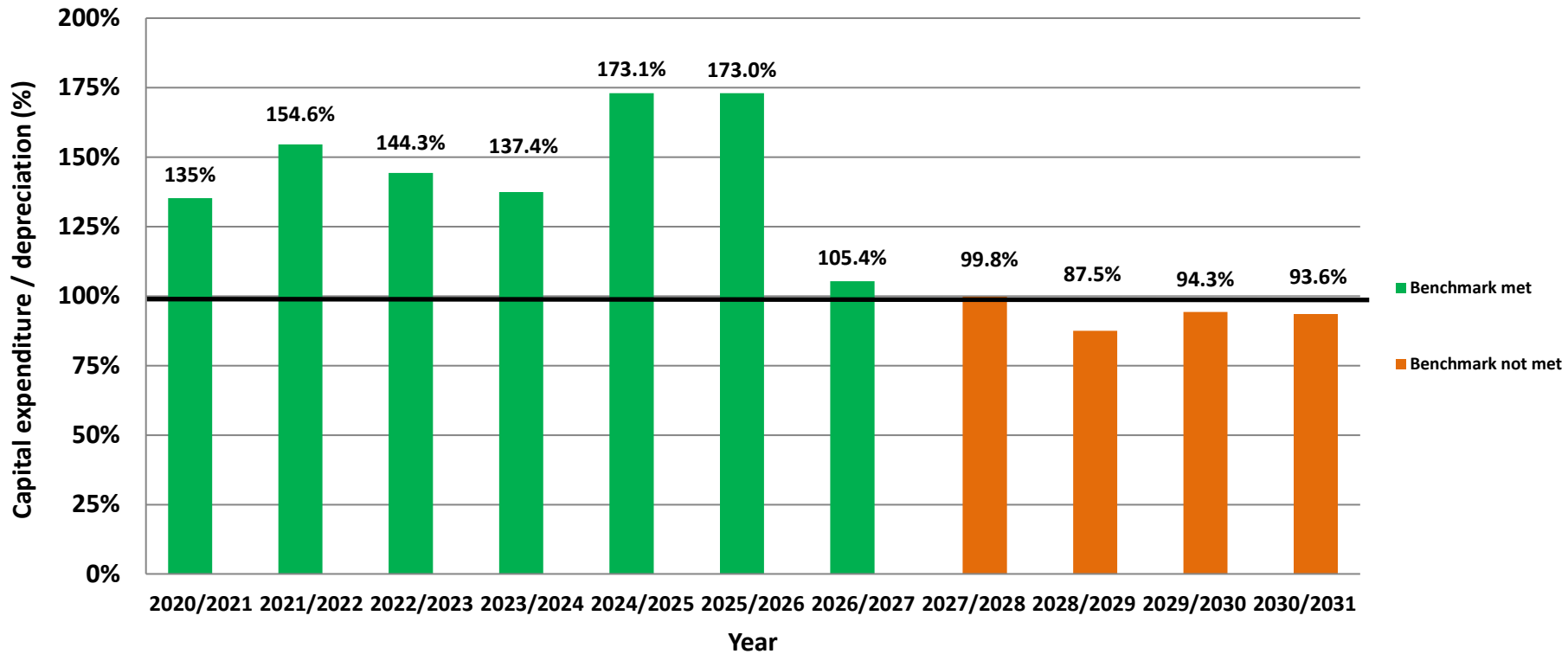


Year	Main driver why benchmark is not met
2021/2022 to 2030/2031	Council is not fully funding the depreciation expense for all activities where we have assumed assets will not be replaced or will be funded from external sources. In addition as highlighted earlier Council is funding renewals for roading rather than depreciation. However overall the plan provides a balanced budget due to greater subsidies and grants for specific capital projects that are expected to be received. If subsidies for specific projects are not received then the project will not go ahead, or would be reduced to match only the Council financial contribution of the project.

Essential services benchmark

The following graph displays Council’s planned capital expenditure on network services as a proportion of expected depreciation on network services.

Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.

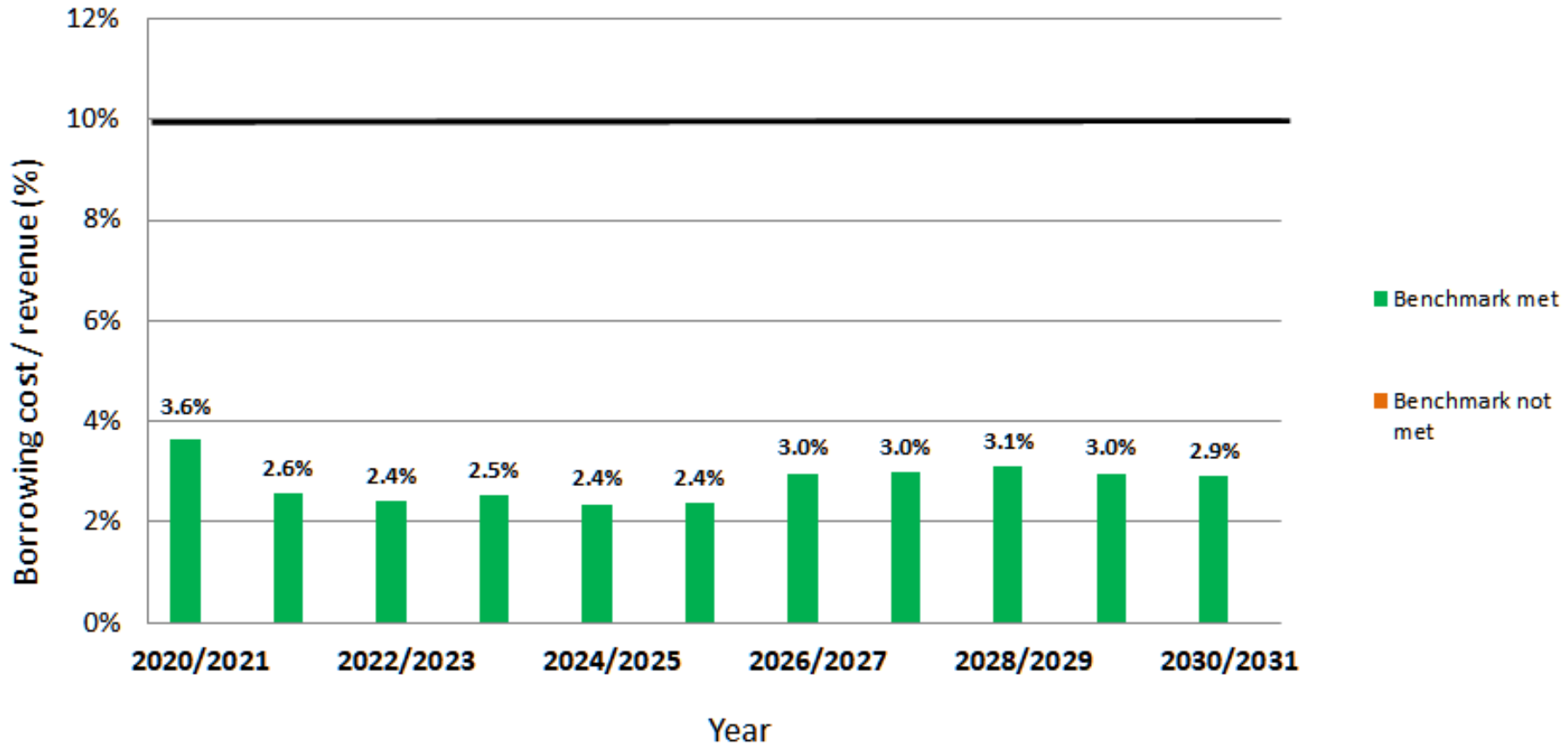


Year	Main driver why benchmark is not met
2021/2022 to 2030/2031	Council does not meet this benchmark through the life of the LTP primarily because the roading asset renewals are set in conjunction with NZTA based on our actual roading network condition rather than the level of annual depreciation.

Debt servicing benchmark

The following graph displays 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 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 Activities



Photo credit: Richard Rossiter

Council activities include, but are not limited to:

Regulatory Services

- Animal and stock control
- Plans, policies and guidance documents
- Provision of consents
- Building control
- Compliance and enforcement management
- Alcohol licensing
- Emergency management/civil defence
- Environmental health

Roading and transport

- Sealed and unsealed roads
- Culverts
- Bridges
- Footpaths
- Seats and shelters
- Road signs and markings
- Street lighting
- Urban development

Water Supplies

- Westport
- Reefton
- Waimangaroa
- Ngakawau-Hector
- Inangahua Junction
- South Granity (tank supply)
- Little Wanganui
- Cape Foulwind
- Punakaiki
- Mokihinui

Wastewater/Sewerage

- Westport
- Reefton
- Little Wanganui

Stormwater

- Hector
- Ngakawau
- Seddonville
- Granity
- Waimangaroa
- Westport
- Carters Beach
- Reefton

Solid waste

- Collection, transfer and final disposal of waste materials
- Recycling
- Landfill sites
- Monitors groundwater quality at landfill's
- Waste minimisation

Infrastructure Delivery

- Engineering services
- Preparation of contracts
- Monitor contractors performance
- Organise work to be carried out

Community Services

- Community grants and funding
- Sports, recreation and cultural facilities and services
- Libraries
- Communications
- Theatre/cinema
- Economic Development

Governance

- Leadership
- Advocacy
- Accountable stewardship of Council's assets and resources

Support Services

- Corporate planning
- Financial and accounting operations
- Rating operations
- Health and safety
- Asset management
- Management functions
- Human resources management

Property

- Public toilets
- Amenities and reserves
- Property management
- Cemeteries
- Housing for the elderly

Commercial Infrastructure

- Westport Airport
- Westport Port

Council controlled organisations

- Buller Holdings Limited
- WestReef Services Limited
- Buller Recreation Limited

Other Council controlled organisations

- Buller Health Trust
- Denniston Heritage Trust

What we do

- Animal management
- Plans, policies and guidance documents
- Provision of consents
- Building control
- Compliance and enforcement management
- Alcohol licensing
- Emergency management and civil defence
- Environmental health

Why we do it

Council undertakes these activities to contribute to providing a safe, healthy and sustainable environment:

- The animal management service aims to provide a safer district by reducing dog-related offences through the registration of dogs, the educating their owners, and investigating complaints.
- The planning service ensures the district is able to promote development to support a prosperous community without compromising rights of residents and the district's physical and natural assets/resources. It achieves this aim by appropriate application of the Resource Management Act, through the review and implementation of the District Plan and its resource consent and monitoring functions.
- Council's building control services ensures that the district's buildings and other associated structures (such as swimming pools) are safe, habitable, and meet national legislative requirements. Of particular importance is Council's role in advising on and where necessary enforcing the statutory provisions relating to earthquake prone buildings.
- Compliance and enforcement management activities focus on working with the community to ensure the district remains a peaceful and attractive place to live and work. By the application of bylaws and other legal mechanisms, Council aims to reduce littering, effectively manage freedom camping, and respond to noise nuisances, as well as encouraging residents to maintain tidy sections.
- Alcohol licensing ensures that the statutory requirements and the objectives of the Sale and Supply of Alcohol Act 2012 are being met, in that the sale and supply of alcohol should be undertaken safely and responsibly, and any harm caused by excessive or inappropriate consumption of alcohol should be minimised.
- Under the Civil Defence Emergency Management Act 2002, Council must be prepared to provide readiness, response, and recovery in the event of an emergency. The Buller District has a full time Emergency Management Officer based in Westport after a west-coast wide shared services arrangement was agreed with Grey District Council, Westland District Council, and West Coast Regional Council. Council provides staff and resources in the event of a Civil Defence emergency.
- Environmental health ensures that operators meet required public health standards in particular the safe preparation and service of food.

Links to Community Outcomes

This activity supports the following community outcomes:

SOCIAL



- ✓ Provide essential services to residents and businesses to support a healthy environment.
- ✓ Ensure environmental health standards are met, so food offered for sale is prepared appropriately and safe for consumption.
- ✓ Provide and develop safe public places.
- ✓ Emergency management is a key function in ensuring that injury to people and damage to property is minimised in the event of natural disasters.
- ✓ Council is ready to respond in an emergency and empowers residents to be better prepared physically and psychologically for a Civil Defence event.

AFFORDABILITY



- ✓ By applying bylaws and other legal mechanisms to ensure facilities and services are fit for purpose.
- ✓ Ensure quality assurance requirements for building consent authorities are met.

PROSPERITY



- ✓ Make information easily available about Council, its functions and services.
- ✓ Recognise and support education excellence and opportunity in the district.
- ✓ Provide essential services to residents and businesses to support a healthy environment.
- ✓ Develop policies and implement practices that enhance our environmental sustainability and natural diversity.
- ✓ Ensure appropriate management and promotion of the district's natural and physical resources.

ENVIRONMENT



- ✓ By providing essential services to residents and businesses to support a healthy environment.
- ✓ Develop policies and implement practices that enhance our environmental sustainability and natural diversity.
- ✓ Ensure appropriate management and promotion of the district's natural and physical resources.

Considerations and impact

Te Tai o Poutini Plan

The Local Government Commission decided to transfer the statutory powers associated with district plan making to the regional council. This concept is called The Te Tai o Poutini Plan (One District Plan) and is subject to community consultation.

The plan development process will be governed by a joint committee of elected members from all the Council's with support from staff across the region. The transfer of statutory power is for plan making only and Buller would still require a planning team to process consents and administer the plan. As the Council is involved in developing and administering the plan, we have maintained the status quo in terms of planning resource.

Freedom camping bylaw and the bylaw reviews

Council is undertaking a review of its by-laws due to be completed throughout year one of the LTP which is a significant workload.

Joint compliance and monitoring between all West Coast Councils for freedom camping is being considered.

Civil defence and climate change

Council will continue to review the risks of climate change for the district in the short and long term. The storm events of Cylone Fehi and Cylone Gita in early 2018 highlighted how climate change may seriously impact Council infrastructure and provision of services, as well as our wider community. Climate change issues have a link with the Civil Defence activity that is budgeted for and undertaken by Council because climate change must be factored into future emergency planning.

In this LTP Council no longer funds direct staff costs for the emergency management officer (as these costs are now met by the West Coast Regional Council). Instead, Council provides funding for emergency preparedness throughout the district, over the 10-years of the plan.

Significant capital expenditure

Motor vehicles:

- **2021/2022:** \$120,000 (three vehicles)
- **2026/2027:** \$49,440 (specialised vehicle)
- **2030/2031:** \$46,966 (vehicle)

Funding allocations

Activity	Funding Mechanism		
	General rate	Fees	Capital Spend
Resource Management Planning	90-98%	2-10%	<ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans
Resource Consents	30-40%	60-40%	<ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans
Building consents	35-45%	55-65%	<ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans
Dog licensing	30-40%	60-70%	<ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans
Animal control	90-98%	2-10%	<ul style="list-style-type: none"> ■ No Capital spend
Environmental Health - Food Premises	60-70%	30-40%	<ul style="list-style-type: none"> ■ No Capital spend
Environmental Health - Liquor Licensing	75-90%	10-25%	<ul style="list-style-type: none"> ■ No Capital spend
Environmental Health - Noise	90-95%	5-10%	<ul style="list-style-type: none"> ■ No Capital spend
Environmental Health - General Inspection	100%	-	<ul style="list-style-type: none"> ■ No Capital spend
Environmental Health - Freedom Camping	100% externally funded	-	<ul style="list-style-type: none"> ■ No Capital spend
Emergency Management	100%	-	<ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans ■ Investments

Key performance indicators

Regulatory Services

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Building Consent Authority	<ul style="list-style-type: none"> ■ Social ■ Economic 	Ensure quality assurance requirements for building consent authorities are met, as required by Regulation 17 of the Building Consent Authorities Regulation 2006.	Process building consent applications within the statutory timeframes.	<p>100% of building consents are technically correct and granted within statutory timeframes.</p> <p>Continue to retain accreditation by passing the biennial IANZ Audits. Next audit due end of 2021.</p>	<p>100% of building consents are technically correct and granted within statutory timeframes.</p> <p>Continue to retain accreditation by passing the biennial IANZ Audits. Next audit due end of 2021.</p>
Resource Consent Planning	<ul style="list-style-type: none"> ■ Social ■ Economic 	Ensure appropriate management and promotion of the district's natural and physical resources.	Process non-notified resource consents within statutory timelines.	Process 100% of non-notified resource consents within statutory timeframes.	Process 100% of non-notified resource consents within statutory timeframes.
Food premises Public Health and Safety	<ul style="list-style-type: none"> ■ Social ■ Economic 	Ensure environmental health standards are met, so food offered for sale is prepared appropriately and safe for consumption.	Inspect all food premises, hairdressers, funeral homes, camping grounds and offensive traders, ensuring they meet the Food Hygiene Regulations 1974 and the Food Act 2014.	<p>All food premises are inspected according to their status of 9, 12 or 18-month frequency.</p> <p>Inspect 100% of all hairdressers, funeral homes, camping grounds and offensive traders once annually for compliance.</p>	<p>All food premises are inspected according to their status of 9, 12 or 18-month frequency.</p> <p>Inspect 100% of all hairdressers, funeral homes, camping grounds and offensive traders once annually for compliance.</p>

Key performance indicators

Emergency Management

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Civil Defence Emergency Management	<ul style="list-style-type: none"> ■ Social ■ Affordability 	<p>Allows the community to have confidence in Council’s ability to respond in an emergency as well as empowering residents to be better prepared physically and psychologically for a civil defence event.</p> <p>Facilitates better preparation leading to a better response and a quicker and more effective recovery.</p> <p>Ensure adequate staff are trained to respond to civil defence emergencies and EOC activations.</p>	<p>Co-ordinate civil defence readiness, response, and recovery and reduction.</p> <p>Education about flood evacuation plan is socialised.</p> <p>Buller Emergency Operation Centre (EOC) is operationally ready, resilient, and equipped to respond to all civil defence emergencies.</p> <p>Provide communication equipment to support operational communications networks. i.e. sat phones, VHF and UHF radios.</p> <p>Buller District Council staff are adequately trained to respond to a civil defence emergency attend training as required.</p>	<p>Council carries out its legislative functions as part of the West Coast CDEMG.</p> <p>One annual education campaign happens to communicate the key points of the Buller District Flood Plan.</p> <p>Council maintains a dedicated Emergency Operations Centre facility.</p> <p>Communities have access to suitable emergency communications equipment to ensure connectivity during civil defence emergencies.</p> <p>Council will ensure it has adequately trained staff available to immediately respond to and run the EOC for a minimum period of 48hrs.</p>	<p>Council carries out its legislative functions as part of the West Coast CDEMG.</p> <p>One annual education campaign happens to communicate the key points of the Buller District Flood Plan.</p> <p>Council maintains a dedicated Emergency Operations Centre facility.</p> <p>Communities have access to suitable emergency communications equipment to ensure connectivity during civil defence emergencies.</p> <p>Council will ensure it has adequately trained staff available to immediately respond to and run the EOC for a minimum period of 48hrs.</p>

Funding impact statement for Regulatory Services

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding											
Sources of Operating Funding											
General rates, Uniform Annual General Charge, rates penalties	1,143	1,427	1,515	1,588	1,606	1,633	1,628	1,687	1,674	1,737	1,766
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts	906	909	910	928	945	962	980	996	1,013	1,031	1,047
Total Operating Funding A	2,049	2,336	2,425	2,516	2,551	2,595	2,608	2,683	2,687	2,768	2,813
Applications of Operating Funding											
Payments to suppliers and staff	1,518	1,646	1,656	1,718	1,756	1,803	1,810	1,867	1,877	1,951	1,965
Finance costs	4	1	1	1	1	0	0	0	0	0	0
Internal charges and overheads applied	499	661	727	752	752	752	755	768	778	792	822
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding B	2,021	2,308	2,384	2,471	2,509	2,555	2,565	2,635	2,655	2,743	2,787
Surplus/ (deficit) of Operating Funding A-B	28	28	41	45	42	40	43	48	32	25	26
Capital Funding											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	52	52	53	54	55	56	57	58	59	60	61
Increase/(decrease) in debt	(8)	(9)	(10)	(10)	(10)	(10)	(5)	0	0	0	0
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	44	43	43	44	45	46	52	58	59	60	61
Capital Expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	131	62	11	11	12	61	12	12	12	60
Increase/ (decrease) in reserves	72	(60)	22	78	76	74	34	94	79	73	27
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding D	72	71	84	89	87	86	95	106	91	85	87
Surplus/ (deficit) of Capital Funding C-D	(28)	(28)	(41)	(45)	(42)	(40)	(43)	(48)	(32)	(25)	(26)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

Roading

What do we do?

The roading activity provides for planning, operations, maintenance, development and improvements to the roading network so that it is affordable, integrated, safe, responsive and sustainable.

Council provides, maintains and renews sealed and unsealed roads, bridges and culverts to enable people to move around for employment, recreation, shopping, social activities and business purposes. It also provides road signs, markings and street lighting to ensure that travel is safe and convenient. Council reviews the road network in response to changing needs, and develops plans to ensure the road network is able to cater for future growth.

Why are we involved in this activity?

The roading activity provides people with access to employment, services, education and recreation, as well as providing for the movement of goods and services to support the local economy. The road corridor also provides access for critical services such as electricity, telecommunications, water supply and waste disposal.

Assumptions

That Waka Kotahi - Zealand Transport Agency (NZTA) will provide funding for local roads at 72% from 2021/22 onwards. Funding for the Karamea Highway which is a Special Purpose Road is maintained at 100% until 30 June 2024.

Council and Waka Kotahi have been working together on a transition plan to exit Special Purpose Roads by June 2024 in accordance with Waka Kotahi's requirements.

Council assumes that fuel tax rates remain at the current level and that fuel consumption remains at the current level (fuel tax received helps to offset the cost of providing roading throughout the District).

Negative effects

Roads can disrupt natural drainage patterns, introduce contaminants into the stormwater and change the landscape. The purpose of the road management systems is to minimise these effects, while still providing a safe platform for development. There can be significant negative effects if the roading network is inadequate or under maintained. Inadequately maintained roads are an increased safety risk and they significantly increase travel and renewal costs. This risk is mitigated by ensuring that renewals are undertaken in line with the Roding Asset Management Plan. This plan ensures that road and footpath maintenance is undertaken at the optimum level to maintain the current level of service provided.

Significant capital expenditure

Much of the increased expenditure relates to improvements on the Karamea highway which attracts a New Zealand Land Transport (NZTA) subsidy that is currently set at 100%.

- **2021/2022:** \$4,565m (safety improvements)
- **2021/2022 to 2023/2024:** \$4.949m (replacement of a bridges at Little Wanganui)
- **2021/2022 to 2023/2024:** \$0.866m (bridge and culvert repairs and replacements)
- **2021/2022 to 2023/2024:** \$1.092m (pavement rehabilitation)

Funding allocations

Activity	Funding Mechanism		
	General rate	NZTA Subsidy	Capital Spend
Roding	28%	72%	<ul style="list-style-type: none"> ✓ General Rates ✓ NZTA Subsidy ✓ Loans

Links to Community Outcomes

This activity supports the following community outcomes:

SOCIAL



- ✓ By providing a safe roading system.

AFFORDABILITY



- ✓ By providing everyone easy access to the roading network.
- ✓ By providing links to sustain rural communities.

ENVIRONMENT



- ✓ By helping reduce energy consumption in our community.

Significant issues

One Network road classification system

This is a joint initiative between Waka Kotahi - New Zealand Transport Agency (NZTA) and Local Government New Zealand that has introduced a road classification system for all roads in New Zealand.

The classification system aims:

- to deliver similar driving experience across New Zealand.
- to support more consistent asset management across the country.
- to make collaboration and prioritisation between those organisations responsible for the planning, delivery, operation and maintenance of the nation's roading network simpler, leading to a more efficient and safer network and improved value for money.

This will introduce different levels of service across roads of different classification. This allows the Agency and the Road Controlling Authority better information on which to make better investment decisions.

Council has undertaken the classification using the criteria developed by the joint initiative. We have also collaborated with Westland and Grey District Councils to ensure that there is regional consistency. The councils have collectively looked at the criteria that are important to the region and these have been used to refine the categories.

Council has assumed that there will be no change in the levels of service currently provided, which in some instances exceed the level of service required by the One Network road classification system and may therefore fall outside of what Waka Kothai will fund. If a change in service levels does eventuate during the term of this Planwe will be faced with two choices:

1. Change the current level of service provided to that set by Waka Kotahi.
2. Fund the difference between the current service level and that proposed by Waka Kotahi from ratepayer contributions.

Waka Kotahi New Zealand Transport Agency (NZTA) and funding of the Karamea Special Purpose Road (SPR).

Karamea Highway – its history in a Nutshell

In northern Buller, the 49km section of road over the Karamea Bluff between Mokihinui and Karamea forms the majority of the Karamea SPR. A 12km section from Karamea to Kohaihai completes the 61km of special purpose road designation in our district.

The SPR is historically known as the Karamea Highway, and was originally constructed, operated and funded by NZTA as part of State Highway 67. In the early 1990's, the designation was changed by Waka Kotahi NZTA to special purpose as part of a wider review and state highway strategy. At that time, SPR's attracted 100% of funding for their maintenance and upgrading from Waka Kotahi NZTA.

In 2003, the legislative power to create SPR's was removed leaving Waka Kotahi NZTA with a process of gradually phasing them out. All affected road controlling authorities have been developing transition plans to agree the terms for this process and how these SPR's will be funded into the future.

The challenges we need to address...

There are many challenges related to managing the Karamea Highway, especially the Karamea Bluff section. This goes back to its original corduroy construction, which included using organic materials such as trees, brush, and soil, to build its foundation. Decomposition over time has caused instability, which together with slips and washouts due to the natural terrain, leads to what has been described as significant risk and safety concern, as well as high repair and maintenance costs.

A strategic business case was completed in collaboration with Waka Kotahi NZTA. The following are some of the key findings.

- Karamea Highway is the only road access north of Mokihinui and services a population of approximately 700 people.
- There is no commercial access to the region by sea and the airport at Karamea is limited to small charter flights with a maximum of 12 seats.
- Records indicate that approximately 240 vehicles use the highway daily, of which, approximately 60 people from Karamea Township stated that they commute in or out using Karamea Highway daily.
- The Karamea Highway provides access to the Heaphy Track and Oparara Arches which are major tourist attractions for this area.
- Costs of emergency works are highly variable and unpredictable.
- Locations requiring emergency works in the past have been around the Karamea Bluff section. There is little correlation between slips, slumps and locations of corduroy pavement.
- The route from Little Wanganui to the Heaphy Track access is reasonably stable.

Following the strategic business case, Council commenced a Special Purpose Road (SPR) transition plan process in collaboration with Waka Kotahi NZTA.

Where we are going...

For this Long Term Plan, the Karamea Highway will remain at 100% Waka Kotahi NZTA funding for Special Purpose Roads.

Whilst a draft Special Purpose Road transition plan has been prepared and considered for the Karamea Highway, no agreement has been reached between Waka Kotahi NZTA and Council for a change to Local Road status, nor has there been Council acceptance of responsibility for funding specific activities following any transition.

As such, while the forward work programme and financial assessment have been mindful of a potential change in SPR status beyond 30 June 2024, no final decision has been made by Council.

Transport

What do we do?

The transport activity provides for planning, operations, maintenance, development and improvements to the transport network so that it is affordable, integrated, safe, responsive and sustainable. Although having strong links with roading, transport offers newly established programs of work and budgets. These programs include public transport services, cycle and walkways, signs and wayfinding, parking infrastructure, footpaths and pedestrian access mobility plans (PAMP).

Council provides, maintains and renews footpaths, seats and shelters to enable people to move around for employment, recreation, shopping, social activities and business purposes. Council reviews the transport network in response to changing needs, and develops plans to ensure the transport network is able to cater for future growth. Council also provides support for the continued operation of the Westport taxi services which provide public transport.

Urban development is undertaken to provide a more pleasant environment for our communities by use of plantings, street treatment and decorative measures. This extends to the beautification of main thoroughfares with street flags and hanging floral baskets.

Why are we involved in this activity?

The transport activity allows the community to travel to employment, services, education and recreation activities. Benefits include a more active and healthy community, encouraging residents and visitors alike to explore and experience our amazing District and generally improved well-being and sense of community.

Assumptions

That Waka Kotahi - New Zealand Transport Agency (NZTA) will provide funding for certain transport activities including public transport services, footpath maintenance and resurfacing, and some transport planning at 72% of the cost for 2021/22 onwards.

Council assumes land use will remain at current patterns and there will be no large industrial or residential developments outside of the current land areas. The impacts on the transport network of any further significant subdivisions or land use changes will be managed via consenting processes (e.g. resource consent conditions, financial contributions).

Negative Effects

Transport infrastructure can disrupt natural drainage patterns, introduce contaminants into the stormwater and change the amenity value of the landscape. The purpose of the transport management systems is to minimise these effects, while still providing a safe platform for development. There can be significant negative effects if the footpath network is inadequate or under maintained. Inadequately maintained footpaths are an increased safety risk and they significantly increase renewal costs. This risk is mitigated by ensuring that renewals are undertaken in line with an Asset Management Plan. This plan ensures that footpath maintenance is undertaken to maintain the current level of service provided.

Links to Community Outcomes

This activity supports the following community outcomes:

SOCIAL



- ✓ By providing a safe footpath system.
- ✓ By promoting cycleways and walkways, signs and wayfinding and parking infrastructure.

ENVIRONMENT



- ✓ By helping reduce energy consumption in our community.
- ✓ By creating relationships within the community that contribute to the overall beautification of our transport spaces and ensure that mobility issues are addressed for all stakeholders.

PROSPERITY



- ✓ By providing everyone easy access to the greater roading network by providing links to sustain rural communities.
- ✓ By providing assistance with public transport.

Significant Capital Expenditure

- **2021/2023 to 2030/2031:** \$0.229m (lighting and street development are progressively renewed and improved over the 10-years of the LTP)

Funding allocations

Activity	Funding Mechanism		
	General rate	Fees	Capital Spend
Urban Development	100%	-	<ul style="list-style-type: none"> ✓ General Rates ✓ Investments ✓ Depreciation Reserves ✓ Loans

Key performance indicators – roading and transport

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Roads and transport	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity 	Roads, footpaths, and transport links help to achieve an integrated, safe, responsive, and sustainable land transport system.	<p>No change or reduction in the safety quality of the road network from the previous financial year in the number of fatalities and serious injury crashes.</p> <p>Ensure district roads remain safe.</p>	≥ No change or reduction in the safety quality of the roading network from the previous financial year.	≥ No change or reduction in the safety quality of the roading network from the previous financial year.
Roads and transport	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity 	Roads, footpaths, and transport links help to achieve an integrated, safe, responsive, and sustainable land transport system.	<p>The sealed and unsealed roads are fit-for-purpose and provide for comfortable, efficient, and safe travel.</p> <p>Smooth Travel Exposure (STE - system scoring count) is measured on our sealed road network.</p> <p>Sealed and unsealed roading network is being maintained.</p>	<p>≥ STE is greater than 90 STE performance per km of road roughness.</p> <p>≥ The ten-year average for sealed local road that is resurfaced is greater than 5.8% per annum based on network length.</p> <p>≥ Unsealed network surfacing renewal annual target of greater than 2,500m³.</p>	<p>≥ STE is greater than 90 STE performance per km of road roughness.</p> <p>≥ The ten-year average for sealed local road that is resurfaced is greater than 5.8% per annum based on network length.</p> <p>≥ Unsealed network surfacing renewal annual target of greater than 2,500m³.</p>
Roads and transport	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity 	Roads, footpaths, and transport links help to achieve an integrated, safe, responsive, and sustainable land transport system.	<p>Footpaths are fit-for-purpose and provide for comfortable and efficient travel</p> <p>Footpaths are maintained within the level of service standard for the condition of footpath.</p>	<p>≥ Continue to achieve 75% of district footpaths ranked as grade 1 and 2 (satisfactory).</p> <p>≥ Continue to achieve 95% of district footpaths ranked as grade 1 through to 3 (satisfactory – fair).</p>	<p>≥ Continue to achieve 75% of district footpaths ranked as grade 1 and 2 (satisfactory).</p> <p>≥ Continue to achieve 95% of district footpaths ranked as grade 1 through to 3 (satisfactory – fair).</p>
Roads and transport	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity 	Roads, footpaths, and transport links help to achieve an integrated, safe, responsive, and sustainable land transport system.	<p>Responsive to, and focus on, the customer.</p> <p>Ensure that customers’ service requests relating to road and footpaths are acknowledged and placed into the forward works programme (as appropriate in relation to priority).</p>	≥ Service requests are managed through the service request systems and 85% of requests are planned for action, in line with level of service criticality, within 15 working days.	≥ Service requests are managed through the service request systems and 85% of requests are planned for action, in line with level of service criticality, within 15 working days.

Funding impact statement for Roading and Transport

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding											
Sources of Operating Funding											
General rates, Uniform Annual General Charge, rates penalties	1,951	2,197	2,262	2,222	2,335	2,405	2,423	2,488	2,563	2,600	2,708
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	2,267	2,849	2,989	2,859	3,114	3,213	3,258	3,419	3,529	3,580	3,757
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts	157	157	162	166	171	176	181	187	192	198	203
Total Operating Funding A	4,375	5,203	5,413	5,247	5,620	5,794	5,862	6,094	6,284	6,378	6,668
Applications of Operating Funding											
Payments to suppliers and staff	2,834	3,420	3,671	3,400	3,730	3,850	3,895	4,097	4,229	4,279	4,500
Finance costs	4	3	9	14	20	19	18	17	16	15	14
Internal charges and overheads applied	893	949	1,019	1,047	1,079	1,130	1,150	1,176	1,232	1,252	1,297
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding B	3,731	4,372	4,699	4,461	4,829	4,999	5,063	5,290	5,477	5,546	5,811
Surplus/ (deficit) of Operating Funding A-B	644	831	714	786	791	795	799	804	807	832	857
Capital Funding											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	2,440	4,974	4,844	4,580	2,612	2,642	2,960	2,697	2,726	3,122	2,891
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt	(5)	254	256	258	(40)	(41)	(42)	(43)	(44)	(45)	(46)
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	2,435	5,228	5,100	4,838	2,572	2,601	2,918	2,654	2,682	3,077	2,845
Capital Expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	1,197	2,180	2,248	2,315	0	0	0	0	0	0	0
- to replace existing assets	1,889	3,879	3,566	3,309	3,363	3,396	3,717	3,458	3,489	3,909	3,702
Increase/ (decrease) in reserves	(7)	0	0	0	0	0	0	0	0	0	0
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding D	3,079	6,059	5,814	5,624	3,363	3,396	3,717	3,458	3,489	3,909	3,702
Surplus/ (deficit) of Capital Funding C-D	(644)	(831)	(714)	(786)	(791)	(795)	(799)	(804)	(807)	(832)	(857)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

What do we do?

Council manages water supplies to support the health and well-being of the community.

Why are we involved in this activity?

Water is an essential need for individuals and commercial operations. Council provides sufficient quantities of potable water for domestic and commercial needs and public amenities. Council water management is required under a number of legal statutes.

Assumptions

There will be no significant change to current water demand from any of the Council water supplies. Any significant increase in water consumption due to additional subdivision, housing or industry will be addressed as part of the development (e.g. through a financial contribution).

There will be no major infrastructure failures.

The Water Services Bill will bring in Taumata Arowai as the new regulator for drinking water. Further capital funding assistance will be available through the Taumata Arowai for those water supplies where treatment upgrades have been provided for. However, it should be noted that there is no certainty of continued financial support from the Taumata Arowai. If there is no financial support there would need to be consultation with the community and the decision to upgrade or not would be based on affordability.

Significant projects

Westport water supply

Council has resolved to replace the 14” trunk main due to ongoing leakage issues. This will provide a renewed trunk main from the Westport Water Treatment Plant into Westport. This renewal work will provide resilience to the consumers on the Westport and Carters Beach water supply.

Gravity-flow raw water supply has now been reinstated with the completion of the tunnel pipeline project. The alternative pumping station will return to a standby resilience function. Further mains replacement and reticulation pipe work will be completed in both Westport and Carters Beach communities.

A backflow prevention programme will provide protection to the network and consumers, and ensure a step towards compliance.

Waimangaroa rural drinking water upgrades

A compliant Conns Creek Water supply will provide drinking water to the Waimangaroa township.

Reefton water supply

Reefton is currently on a precautionary boil water notice (BWN) following advice from the Canterbury District Health Board (CDHB). Council is prioritising capital works for asset renewal and level of service upgrades to restore full compliance with the Drinking Water Standards. In addition to the \$350,000 budgeted in the Annual Plan2020/21, \$1.09m has been allocated to extend the upgrade program to ensure a safe, compliant water supply. This will include: treatment improvements, construction of a dedicated rising main from the treatment plant to the reservoir, reservoir upgrades, renewal of the existing rising/falling main and construction of a new full pressure water main and associated pressure reduction infrastructure.

Once work is completed Council will install chlorination to provide a means of residual disinfection of the drinking water in the Reefton reticulation.

Reefton water supply will have a backflow prevention and mains replacement programme undertaken through the life of this plan.

Punakaiki

The trunkmain into Punakaiki township will be replaced. Through the Greater Punakaiki Master Plan currently underway, various long-term water supply alternatives will be identified and evaluated. Once the business case and funding models are developed and approved, the scoping, planning and consultation phases will commence. The cost impacts will be via a business case to Central Government.

Negative effects

There are no negative effects to upgrading water supplies, water supplies will be on a pathway towards compliance.

Links to Community Outcomes

This activity supports the following community outcomes:

SOCIAL



- ✓ By providing reticulated water supply to support a healthy community.
- ✓ By providing water for sanitary services.
- ✓ By maintaining sufficient water for firefighting purposes.

ENVIRONMENT



- ✓ By conserving water and encouraging others to do the same.

AFFORDABILITY



- ✓ By meeting commercial and community needs at an affordable cost with equal access to water.

Capital expenditure and changes in level of service

- Westport water supply trunkmain replacements
- Reefton water supply treated water protection
- Backflow prevention programme
- Reticulation mains replacement programme

Levels of service

The overall corporate goals and legislative requirements have been translated into a number of more specific target performance standards. These are summarised below:

- To ensure that all supplies have sufficient water at the source, and within the system, to meet the reasonable needs of the consumers.
- To ensure that connections are provided with adequate water pressure under normal use.
- To ensure that fire hydrants provide an adequate firefighting supply.
- To ensure the quality of the water supplies meet the expectations of each community and all legal requirements.
- To maintain the service to the consumer with a minimum of disruption and inconvenience.
- To minimise the quantity of unaccounted water.
- To ensure that supplies are managed in a cost-effective manner.
- To ensure that supplies are managed in an environmentally sensitive manner.
- The corresponding levels of service established as a means of achieving the performance standards, as set out above.

Funding allocations

Activity	Funding Mechanism		
	Targeted rate	Fees	Capital Spend
Water	100%	-	<ul style="list-style-type: none"> Targeted Subsidies Investments Depreciation Reserves Loans

Significant capital expenditure

- 2024/2025 to 2025/2026:** \$6.736m (Punakaiki water scheme upgrade and extension - dependant on external funding).
- 2021/2022 to 2030/2031:** \$2.081m (improvements to water schemes across the district to meet the Drinking Water Standards).
- 2021/2022 to 2023/2024:** \$0.117m (automate control of storage tanks at Punakaiki).

Targeted Rates

Water Supplies	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	GST Exclusive									
Westport	850	875	900	975	975	975	975	975	1,005	1,045
Reefton	700	800	900	1,150	1,150	1,150	1,150	1,150	1,150	1,150
Little Wanganui	230	230	230	230	590	590	630	650	655	670
Mokihinui	275	280	285	450	855	865	870	890	910	910
Ngakawau-Hector (administered by Council)	310	310	310	310	310	310	310	310	310	310
Waimangaroa	950	975	1,000	1,150	1,170	1,190	1,200	1,230	1,255	1,275
Punakaiki Water	925	920	930	1,600	1,800	2,100	2,250	2,300	2,400	2,500
Inangahua Junction	550	600	650	1,200	1,800	1,800	1,800	2,000	2,000	2,000
South Granity (administered by Council)	250	250	250	250	250	250	250	250	250	250

Key Performance Indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Provide an adequate quality of water	<ul style="list-style-type: none"> ■ Social ■ Affordability. ■ Prosperity ■ Environment 	Safe drinking water supports the health of our community.	Council water supplies conform to part 4 and part 5 of the Drinking Water Standards.	<p>≥ Full compliance (100%) with part 4 (bacteria compliance criteria).</p> <p>≥ Full compliance (100%) with part 5 (protozoa compliance criteria).</p>	<p>≥ Full compliance (100%) with part 4 (bacteria compliance criteria).</p> <p>≥ Full compliance (100%) with part 5 (protozoa compliance criteria).</p>
Provide a reliable supply of water	<ul style="list-style-type: none"> ■ Social ■ Affordability. ■ Prosperity ■ Environment 	A reliable supply of water is provided through a maintained network.	No more than a 30% of real water loss from the networked reticulation system.	≥ No more than 30% water loss from the reticulation system.	≥ No more than 30% water loss from the reticulation system.
Provide a reliable supply of water - fault response times	<ul style="list-style-type: none"> ■ Social ■ Affordability. ■ Prosperity ■ Environment 	A reliable supply of water is provided through a maintained network.	Response to network outages, faults and unplanned interruptions are measured.	<p>≥ Attendance for urgent call-outs: from the time Council receives notification to the time that service personnel reach the site is to be two hours at the most.</p> <p>≥ Resolution of urgent call-outs: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption is to be eight hours at the most.</p> <p>≥ Attendance for non-urgent call-outs: from the time Council receives notification to the time that service personnel reach the site is to be one working day at the most.</p> <p>≥ Resolution of non-urgent call-outs: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption is to be five working days at the most.</p>	<p>≥ Attendance for urgent call-outs: from the time Council receives notification to the time that service personnel reach the site is to be two hours at the most.</p> <p>≥ Resolution of urgent call-outs: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption is to be eight hours at the most.</p> <p>≥ Attendance for non-urgent call-outs: from the time Council receives notification to the time that service personnel reach the site is to be one working day at the most.</p> <p>≥ Resolution of non-urgent call-outs: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption is to be five working days at the most.</p>
Provide a reliable supply of water – demand management	<ul style="list-style-type: none"> ■ Social ■ Affordability. ■ Prosperity ■ Environment 	Demand on the water supply is managed through a maintained network.	Meet the average consumption of drinking water per day per resident within the Buller District.	≥ 700 litres per resident per day.	≥ 700 litres per resident per day.

Key Performance Indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Provide an acceptable supply of water – customer satisfaction	<ul style="list-style-type: none"> ■ Social ■ Affordability. ■ Prosperity ■ Environment 	An acceptable supply of water is provided through a maintained network to communities	Stated performance delivery of the supply does not exceed the total complaints received target on the following aspects of the drinking water: <ul style="list-style-type: none"> ■ clarity ■ taste ■ odour ■ pressure or flow ■ continuity of supply 	≥ Less than 50 valid complaints per 1,000 connections for these measures.	≥ Less than 50 valid complaints per 1,000 connections for these measures.

Table 1: Drinking Water Standard NZ compliance

Water Supply (plant compliance)	Population (WINZ)	Bacterial Compliance		Protozoal Compliance (%)	
		Current Performance	Target	Current Performance	Target
South Granity Tank Supply (administered by Council)	30	No *	No	No *	No
Hector/Ngakawau (administered by Council)	219	No *	No	No *	No
Inangahua Junction	70	Yes	Yes	No***	Yes
Little Wanganui	150	No *	No	No *	No
Mokihinui	100	No *	No	No *	No
Punakaiki	230	No****	Yes	No****	Yes
Reefton	951	No ****	Yes	No ****	Yes
Waimangaroa	300	No *	No	No *	No
Westport (including Carters Beach)	4,974	No ****	Yes	No ***	Yes

* No treatment plant to enable compliance

** E.Coli detection in supply

*** Data collection and reporting errors

**** Insufficient sampling, non-compliance of certain parameters

Table 3: Water leakage

Water Supply	Connections	Actual Performance	Target	Method
South Granity Tank Supply (administered by Council)	23	2019/2020 : not measured (2018/2019: not measured).	30%	MNF
Hector/Ngakawau	176	2019/2020 : not measured (2018/2019: not measured).	30%	MNF
Inangahua Junction	33	2019/2020 : not measured (2018/2019: 32%)	30%	MNF
Little Wanganui	78	2019/2020 : not measured (2018/2019: not measured).	30%	MNF
Mokihinui	50	2019/2020 : not measured (2018/2019: not measured).	30%	MNF
Punakaiki	93	2019/2020 : not measured (2018/2019: 41%)	30%	MNF
Reefton	663	2019/2020 : not measured (2018/2019: 39%)	30%	MNF
Waimangaroa	137	2019/2020 : not measured (2018/2019: not measured).	30%	MNF
Westport	2,694	2019/2020 : not measured (2018/2019: 58%)	30%	MNF

MNF = Minimum Night Flow

Water leakage is not measured in some supplies as those supplies have no treatment plant therefore there is no way of determining leakage.

Table 2: Drinking Water Standard NZ compliance

Water Supply (zone compliance)	Population (WINZ)	Bacterial Compliance	
		Current Performance	Target
South Granity Tank Supply (administered by Council)	30	No *	No
Hector/Ngakawau (administered by Council)	219	No *	No
Inangahua Junction	70	Yes	Yes
Little Wanganui	150	No *	No
Mokihinui	100	No *	No
Punakaiki	230	Yes	Yes
Reefton	951	Yes**	Yes
Waimangaroa	300	No *	No
Westport	4,617	Yes	Yes
Carters Beach	357	Yes	Yes

* No treatment plant to enable compliance

** E.Coli detection in supply

Funding impact statement for Water Supplies

		AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding												
Sources of Operating Funding												
General rates, Uniform Annual General Charge, rates penalties		0	0	0	0	0	0	0	0	0	0	0
Targeted rates		2,973	3,137	3,278	3,420	3,904	3,991	4,022	4,041	4,059	4,155	4,279
Subsidies and grants for operating purposes		0	0	0	0	0	0	0	0	0	0	0
Fees and charges		214	232	235	238	241	244	247	250	253	256	259
Internal charges and overheads recovered		0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts		0	0	0	0	0	0	0	0	0	0	0
Total Operating Funding	A	3,187	3,369	3,513	3,658	4,145	4,235	4,269	4,291	4,312	4,411	4,538
Applications of Operating Funding												
Payments to suppliers and staff		1,105	1,274	1,389	1,496	1,547	1,477	1,516	1,571	1,613	1,664	1,713
Finance costs		337	353	348	342	334	358	368	377	386	396	403
Internal charges and overheads applied		457	514	552	574	578	606	622	621	654	667	671
Other operating funding applications		0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding	B	1,899	2,141	2,289	2,412	2,459	2,441	2,506	2,569	2,653	2,727	2,787
Surplus/ (deficit) of Operating Funding	A-B	1,288	1,228	1,224	1,246	1,686	1,794	1,763	1,722	1,659	1,684	1,751
Capital Funding												
Sources of Capital Funding												
Subsidies and grants for capital expenditure		0	0	0	0	2,214	4,522	0	0	0	0	0
Development and financial contributions		0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt		1,659	(180)	(273)	(306)	1,204	425	279	217	239	131	119
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	1,659	(180)	(273)	(306)	3,418	4,947	279	217	239	131	119
Capital Expenditure												
- to meet additional demand		0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service		2,352	275	370	391	3,839	5,315	677	542	560	515	531
- to replace existing assets		558	766	785	680	1,301	1,205	1,204	1,108	1,145	1,146	1,181
Increase/ (decrease) in reserves		37	7	(204)	(131)	(36)	221	161	289	193	154	158
Increase/ (decrease) in investments		0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding	D	2,947	1,048	951	940	5,104	6,741	2,042	1,939	1,898	1,815	1,870
Surplus/ (deficit) of Capital Funding	C-D	(1,288)	(1,228)	(1,224)	(1,246)	(1,686)	(1,794)	(1,763)	(1,722)	(1,659)	(1,684)	(1,751)
Funding Balance	((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

What do we do?

Council provides these activities to support the health and well-being of the community and the environment.

Council currently provides for the collection and transportation of the wastewater from residential and commercial properties of the townships of Westport, Little Wanganui and Reefton through the underground piping infrastructure and treatment facilities. The rest of the district is serviced by on-site disposal systems that property owners maintain.

Assumptions

It has been assumed that there will be no significant capacity change required for infrastructure to meet demands from industry or population growth.

Resource consent to discharge primary treated and untreated sewage effluent to Buller River during storm overflow events will remain in effect only till 2023. Freshwater values and resource management legislation changes may impact the ability for future discharge consents to freshwater.

The Water Services Bill will bring in Taumata Arowai as the new regulator for wastewater. A further assumption is that there will be no major infrastructure failures.

Community wastewater and sewerage systems

Council continues a routine sewer mains replacement programme throughout Westport, Carters Beach, Little Wanganui and Reefton, as well as treatment plant upgrades as required.

Sewer modelling for Westport will inform aspects of storm water and wastewater separation. This will continue to address the level of stormwater infiltration into the network and allow for planning to reduce the amount of stormwater entering it, therefore improving capacity across the network.

Further camera surveys and water blasting of earthenware mains throughout Reefton to undertake maintenance assessments and remove debris from pipes is planned. There will be a continued focus on ensuring network integrity where sewerage pipes and drinking water supply are co-located within close proximity.

Significant negative effects

There is potential for the discharge of the effluent from these sewer systems to result in significant negative effects to public health and the environment. However, effluent discharges are subject to a resource consent process and the effects of each discharge are identified. Where risks exist, there are conditions placed on that discharge to manage the potential effects.

The primary purpose of the sewer system is to reduce the negative effects from wastewater discharges that would otherwise arise from the individual communities.

Links to Community Outcomes

This activity supports the following community outcomes:

Links to Community Outcomes

This activity supports the following community outcomes:

SOCIAL



- ✓ By providing a sanitary wastewater collection and treatment service.

ENVIRONMENT



- ✓ By protecting the environment through the treatment of wastewater.
- ✓ By providing water conservation programmes.

AFFORDABILITY



- ✓ By meeting commercial wastewater needs and meeting community needs at an affordable cost.

Changes in level of service

Mains upgrades resulting in increased levels of service.

Significant capital expenditure

- **2021/2022 to 2030/2031:** \$3.142m (mains replacements - Westport)
- **2021/2022 to 2030/2031:** \$3.142m (mains replacements - Westport)
- **2021/2022 to 2030/2031:** \$0.062m (mains replacements - Little Wanganui)

Funding allocations

Activity	Funding Mechanism		
	Targeted rate	Fees	Capital Spend
WasteWater/ Sewerage	100%	-	<ul style="list-style-type: none"> ✓ Investments ✓ Depreciation Reserves ✓ Loans

Targeted rates

Scheme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Westport	910	920	940	950	970	1,020	1,100	930	930	950
Reefton	610	620	630	650	750	750	750	750	750	750
Little Wanganui	700	770	850	1,200	1,500	1,600	1,600	1,800	1,800	1,800

Key performance indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Provide adequate wastewater and sewerage systems	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Wastewater and sewerage systems contribute to maintaining public health.	Wastewater and sewerage systems provide adequate capacity in relation to dry weather overflows.	≥ less than five sewerage overflows per 1,000 connections.	≥ less than five sewerage overflows per 1,000 connections.
Wastewater and sewerage discharge compliance	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Provision of wastewater and sewerage collection and disposal systems that contribute to ensuring minimal environmental impact.	Wastewater and sewerage systems are managed within resource consent parameters, with less than five abatement notices, enforcement orders and convictions in relations to those resource consents.	≥ less than five abatement notices. ≥ 0 infringement notices. ≥ 0 enforcement orders. ≥ No convictions received.	≥ less than five abatement notices. ≥ 0 infringement notices. ≥ 0 enforcement orders. ≥ No convictions received.
Provide reliable wastewater and sewerage systems – fault response time	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Fault response provides a reliable wastewater and sewerage collection and disposal systems	Response to network overflows resulting from a blockage or other fault in the system.	≥ Attendance time: from the time Council receives notification to the time that service personnel reach the site is to be two hours at the most. ≥ Resolution time: from the time Council receives notification to the time that service personnel confirm resolution of the blockage or other fault is to be one working day at the most.	≥ Attendance time: from the time Council receives notification to the time that service personnel reach the site is to be two hours at the most. ≥ Resolution time: from the time Council receives notification to the time that service personnel confirm resolution of the blockage or other fault is to be one working day at the most.
Provide acceptable wastewater and sewerage systems – customer satisfaction	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	An acceptable wastewater and sewerage collection and disposal systems is maintained.	Stated performance delivery of the system does not exceed the total complaints received target on the following aspects of the sewerage and wastewater system: <ul style="list-style-type: none"> ■ odour ■ system faults ■ system blockages ■ Council response to any of these issues 	≥ less than five complaints per 1,000 connections for each of these measures.	≥ less than five complaints per 1,000 connections for each of these measures.

Funding impact statement for Wastewater/Sewerage

		AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding												
Sources of Operating Funding												
General rates, Uniform Annual General Charge, rates penalties		0	0	0	0	0	0	0	0	0	0	0
Targeted rates		2,679	2,717	2,753	2,815	2,873	3,001	3,134	3,336	2,920	2,920	2,971
Subsidies and grants for operating purposes		0	0	0	0	0	0	0	0	0	0	0
Fees and charges		0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered		0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts		5	5	6	6	6	6	6	6	6	6	6
Total Operating Funding	A	2,684	2,722	2,759	2,821	2,879	3,007	3,140	3,342	2,926	2,926	2,977
Applications of Operating Funding												
Payments to suppliers and staff		935	1,052	1,188	1,301	1,455	1,169	1,179	1,249	1,178	1,181	1,200
Finance costs		198	84	73	63	52	41	29	18	6	0	0
Internal charges and overheads applied		360	381	414	432	442	439	445	446	460	466	469
Other operating funding applications		0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding	B	1,493	1,517	1,675	1,796	1,949	1,649	1,653	1,713	1,644	1,647	1,669
Surplus/ (deficit) of Operating Funding	A-B	1,191	1,205	1,084	1,025	930	1,358	1,487	1,629	1,282	1,279	1,308
Capital Funding												
Sources of Capital Funding												
Subsidies and grants for capital expenditure		0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions		0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt		(336)	(393)	(403)	(414)	(425)	(436)	(447)	(459)	(338)	0	0
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	(336)	(393)	(403)	(414)	(425)	(436)	(447)	(459)	(338)	0	0
Capital Expenditure												
- to meet additional demand		0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service		0	0	153	177	75	76	55	0	0	0	0
- to replace existing assets		894	932	711	595	994	861	926	1,183	850	974	1,242
Increase/ (decrease) in reserves		(39)	(120)	(183)	(161)	(564)	(15)	59	(13)	94	305	66
Increase/ (decrease) in investments		0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding	D	855	812	681	611	505	922	1,040	1,170	944	1,279	1,308
Surplus/ (deficit) of Capital Funding	C-D	(1,191)	(1,205)	(1,084)	(1,025)	(930)	(1,358)	(1,487)	(1,629)	(1,282)	(1,279)	(1,308)
Funding Balance	((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

What do we do?

Stormwater management systems are a set of procedures and physical assets designed to manage the need to dispose of surface water from rainfall.

Council manages open drain stormwater systems in Hector, Ngakawau, Seddonville, Granity, Waimangaroa, Westport, Carters Beach and Reefton. In addition there is a piped stormwater system in Westport.

Sections of the Westport piped sewerage system and all of the Reefton piped sewer system also convey stormwater.

In Punakaiki, the only public stormwater drain is maintained by Waka Kotahi – New Zealand Transport Agency as part of their roading network. In other townships, such as Mokihinui and Little Wanganui, there are no formal stormwater systems and all stormwater simply soaks to ground naturally.

Why are we involved in this activity?

Council provides stormwater systems to manage surface water runoff in a way that achieves a balance between the level of protection from localised flooding and the cost to the community.

Assumptions

It has been assumed that there will be negligible population growth in urban areas requiring stormwater reticulation. Any future significant subdivisions will need to address stormwater disposal through the development (e.g. by payment of a financial contribution).

Freshwater legislation for stormwater will be come into effect and will directly affect the ability to retain current discharge resource consents.

Negative effects


Storm and rain events of a severity which exceed design capability may result in short term negative effects such as localised flooding.

There is a potential danger posed by open drains.

Impacts on fresh water values from storm water discharge.

Links to Community Outcomes

This activity supports the following community outcomes:

<p>SOCIAL</p> 	<p>✓ By providing stormwater systems reduces the risk of death or injury resulting from flooding on private property.</p>
<p>ENVIRONMENT</p> 	<p>✓ The adverse environmental effects of stormwater runoff and disposal can be addressed with appropriate management.</p>
<p>AFFORDABILITY</p> 	<p>✓ The service is deemed to provide a public benefit, through the protection of property.</p>

Significant capital expenditure

- **2025/2026 to 2030/2031:** \$1.091m (increase in main replacements - districtwide)
- **2023/2024:** \$0.056m (stormwater modelling to mitigate wastewater ingress)
- **2021/2022 to 2024/2025:** \$0.500m (flood mitigation works - Westport)

Funding allocations

Stormwater services funding

Stormwater is funded from General rates as this activity is seen as benefiting the community as a whole, rather than a particular individual or group of individuals.

Activity	Funding Mechanism		
	General rate	Fees	Capital Spend
Stormwater	100%	-	✓ Loans

Levels of service

The overall corporate goals and legislative requirements have been translated into a number of more specific target performance standards:

- To ensure that all stormwater systems have sufficient capacity to meet the reasonable needs of the consumers.
- To ensure that stormwater within urbanised areas does not contribute to cross boundary flooding for events up to 10% AEP* (1 in 10 year event).
- To ensure that stormwater within urbanised areas does not enter dwellings for events up to 2% AEP* (1 in 50 year event).
- To ensure that secondary flow paths are identified for events exceeding the capacity of the primary systems.
- To ensure that stormwater systems are maintained at or beyond the minimum capacity required.
- To ensure that stormwater systems are managed in a cost-effective manner.
- To ensure that stormwater discharges are managed in an environmentally sensitive manner.

It can be costly to undertake the necessary investigations to quantify what the capacity of an existing system actually is, and there can be significant costs associated with upgrading that capacity. Therefore, while it is appropriate to apply these performance standards to all new stormwater systems, a more pragmatic approach is taken towards the management of existing stormwater systems.

Specifically, all existing stormwater systems are simply maintained to their original design capacity. Additionally, when all of the following conditions exist, the actual capacity of existing stormwater systems need not be calculated:

- The system has operated for over 30 years without significant flooding.
- The system has operated for over 30 years without significant damage.
- The system has operated for over 30 years to the satisfaction of the community.

Site specific investigations are undertaken when the existing capacity is not considered acceptable to the individual community. Any upgrade options are considered based on risk and benefit/cost considerations.

Key performance indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Provide adequate stormwater drainage capacity	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Stormwater systems contribute to maintaining public safety	The number of flooding events in the stormwater systems are managed to an target level of service set in the performance measure	<p>≥ No target has been set for the number of flooding events as it is deemed that flooding events are outside of Council control</p> <p>≥ For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected Councils stormwater system) is not more than five houses flooded for each event</p>	<p>≥ No target has been set for the number of flooding events as it is deemed that flooding events are outside of Council control</p> <p>≥ For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected Councils stormwater system) is not more than five houses flooded for each event</p>
Stormwater environmental discharge compliance	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Provision of stormwater collection and disposal systems that contribute to ensuring minimal environmental impact through its discharge.	Stormwater systems are managed within resource consent parameters, with no abatement notices, infringement notices, enforcement orders, or convictions in relations to those resource consents.	<p>≥ 0 abatement notices.</p> <p>≥ 0 infringement notices.</p> <p>≥ 0 enforcement orders.</p> <p>≥ No convictions received.</p>	<p>≥ 0 abatement notices.</p> <p>≥ 0 infringement notices.</p> <p>≥ 0 enforcement orders.</p> <p>≥ No convictions received.</p>
Provide reliable storm water systems – fault response time	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Fault response provides a reliable stormwater collection and disposal systems.	Response to flooding overflows resulting from a blockage or other fault int en system.	≥ The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site is to be one hour at the most.	≥ The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site is to be one hour at the most.
Provide acceptable stormwater systems – customer satisfaction	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	An acceptable stormwater system is maintained for communities.	Stated performance delivery of the system does not exceed the total complaints received about the performance of the stormwater system.	≥ Less than 10 complaints per 1,000 connections.	≥ Less than 10 complaints per 1,000 connections.

Funding impact statement for Stormwater

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding											
Sources of Operating Funding											
General rates, Uniform Annual General Charge, rates penalties	553	581	698	831	1,088	1,009	992	920	901	983	906
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts	5	5	5	5	5	5	5	5	6	6	6
Total Operating Funding A	558	586	703	836	1,093	1,014	997	925	907	989	912
Applications of Operating Funding											
Payments to suppliers and staff	167	190	184	187	248	252	257	206	209	213	216
Finance costs	25	10	9	8	7	6	5	4	3	2	2
Internal charges and overheads applied	115	144	151	157	158	167	169	161	173	175	175
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding B	307	344	344	352	413	425	431	371	385	390	393
Surplus/ (deficit) of Operating Funding A-B	251	242	359	484	680	589	566	554	522	599	519
Capital Funding											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt	(35)	(42)	(43)	(44)	(45)	(46)	(37)	(27)	(27)	(11)	(11)
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	(35)	(42)	(43)	(44)	(45)	(46)	(37)	(27)	(27)	(11)	(11)
Capital Expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	50	158	220	289	60	63	66	69	72	75
- to replace existing assets	216	150	158	220	346	483	466	461	426	516	433
Increase/ (decrease) in reserves	0	0	0	0	0	0	0	0	0	0	0
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding D	216	200	316	440	635	543	529	527	495	588	508
Surplus/ (deficit) of Capital Funding C-D	(251)	(242)	(359)	(484)	(680)	(589)	(566)	(554)	(522)	(599)	(519)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

What do we do?

The Solid waste activity provides for the collection, transfer and final disposal of waste materials generated by households and businesses within the District.

Council provides Solid waste collection and recycling services through an environmentally sustainable contractor.

Council entered into a 10-year contract with Smart Environmental Ltd to provide this service until 1 February 2024. This includes the collection and disposal of residual refuse and recycling, the management of the transfer stations and the transportation of residual waste to a landfill. The kerbside collection service contract will be retendered for the period 2024 – 2034. As part of this procurement process, further investigation will be undertaken around in-district landfill management on a regional context.

Council also operates two active landfills at Karamea and Maruia. Central Government policy is moving away from a reliance on landfilling as a waste management response, and towards making New Zealand a more carbon neutral, circular economy.

Council provides the aftercare of Council's closed landfill sites (Birchfield, Westport, Charleston, Inangahua, Reefton, Springs Junction and Ikamatua) and monitors groundwater quality at these sites as required under resource consent conditions.

Council also has a role in facilitating waste minimisation behaviours within communities. This is put into effect by providing resources for education programmes into schools about sustainability and waste minimisation. Support is also provided to businesses to develop more sustainable practices.

Why are we involved in this activity?

Facilitating the provision of a kerbside collection for household refuse and recycling, plus providing waste disposal and materials diversion services, helps to maintain the quality of life in the District and facilitates waste minimisation through re-use, recycling and recovery. Provision of the service also minimises illegal dumping of refuse.

Assumptions

Smart Environmental Ltd continue to provide the service that they tendered for in accordance with the contract provisions until 2024. After this the service will be retendered.

Legislation will change in line with the current indicated Central Government strategic direction over the term of this Plan.

Consumer patterns of consumption and product packaging will remain at either current levels, or shall reduce, therefore the District will set out on a waste reduction pathway.

Inability for certain recycling streams to have a financial value due to the impact of China's National Sword Policy will remain.

The Government Landfill Waste Levy will stay in place during the life of this Plan.

Negative effects

Refuse is trucked to Nelson from Westport and Reefton and this adds to both road usage and vehicle pollution. All loads are fully secured and covered to minimise the opportunity for spillage. Road usage will be independently managed by the contractor.

Contaminants from closed landfills leaching into surrounding land and/or water pose a threat to the environment and general well-being of the public. This risk is minimised by compliance with resource consents and the monitoring of waterways in the vicinity of landfills.

Links to Community Outcomes

This activity supports the following community outcomes:

AFFORDABILITY



- ✓ The District has a means of safely disposing of its refuse.

PROSPERITY



- ✓ Commercial needs for dealing with waste are met.

CULTURE



- ✓ Programmes are provided to schools and the community on waste care and reduction.
- ✓ There is continued public education around composting, food waste reduction strategies and recycling opportunities.

ENVIRONMENT



- ✓ Refuse is collected and disposed of in a safe, efficient and sustainable manner, minimising the risk of waste being inappropriately or dangerously disposed of.
- ✓ Waste minimisation is encouraged.

Changes in level of service provided

- There are no changes in the level of service provided.

Significant issues and their impact

- Additional landfill levy costs from Central Government.
- Move towards a sustainable circular economy.

Significant capital expenditure

■ **2024/2025:** \$0.318m (investigation into Leachate pond along with transfer station investments)

■ **2024/2025:** \$1.060m (for a re-processor plant at Westport)

Funding allocations

Activity	Funding Mechanism			
	General Rate	Targeted Rate	Fees and Charges	Capital Spend
Westport	-	80-95%	2-20%	✓ Investments
Karamea	-	60-75%	25-40%	✓ Depreciation Reserves
Muruia	-	80-95%	5-20%	✓ Loans
Landfill operations	100%	-	-	

Targeted rates

Solid waste	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Zone 1 Waste Management	133	137	140	142	145	148	150	153	155	158
Zone 2 (Karamea)	87	100	105	112	114	116	118	120	122	124
Zone 3 (Muruia)	158	166	220	223	226	228	231	234	236	240

Key performance indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
<p>Solid waste</p>	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment ■ Culture 	<p>Council provides ethical, economical, and efficient waste management services, where the concepts of sustainability and social responsibility are equally valued alongside cost.</p> <p>Change behaviours to Solid waste leading to a decrease in the quantity of waste generated per person and divert Solid waste from landfills.</p>	<p>Provide landfill operations in Karamea, Maruia, and Springs Junction.</p> <p>Offer recycling services at Karamea landfill.</p> <p>Provide transfer station services in Westport and Reefton, as well material recovery facilities at Westport Transfer Station.</p> <p>Provide transfer station services in Westport and Reefton, as well material recovery facilities at Westport Transfer Station.</p> <p>Education activities to encourage waste reduction, reduce contamination in recycling material, and compliance of recycling rules.</p> <p>Explore opportunities to extract value from resources making the waste management system more financially and environmentally sustainable in the long term.</p>	<p>≥ 100% of compliance with regulations set in the RMA, and the resource consents and environmental national regulations.</p> <p>≥ Undertake two community engagement events, and two community education events to encourage the reduction of waste generated and increase of diversion from landfill.</p>	<p>≥ 100% of compliance with regulations set in the RMA, and the resource consents and environmental national regulations.</p> <p>≥ Undertake two community engagement events, and two community education events to encourage the reduction of waste generated and increase of diversion from landfill.</p>

Funding impact statement for Solid Waste

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding											
Sources of Operating Funding											
General rates, Uniform Annual General Charge, rates penalties	293	350	520	616	610	432	438	444	439	430	430
Targeted rates	712	738	762	786	803	819	834	846	862	876	890
Subsidies and grants for operating purposes	44	44	45	45	46	47	48	49	50	50	51
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts	99	99	101	103	105	107	109	110	112	114	116
Total Operating Funding A	1,148	1,231	1,428	1,550	1,564	1,405	1,429	1,449	1,463	1,470	1,487
Applications of Operating Funding											
Payments to suppliers and staff	926	938	1,121	1,211	1,214	1,024	1,047	1,070	1,093	1,116	1,139
Finance costs	53	24	13	27	26	53	51	48	43	41	40
Internal charges and overheads applied	133	184	206	218	219	211	215	216	222	224	227
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding B	1,112	1,146	1,340	1,456	1,459	1,288	1,313	1,334	1,358	1,381	1,406
Surplus/ (deficit) of Operating Funding A-B	36	85	88	94	105	117	116	115	105	89	81
Capital Funding											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt	(74)	(39)	(25)	(101)	1,256	(162)	(166)	(170)	(174)	(112)	(87)
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
Total Sources of Capital Funding C	(74)	(39)	(25)	(101)	1,256	(162)	(166)	(170)	(174)	(112)	(87)
Capital Expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	90	214	78	1,060	0	0	0	0	0	0
- to replace existing assets	55	80	10	83	329	86	11	11	11	12	12
Increase/ (decrease) in reserves	(93)	(124)	(161)	(168)	(28)	(131)	(61)	(66)	(80)	(35)	(18)
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding D	(38)	46	63	(7)	1,361	(45)	(50)	(55)	(69)	(23)	(6)
Surplus/ (deficit) of Capital Funding C-D	(36)	(85)	(88)	(94)	(105)	(117)	(116)	(115)	(105)	(89)	(81)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

Infrastructure Delivery

What do we do?

The Professional Services Business Unit provides engineering services to support the maintenance, development and construction of Council infrastructure.

This includes the preparation of contracts for roading, water, wastewater, Solid waste and property, amenities and reserves. The PSBU monitors the performance of contractors and issues instructions for work in response to requests for service and comments from the community.

Why are we involved in this activity?

An in-house professional services business unit allows Council to access engineering services on a cost effective basis. In-house expertise assists the efficient management of Council roading and other infrastructure assets including water, wastewater and Solid waste.

Assumptions

Staffing and engineering requirements remain at levels required to deliver the activity in the LTP.

Negative effects

There are no negative effects

Key performance indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Provide engineering advice to Council and administer contracts	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Roads, transport, Solid waste, and three water service delivery is effectively managed.	Provide engineering services to support the maintenance and development of Council infrastructure.	≥ Quarterly programme reports provided to the Chief Executive Officer.	≥ Quarterly programme reports provided to the Chief Executive Officer.

Links to Community Outcomes

This activity supports the following community outcomes:

AFFORDABILITY



- ✓ By monitoring the conditions of Council assets and issuing requests for maintenance.

PROSPERITY



- ✓ By managing capital asset renewal programmes.

ENVIRONMENT



- ✓ By monitoring landfills and wastewater treatment plants.

Changes in level of service provided

- No anticipated changes in level of service.

Significant issues and their impact

- No significant issues.

Significant capital expenditure

- Vehicle replacements in line with Councils Vehicle Replacement Policy.

Funding allocations

Funding allocations are as per the Revenue and Finance Policy.

Activity	Funding Mechanism		
	Internal Allocation	Fees	Capital Spend
Professional Services	100%	-	<ul style="list-style-type: none"> ✓ Investments ✓ Depreciation Reserves ✓ Loans

Funding impact statement for Infrastructure Delivery

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding											
Sources of Operating Funding											
General rates, Uniform Annual General Charge, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	859	1,022	1,085	1,120	1,134	1,153	1,172	1,200	1,225	1,245	1,276
Local authorities fuel tax, fines, infringements fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Operating Funding A	859	1,022	1,085	1,120	1,134	1,153	1,172	1,200	1,225	1,245	1,276
Applications of Operating Funding											
Payments to suppliers and staff	654	749	788	812	825	843	861	880	902	925	948
Finance costs	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads applied	147	206	226	234	232	234	237	239	245	249	254
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding B	801	955	1,014	1,046	1,057	1,077	1,098	1,119	1,147	1,174	1,202
Surplus/ (deficit) of Operating Funding A-B	58	67	71	74	77	76	74	81	78	71	74
Capital Funding											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
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	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	35	36	0	37	0	38	39	0	0	0
Increase/ (decrease) in reserves	58	32	35	74	40	76	36	42	78	71	74
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding D	58	67	71	74	77	76	74	81	78	71	74
Surplus/ (deficit) of Capital Funding C-D	(58)	(67)	(71)	(74)	(77)	(76)	(74)	(81)	(78)	(71)	(74)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

Activities and services delivered

- Funding – community grants, museum support, community-led revitalisation projects, arts funding, facilities hire, rural travel fund
- Libraries
- NBS Theatre
- Reefton cinema
- Communications – website, Connect newsletter, news releases, social media, advertising.
- Customer services – over the counter and by phone and email through offices in Westport and Reefton
- Economic development
- Community engagement and consultation

Council works alongside our communities to support them to identify and implement solutions to the complex social issues in our society. The team work strategically and practically to ensure issues are identified, prioritised and addressed through a collaborative approach.

Funding

Council provides and/or administers a range of funding to community organisations and groups throughout the Buller District. Some are Council's own grants others are administered on behalf of central government organisations such as Creative NZ. All funds have criteria and applications are assessed by a committee or subcommittee.

Libraries

Library services operate in Reefton and Westport.

The district's libraries provide up to date services and facilities that meet information, learning, recreational and cultural needs of residents of all ages and backgrounds to enhance our community's well-being. Access to information will continue to be available in a variety of formats including books, media, and online apps. Free internet access is provided through Aotearoa People's Network.

NBS Theatre

Buller's premiere entertainment venue features a live theatre auditorium and two cinemas. The venue offers multiple movie screenings each week and the auditorium is used regularly for live performances, meetings, weddings, cabaret, and funerals. The outdoor stage is well used over the summer months.

Reefton Cinema

The Reefton Cinema provides movie screenings and the venue is also used for conferences, live performances, meetings, and community events.

Communications

Council's communications are both pro-active and reactive. By actively releasing information of public interest the Council aims to keep its community well informed.

At the time of writing this plan, a quarterly newsletter is delivered to all letterboxes in the district, is available over the counter at multiple outlets, and is sent in digital format to subscribers. Council is actively looking at increasing the use of the digital format while finding ways to ensure the newsletter reaches those who do not use digital platforms.

Social media is used to target certain audiences, and the website is regularly updated. Council will continue to add more 'how to videos' on its Youtube channel.

Strong systems oversee Council's responsibilities in relation to the Local Government Official Information and Meetings Act (LGOIMA). Staff undergo training so that responses are delivered in an acceptable manner.

Customer services

Council has service centres for customer use in Westport and Reefton, where staff are available to assist over the counter, by phone and by email. An after-hours telephone service is provided via a call centre.

Responses to service requests are increasingly becoming

stream-lined with response time targets being met. Council will further promote use of the service request system with customers, and is looking at ways to make it more user-friendly and increase its functionality.

Economic development

To guide Council's direction with economic development strategic plans are created, implemented, revised, and assessed.

As projects come to fruition new plans are created to respond to the changing environment. As a result, the district has led the national GDP rate post-Covid 19.

Strong relationships with key stakeholders such as the Provincial Development Unit have led to Council assisting to bring close to \$20m worth of projects to be completed by Council and supported applications to secure a further \$73m for projects to be delivered by external parties. These projects will be rolled out in the early years of this long term plan. More information about these projects can be found at www.bullerdc.govt.nz.

Over the next few years, Council will focus on activating its Environmental Improvement and Prosperity Strategy (EIPS) as tranche two of Council's economic development plan.

Community engagement and consultation

To shape our district Council creates multi-media campaigns and engagement activities to entice the community to have their say.

Opportunities to do so will be promoted and implemented during the consultation phase of Council's Annual Plan and LTP processes, and as policies and bylaws which may have significant impact are reviewed and changes drafted.

Council has a Significance and Engagement Policy that guides it in deciding which issues to engage and/or consult the community on.

Links to Community Outcomes

All the services provided by Community Services support all the community outcomes and all the well-being indicators as determined by central government.

SOCIAL



- ✓ Recreation facilities allow people to connect socially, play sport, and achieve their fitness and recreational goals. Developing community cohesion which supports mental and social well-being.

CULTURE



- ✓ Libraries assist with the development of lifelong learning and literacy. Theatres provide performance space for artistic and cultural performances all of which facilitate social and cultural connections.

AFFORDABILITY



- ✓ The range of services and facilities provided are managed with the aim of being efficient and fit-for-purpose, with an eye on the current and future needs of our community, and are funded through a mix of rates and user-pays to keep them as affordable as possible.

PROSPERITY



- ✓ Economic development strategies, along with a focus on building partnerships of trust and collaboration, along with advocating on behalf of the district will achieve economic development through specific projects.

ENVIRONMENT



- ✓ Building a strong relationship with the Ministry for the Environment and creating jobs for nature through Council's Environmental Improvement and Prosperity Strategy (EIPS) will create jobs and improve our waterways and natural environment.

Changes in levels of service

Reefton Service Centre

Council and Reefton Visitor Centre Inc are currently exploring the possibility of co-locating in the Reefton Visitor Centre building, and of Council taking over the operation of the Visitor Centre, to create a Service Hub in Reefton. For Council services, it is intended that the level of service remain at least the same as is currently provided through the Reefton Service Centre, including the NZ Post and NZTA functions. The library would also move into the Reefton Visitor Centre building. It is not anticipated that this will increase the cost of providing these services, and in time there may be a decrease in cost while achieving an increase in the level of service through shared resources and efficiencies.

Reefton Community Centre Gym

Use of the gym at the Reefton Community Centre has significantly declined over the years. In 2019, the gym was temporarily closed while a complaint that it did not meet appropriate standards for an unsupervised exercise facility was investigated. Significant investment would be required to raise the facility to an acceptable standard, and this is not practical given the current level of use. It is proposed that the gym remain closed throughout the life of this plan.

At the time of writing this plan a private operator is running a gym in Reefton. It is intended that Council retain ownership of the equipment it currently owns, so that in future if there is no longer a gym operating in Reefton Council can revisit this decision.

Assumptions

That the funding Council administers on behalf of other organisations will remain at the same level.

Negative effects

Expectations from community for continued funding and support.

Significant capital expenditure

- **2023/2024:** \$0.255m (resurface the main pool and new hydrotherapy pool at Reefton Pool)
- **2023/2024:** \$0.152m (heating system upgrade including Filtration Plant at Reefton Pool)
- **2021/2022 to 2023/2024:** \$0.502m (automatic pedestrian lighting and specialised air-conditioning system for the NBS Theatre)

Funding allocations

Funding allocations are as per the Revenue and Finance Policy

Activity	Funding Mechanism			
	General Rates	Fees	Grants	Capital Spend
Economic Development and Marketing	100%	-	-	<ul style="list-style-type: none"> ■ Depreciation Reserves ■ Loans
Libraries	67-98%	2-33%	-	<ul style="list-style-type: none"> ■ Investments ■ Depreciation Reserves ■ Loans ■ Grants
Museums	100%	-	-	<ul style="list-style-type: none"> ■ Depreciation Reserves ■ Loans
Theatre	60-75%	25-40%	-	<ul style="list-style-type: none"> ■ Investments ■ Depreciation Reserves ■ Loans ■ Grants
Recreation Facilities	100%	-	-	<ul style="list-style-type: none"> ■ Investments ■ Depreciation Reserves ■ Loans
Reefton Service centre	100%	-	-	<ul style="list-style-type: none"> ■ Depreciation Reserves
Reefton Post Office	20-30%	70-80%	-	<ul style="list-style-type: none"> ■ Depreciation Reserves
Community Development and support	85-100%	-	0-15%	<ul style="list-style-type: none"> ■ No Capital Spend

Key performance indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Provide information about Council services, decisions, and opportunities to engage.	<ul style="list-style-type: none"> ■ Social ■ Prosperity ■ Culture ■ Environment 	<p>The community feels informed, included, and empowered to access Council services and resources.</p> <p>The provision of access to a wide range of information relevant to the community's needs.</p>	<p>Council's website and Facebook are kept up to date as a source of information about Council projects, services and resources.</p> <p>Quarterly newsletter is produced.</p> <p>Communications plans are created to support projects considered to be of significant interest.</p>	<p>A biennial customer satisfaction survey will be carried out, and will ask how satisfied the community is with the information they receive from Council and their opportunities to engage with Council.</p>	<p>A biennial customer satisfaction survey will be carried out, and will ask how satisfied the community is with the information they receive from Council and their opportunities to engage with Council.</p>
Economic development	<ul style="list-style-type: none"> ■ Social ■ Prosperity ■ Culture ■ Environment 	<p>Networks and connections are facilitated to enable economic growth.</p> <p>Economic development plans are created and shared with the community and key stakeholders.</p>	<p>Staff actively build networks and connections across the community, with central government, regional partners and stakeholders.</p> <p>Community and/or economic development plans are shared via presentations to the community and/or industry groups.</p>	<p>Four community and/or economic development presentations are delivered within the community each year.</p>	<p>Four community and/or economic development presentations are delivered within the community each year.</p>
Public library services	<ul style="list-style-type: none"> ■ Social ■ Prosperity ■ Culture ■ Environment 	<p>A safe and welcoming library environment contributes to a community that is vibrant and inclusive.</p> <p>The library offers quality facilities and services that meet our current and future needs.</p> <p>The provision of access to a wide range of information relevant to the community's recreation and learning needs.</p>	<p>The library is a safe social space which community member want to visit.</p> <p>The library team delivers a high level of service that meets our community's current and future needs.</p> <p>The library's collection reflects the community's learning and recreational interests.</p>	<p>Total visits to the libraries maintained or increased by 0 - 4% per annum.</p> <p>At least 80% respondents satisfied or very satisfied with the libraries' services, as measured through a biennial survey.</p> <p>At least 80% of library users satisfied or very satisfied with the public libraries' collection, as measured through a biennial survey.</p>	<p>Total visits to the libraries maintained or increased by 0 - 4% per annum.</p> <p>At least 80% respondents satisfied or very satisfied with the libraries' services, as measured through a biennial survey.</p> <p>At least 80% of library users satisfied or very satisfied with the public libraries' collection, as measured through a biennial survey.</p>

Key performance indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
NBS Theatre and Reefton Cinema	<ul style="list-style-type: none"> ■ Social ■ Prosperity ■ Culture ■ Environment 	<p>A vibrant, safe, and welcoming theatre/cinema environment contributes to a community that is vibrant and inclusive.</p> <p>Provide a wide range of shows, movies and events that meet the current cultural interest of our community.</p>	<p>The theatre team delivers a high level of service that meets our community’s current and future needs.</p> <p>The theatres’ variety of shows, hires, and films reflects our community’s cultural interests.</p>	<p>Total visits to the theatre maintained or increased by 0-4% per annum.</p> <p>At least 80% of respondents satisfied or very satisfied with the theatres’ services as measured by the biennial survey.</p> <p>A biennial survey will be carried out to establish customers’ satisfaction in relation to services.</p>	<p>Total visits to the theatre maintained or increased by 0-4% per annum.</p> <p>At least 80% of respondents satisfied or very satisfied with the theatres’ services as measured by the biennial survey.</p> <p>A biennial survey will be carried out to establish customers’ satisfaction in relation to services.</p>

Funding impact statement for Community Services

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding											
Sources of Operating Funding											
General rates, Uniform Annual General Charge, rates penalties	3,712	3,566	3,698	3,730	3,614	3,666	3,824	3,806	3,894	3,968	3,973
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	80	340	74	31	31	31	31	31	31	31	43
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts	300	262	269	276	282	289	296	304	312	320	327
Total Operating Funding A	4,092	4,168	4,041	4,037	3,927	3,986	4,151	4,141	4,237	4,319	4,343
Applications of Operating Funding											
Payments to suppliers and staff	2,073	2,169	1,953	1,971	2,000	2,007	2,086	2,064	2,095	2,174	2,197
Finance costs	695	454	452	432	423	467	575	592	636	631	626
Internal charges and overheads applied	574	729	791	789	803	836	824	838	857	857	877
Other operating funding applications	480	501	503	504	374	375	376	378	379	381	383
Total Applications of Operating Funding B	3,822	3,853	3,699	3,696	3,600	3,685	3,861	3,872	3,967	4,043	4,083
Surplus/ (deficit) of Operating Funding A-B	270	315	342	341	327	301	290	269	270	276	260
Capital Funding											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt	63	(138)	(142)	647	(197)	(202)	(207)	(190)	(194)	(199)	(180)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	435	35	36	37	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	498	(103)	(106)	684	(197)	(202)	(207)	(190)	(194)	(199)	(180)
Capital Expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	35	44	0	0	0	0	0	0	0	0
- to replace existing assets	469	166	198	876	157	89	91	94	96	179	377
Increase/ (decrease) in reserves	299	11	(6)	149	(27)	10	(8)	(15)	(20)	(102)	(297)
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding D	768	212	236	1,025	130	99	83	79	76	77	80
Surplus/ (deficit) of Capital Funding C-D	(270)	(315)	(342)	(341)	(327)	(301)	(290)	(269)	(270)	(276)	(260)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

What do we do?

Council is an elected body that provides a governance structure for effective leadership, advocacy and accountable stewardship of the Council's assets and resources.

Council is made up of 11 elected members including 10 Councillors and one Mayor who are elected to serve a three-year term of office which coincides with the local authority elections. Two Councillors represent Inangahua Ward, two represent Seddon Ward and six represent Westport Ward. The Mayor chairs Council. The Inangahua Community Board comprises of four elected members plus two Inangahua Ward Councillors. Governance is supported by a Chief Executive Officer and staff.

Council provides systems for democratic local decision making for the overall benefit of the community, for both our current and future generations. Council decision making and actions are concerned with meeting the current and future needs of communities for good quality infrastructure, local public services and the performance of regulatory functions in a cost effective way for both business and households.

Buller District Mayor and Councillors provide governance to set direction, monitor and review Council performance, represent the community as well as inform the community of decisions made.

Why are we involved in this activity?

The Local Government Act 2002 requires Council and elected members to lead and represent their community. This Act requires Council to meet current and future needs of community in terms of good quality infrastructure and services as well as provide quality regulatory functions, all in a cost effective way. As well as this, Council is well placed to provide advocacy and leadership on other local matters that are outside those core functions.

Council and Community Boards provide:

- Advocacy for community issues.
- Monitoring of performance.
- Strategy setting to decide the level of services and activities to be provided to the district's communities.
- A way for our community to have its views heard.
- A way to promote social, economic, environmental and cultural wellbeing for the Buller District.

Assumptions and negative effects

We have assumed there will be no significant legislation changes that may affect this activity. There are no negative effects.

Central government reform in relation to three waters, RMA, freshwater and local government is noted and Council will actively follow its progress.

One District Plan collaboration and cost will be a major contributor over the next three years.

Significant issues and their impact

Council has a major role as a facilitator. It should provide reliable, affordable services and infrastructure that meet the community's needs, help develop attractive towns and a district that people will want to visit and reside in. This is important if the district is to experience economic growth and a transition to a diversified, resilient and sustainable economy which is a key aspect of Council's strategy.

It is critical that Council continues to advocate strongly to central government on important issues.

Key issues include:

- preparedness for climate change and carbon reduction targets;
- affordability of local infrastructure; and
- better local provision of core government services.

Protecting communities from some of the effects of climate change is important given some of the recent weather events, therefore working closely with the West Coast Regional Council is high on Council's list of priorities for this Long Term Plan.

It is also important that Council considers affordability issues in our communities. Rates affordability is important but needs to recognise the need for investment in key infrastructure, eg, roading and water.

Rates review

The 2012-2022 LTP noted that a rating review was long overdue. The existing system had been heavily modified over time and evolved into a complex structure with more than 40 different categories of ratepayer all being rated on a unique basis. This gave rise to questions about equity and fairness.

The long promised review was instigated by the newly elected Council in 2013. Considerable time was spent analysing the issues and considering the possibilities for change. Preliminary consultation was undertaken during 2014/ 2015.

The outcome of the first round of submissions and community consultation was Council decided the draft rating policy and methodology had a number of areas which Councillors would like to review. As a result Council extended the rates overhaul project, and continued to work on this significant task.

A second phase of community consultation began in 2017. The second phase of consultation differed to the first proposal as it proposed to review only general rates.

The second round of submissions and community consultation was held during 2017/2018. Council deliberated on the proposed rating system in January 2018 and decided not to adopt the proposal that had been posted to every ratepayer. It was agreed that land value rating would remain the valuation base for striking rates in Buller District, and the complicated rating system would be simplified by a review of the differentials.

A third round of community consultation has been held during February and March of 2021. After receiving submissions and considering community feedback, Council has decided not to adopt the proposal which based general rates on land value and simplified the differentials. Council will set a new workplan to continue review of the rating system.

While any new rating system may alter the way rates are assessed and collected, this has no effect on the amount of rates to be collected and therefore no impact on any figures in this Long Term Plan, apart for the individual rating examples. All rating examples in this LTP are calculated on the existing rating system.

Links to Community Outcomes

Support Services covers all the community outcomes as it provides the administrative and operational capacity to achieve them.

Significant Capital Expenditure

Nil.

Funding allocations

Funding allocations are as per the Revenue and Finance Policy

Activity	Funding Mechanism		
	General Rates	Fees	Capital Spend
Democracy	100%		✓ No Capital Spend

Key performance indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Governance and Representation	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Provide annual budgeting and financial planning processes.	<p>Community engagement occurs across the district with representatives from broad community groups.</p> <p>Publishing annual plans, annual reports and long term plans so the community is well informed</p>	<p>a) Meet statutory deadlines for councils LTP, AP before 30th June in each respective year</p> <p>b) Meet statutory obligations for requests for information under LGOIMA, greater than or equal to 90% of the time.</p> <p>c) To meet legislative requirements for Strategic planning workshops held with councillors</p>	<p>a) Meet statutory deadlines for councils LTP, AP before 30th June in each respective year</p> <p>b) Meet statutory obligations for requests for information under LGOIMA, greater than or equal to 90% of the time.</p> <p>c) To meet legislative requirements for Strategic planning workshops held with councillors</p>
Governance and Representation	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	To maintain transparency, accountability and accessibility to the public.	Conduct as much as council business in public forum. Public to be excluded only for commercially sensitive reasons.	Council meetings to be held in Westport and at least one meeting a year in Karamea and Reefton.	Council meetings to be held in Westport and at least one meeting a year in Karamea and Reefton.
Governance and Representation	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Advocating for Buller District, forming strong alliances and partnership opportunities.	Participate in the mayors, chairs and CEO meetings with the other West Coast Councils.	Continue to attend 100% of mayors, chairs and CEO meetings.	Continue to attend 100% of mayors, chairs and CEO meetings.

Funding impact statement for Governance and Representation

AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
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Operating Funding

Sources of Operating Funding

General rates, Uniform Annual General Charge, rates penalties	1,625	1,618	1,692	1,859	1,803	1,861	1,948	1,886	1,952	2,109	2,079
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts	0	0	39	0	0	41	0	0	43	0	0
Total Operating Funding A	1,625	1,618	1,731	1,859	1,803	1,902	1,948	1,886	1,995	2,109	2,079

Applications of Operating Funding

Payments to suppliers and staff	633	585	666	745	661	747	831	745	838	929	841
Finance costs	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads applied	992	1,033	1,065	1,114	1,142	1,155	1,117	1,141	1,157	1,180	1,238
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding B	1,625	1,618	1,731	1,859	1,803	1,902	1,948	1,886	1,995	2,109	2,079
Surplus/ (deficit) of Operating Funding A-B	0	0	0	0	0	0	0	0	0	0	0

Capital Funding

Sources of Capital Funding

Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0	0
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	0	0	0	0	0	0	0	0	0	0	0

Capital Expenditure

- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	0	0	0	0	0	0	0	0	0	0
Increase/ (decrease) in reserves	0	0	0	0	0	0	0	0	0	0	0
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding D	0	0	0	0	0	0	0	0	0	0	0
Surplus/ (deficit) of Capital Funding C-D	0	0	0	0	0	0	0	0	0	0	0
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

What do we do?

Customer Services and Support Services provides numerous functions for Customers and all of Council including:

- Service centres for customer use in Westport and Reefton.
- Corporate planning and support to governance.
- Financial and accounting operations.
- Production of Annual Plans, Long Term Plans and Annual Reports.
- Rating operations.
- Human Resources management.
- Information technology management.
- General administration.
- Health and safety compliance.
- Monitoring and compliance of all Council Controlled organisations.
- Guidance and monitoring of holding company performance.
- Asset management.
- Management functions.

Why are we involved in this activity?

The activity supports the functioning of all Council's activities and service provision.

Assumptions and negative effects

The current plan and rating is based on the current rating model.

Changes in level of service

Information management

Information management describes the process used to organise data so it is securely stored and can be retrieved in an efficient and effective manner. Good information management ensures that all relevant information is quickly available to inform decision making.

As a New Zealand local authority, Buller District Council (BDC) is responsible for the stewardship of information relevant to its district. This includes core land and ratings information as well as that relating to BDC's day-to-day business activities.

Council's information management responsibilities extend to all its systems, datasets, databases, electronic and paper records, websites and social media, regardless of local or format. Local authority accountability requirements include being able to meet statutory and regulatory obligations and produce evidence in court. It also includes community responsibility to provide information (current and historical) and repurpose data to contribute to Buller's economic growth.

Links to Community Outcomes

Support services covers all the Community Outcomes as it provides the administrative and operational capacity to achieve them.

Funding allocations

Funding allocations are as per the Revenue and Finance Policy

Activity	Internal Allocation	Funding Mechanism		
		Fees	Other	Capital Spend
Corporate Services	100%	-	-	<ul style="list-style-type: none"> ■ Investments ■ Depreciation Reserves ■ Loans
Information Systems	100%	-	-	<ul style="list-style-type: none"> ■ Investments ■ Depreciation Reserves ■ Loans

Key performance indicators

Activity	Community Outcome	Activity contribution	Level of service	Performance measures 2021-2024	Performance measures 2025-2031
Health and Safety	<ul style="list-style-type: none"> ■ Social ■ Affordability 	<p>Provide safe working environment for all employees, contractors, and visitors.</p> <p>Our employees and contractors are trained, supported, and competent in understanding and delivering their obligations to Council’s Health and Safety requirements.</p>	<p>High functioning Health and Safety Committee that empowers employees, contractors, and visitors.</p> <p>Our systems and processes allow staff and contractors to gain the training and development required to comply with HSWA 2015.</p>	100% compliance with Health and Safety Work Act 2015 (HSWA 2015).	100% compliance with Health and Safety Work Act 2015 (HSWA 2015).

Funding impact statement for Support Services

		AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding												
Sources of Operating Funding												
General rates, Uniform Annual General Charge, rates penalties		285	184	207	213	213	208	211	215	233	224	230
Targeted rates		0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes		0	12	0	0	0	0	0	0	0	0	0
Fees and charges		0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered		4,631	5,512	5,936	6,140	6,207	6,293	6,315	6,415	6,562	6,676	6,912
Local authorities fuel tax, fines, infringements fees and other receipts		70	75	76	78	79	81	82	84	85	87	88
Total Operating Funding	A	4,986	5,783	6,219	6,431	6,499	6,582	6,608	6,714	6,880	6,987	7,230
Applications of Operating Funding												
Payments to suppliers and staff		3,808	4,354	4,481	4,665	4,795	4,934	4,969	5,060	5,191	5,297	5,442
Finance costs		95	48	48	47	46	49	56	58	62	62	62
Internal charges and overheads applied		939	1,248	1,432	1,448	1,448	1,445	1,446	1,461	1,496	1,502	1,596
Other operating funding applications		0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding	B	4,842	5,650	5,961	6,160	6,289	6,428	6,471	6,579	6,749	6,861	7,100
Surplus/ (deficit) of Operating Funding	A-B	144	133	258	271	210	154	137	135	131	126	130
Capital Funding												
Sources of Capital Funding												
Subsidies and grants for capital expenditure		0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions		0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt		0	0	0	0	0	0	0	0	0	0	0
Gross proceeds from sale of assets		0	500	500	500	200	200	200	200	200	200	200
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	0	500	500	500	200	200	200	200	200	200	200
Capital Expenditure												
- to meet additional demand		0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service		0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets		84	207	154	155	183	133	121	95	150	128	112
Increase/ (decrease) in reserves		60	426	604	616	227	221	216	240	181	198	218
Increase/ (decrease) in investments		0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding	D	144	633	758	771	410	354	337	335	331	326	330
Surplus/ (deficit) of Capital Funding	C-D	(144)	(133)	(258)	(271)	(210)	(154)	(137)	(135)	(131)	(126)	(130)
Funding Balance	((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

What do we do?

Amenities, parks, domains, reserves and public spaces

Council provides and maintains active and passive recreational land and facilities in the Buller District to meet community and environmental needs. These areas may be managed by Council, or in conjunction with subcommittees.

This includes the provision of gardens, sports grounds, green areas, playgrounds and parks.

Cultural and community facilities, buildings and structures

A number of facilities, buildings and structures are owned by Council and made available for a range of cultural and community uses including community halls, theatres, aquatic centres, sporting facilities and meeting facilities.

Other property management

Council also owns and manages a number of other properties, land and buildings in the district. These have a range of uses including community groups, private licences and commercial leases.

Managing these properties includes assisting with property transfers and acquisitions, along with Council property licences, leases and legal agreements.

Public toilets

Public toilet facilities are provided by Council at Westport, Carters Beach, Tauranga Bay, North Beach Reefton, Fox River, Springs Junction and Waimangaroa.

Council assists in the provision of toilet facilities in Karamea, Granity, Inangahua Junction, and Ikamatua.

Cemeteries

Council provides adequate land and plots to meet the district's burial needs, operating the following cemeteries:

- Orowaiti
- Mokihinui
- Reefton – suburban
- Council assists the Karamea Cemetery Trust
- Council maintains closed cemeteries at Charleston and Boatmans - Reefton

Housing for seniors

Council provides affordable housing for seniors in our community, with 45 housing units across the district:

- 4 in Karamea
- 15 in Reefton (plus one in care and maintenance)
- 26 in Westport

Urban renewals and revitalisation

In conjunction with Council's roading and transport activity, property assists with urban revitalisation which provides a more pleasant environment for our communities by improving urban spaces. Urban revitalisation and renewal shapes and articulates space by giving form, shape and character to buildings, neighbourhoods and towns.

Urban development in the roading and transport activity includes the use of plantings, street treatments and decorative measures with a focus on the beautification of main thoroughfares with street flags and hanging floral baskets.

Punakaiki Beach Camp

The Punakaiki Beach Camp is in a picturesque setting on the beach and adjoins the Paparoa National Park.

The camp provides 10 various sized cabins, 32 powered sites and 30 tent sites. It has been leased to a private operator for a term of 20 years, and Council is working with the lessee to improve the facilities for expected tourism growth and demand.

Why are we involved in this activity?

- The provision and maintenance of amenities and reserves creates a pleasant environment in which to live, work and play, which is an important part of the vision for the district. Amenities and reserve areas provide for social interaction and promote sport and recreation.
- Council owned buildings allows for cost effective provision of property for community use.
- The provision of public toilet facilities assists with promoting the health and well-being of the community and environment, and enhances visitor experience.
- Jointly funding facilities with other agencies allows the public access to facilities at an acceptable cost.
- Housing for seniors assists members of our community to remain in the district close to public facilities.

Assumptions

It is assumed that:

- The current levels of service for parks and reserves maintenance will be maintained, where these facilities are being utilised. Unused and underutilised parks and reserves will be rationalised and options and opportunities will be considered to reduce maintenance costs.
- Council will not construct any new housing for seniors units.
- Council will continue to operate its existing housing for seniors units for the first three years of this plan, after which an alternative operating model will be in place.
- Opportunities to rationalise Council's building and property portfolio with sales of some surplus land and buildings will be realized during the life of this plan.
- External funding will be available to match Council's contribution to the upgrade of the Carnegie Library building.

Negative effects

There are no negative effects.

Links to Community Outcomes

This activity supports the following community outcomes:

SOCIAL



- ✓ By ensuring our parks and reserves are healthy and safe.
- ✓ By providing areas for people to engage in healthy activities, social interaction and recreation.

AFFORDABILITY



- ✓ By contributing to the district's image and attracting businesses, skills, employment and tourism, and focusing on future growth for the district and community

ENVIRONMENT



- ✓ By providing green spaces and open areas that contribute to people's enjoyment of our environment.

Changes in level of service

Housing for seniors

Council recognises that there is a need to provide affordable and appropriate housing for older people in our community. Currently Council provides affordable housing for seniors with limited financial means or other proven needs in the form of 45 units across Westport, Reefton and Karamea.

As a housing provider Council is constrained in what it is able to provide in this area. Resources are restricted because tenants of Council owned accommodation are unable to access some central government rent subsidies and councils are unable to access some subsidies for capital works on the housing. Council rents are therefore kept as low as possible to ensure the housing remains affordable, which in turn limits the resources Council has available in terms of staff time and capital investment in the properties.

Council has a policy that operating costs associated with the provision of pensioner housing must continue to be self-funding over time. Currently the existing units are maintained and the amount of depreciation funded is capped at the level required to meet loan principal repayments and minor capital renewals only.

In February 2020 Council established a steering group of councillors and staff to review the social and financial implications of various alternative forms of management of Council's existing housing for seniors. The goal of this review is to address the issues identified above and ensure delivery of well supported affordable housing for older people in our community who are in need of this service.

The steering group has agreed a policy approach that:

- In general Council wants to see the ongoing provision of housing for seniors to enable older people within our community to live independently with the support of each other, the wider community and council.
- On-going housing provision should be limited to seniors rather than more general social housing in the community.
- There should be no decrease in provision of housing for seniors, these assets should remain available for this purpose and the service enhanced where possible (rental assistance, services and care for tenants).
- Council will look for the best option to provide the above – it is likely that ownership may not be best held by Council but that Council have some level of control in the future operation of this service.

Potential options for providing this service include retaining the activity inside Council, a trust or community housing provider model, and the private market (with appropriate safeguards for tenants and continuation of the service).

In year 1 of the Long Term Plan \$40,000 has been budgeted to come from general rates for professional advice to support this review and identify the best option for providing this service. If changes are proposed it is likely that this will be the subject of future consultation. The Long Term Plan assumes that the activity will continue as per the status quo for years 1 to 3, with the activity being provided outside of Council from year 4. Provision is included in the Long Term Plan for Council to maintain the existing level of service in years 1-3.

Significant capital expenditure

Over the 10-years of the long term plan, Council expects to spend the following:

- Parks, playgrounds and green spaces for increased level of service \$896,000.
- Cemeteries for increased level of service \$307,000.
- Housing for the Elderly \$318,000 mainly for heating upgrades, floor covering repairs and re-roofing.
- Carnegie Library \$510,000 in year 2, to provide seed funding to enable an equivalent contribution to be sought from an external funding source to complete seismic strengthening and refurbishment work so the building can be used.
- Victoria Square \$280,000 to complete ground resurfacing and drainage.
- Clocktower \$410,000 to repair the clock mechanism, add new toilet amenities and install a HVAC system.
- Brougham House \$370,000 to decommission the coal-fired boiler and replace with a HVAC system.
- Sue Thompson Casey Memorial Library \$918,000 for seismic strengthening, new floor coverings and entrance doors, double-glazing and installing a HVAC system.
- Community-led Revitalisation \$50,000 per year over the 10-years of the Plan to continue community-led revitalisation projects.

Funding allocations

Funding allocations are as per the Revenue and Finance Policy

Activity	Funding Mechanism		
	General rate	Fees	Capital Spend
Reserves	90-100%	0-10%	<ul style="list-style-type: none"> ■ Reserve Contributions ■ Investments ■ Depreciation Reserves ■ Investment
Public Toilets	100%	-	<ul style="list-style-type: none"> ■ Investments ■ Depreciation reserves ■ Loans
Cemeteries	70-85%	15-30%	<ul style="list-style-type: none"> ■ Investments ■ Depreciation reserves ■ Loans
Community Halls	90-100%	0-10%	<ul style="list-style-type: none"> ■ Investments ■ Depreciation reserves ■ Loans
Housing for the Elderly	-	100%	<ul style="list-style-type: none"> ■ Investments ■ Depreciation reserves ■ Loans
Property Management	100%	-	<ul style="list-style-type: none"> ■ Investments ■ Depreciation reserves ■ Loans
Camping Grounds	61-100%	0-39%	<ul style="list-style-type: none"> ■ Investments ■ Depreciation reserves ■ Loans

Key performance indicators

Activity	Community Outcome	Activity Contribution	Level of Service	Performance measures 2021-2024	Performance measures 2025-2031
<p>Property</p>	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Culture 	<p>Ensuring our parks, reserves, cemeteries and public amenities are compliant, safe and vibrant environments that encourage community inclusion and use.</p> <p>Ensuring Council buildings and associated property infrastructure is maintained to relevant standards.</p> <p>Ensuring land and property owned, vested and managed by the Council is rationalised and utilised responsibly, and for the benefit of the Buller community</p>	<p>The district’s parks, reserves, cemeteries and other amenities are maintained to ensure we are providing compliant, safe and vibrant social spaces for the community and visitors. Maintenance work is contracted out and is undertaken by qualified personnel. Council’s property staff manage these contracts to ensure the work is being done to the agreed level of service, and that contractual obligations are being met.</p> <p>Council provides public, community and commercial buildings that are safe and compliant.</p> <p>Council land is managed to support use by non-profit community enterprises and community organisations, and also commercial use when appropriate.</p>	<p>Receive and review monthly reports from the Reserves and Public Amenities Contractor.</p> <p>An up-to-date register of Council owned and operated buildings and associated infrastructure is maintained.</p> <p>The Council Property Department maintains up-to-date records of Council land appointments, including:</p> <ul style="list-style-type: none"> ■ Reserve Subcommittees and community organisations utilising Council land for community non-profit purposes; and ■ A register recording commercial contracts including licences, leases and land use agreements. 	<p>Receive and review monthly reports from the Reserves and Public Amenities Contractor.</p> <p>An up-to-date register of Council owned and operated buildings and associated infrastructure is maintained.</p> <p>The Council Property Department maintains up-to-date records of Council land appointments, including:</p> <ul style="list-style-type: none"> ■ Reserve Subcommittees and community organisations utilising Council land for community non-profit purposes; and ■ A register recording commercial contracts including licences, leases and land use agreements.

Funding impact statement for Property

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding											
Sources of Operating Funding											
General rates, Uniform Annual General Charge, rates penalties	1,628	1,696	1,794	1,721	1,752	1,838	1,834	1,848	1,882	1,887	1,899
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	421	525	606	564	595	615	594	611	625	595	666
Local authorities fuel tax, fines, infringements fees and other receipts	2,677	1,303	1,304	1,332	1,011	1,025	1,038	1,051	1,064	1,077	1,090
Total Operating Funding A	4,726	3,524	3,704	3,617	3,358	3,478	3,466	3,510	3,571	3,559	3,655
Applications of Operating Funding											
Payments to suppliers and staff	3,516	2,624	2,725	2,461	2,268	2,347	2,325	2,396	2,435	2,454	2,602
Finance costs	80	21	77	91	78	72	67	62	56	50	45
Internal charges and overheads applied	582	429	448	439	424	451	456	464	472	477	497
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding B	4,178	3,074	3,250	2,991	2,770	2,870	2,848	2,922	2,963	2,981	3,144
Surplus/ (deficit) of Operating Funding A-B	548	450	454	626	588	608	618	588	608	578	511
Capital Funding											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	200	0	510	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt	861	520	627	(241)	(218)	(224)	(229)	(234)	(240)	(239)	1,399
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	1,061	520	1,137	(241)	(218)	(224)	(229)	(234)	(240)	(239)	1,399
Capital Expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	545	1,075	1,512	148	140	132	316	148	207	141	1,450
- to replace existing assets	1,929	542	491	490	186	16	17	73	28	70	606
Increase/ (decrease) in reserves	(865)	(647)	(412)	(253)	44	236	56	133	133	128	(146)
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of Capital Funding D	1,609	970	1,591	385	370	384	389	354	368	339	1,910
Surplus/ (deficit) of Capital Funding C-D	(548)	(450)	(454)	(626)	(588)	(608)	(618)	(588)	(608)	(578)	(511)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

Westport Airport

What do we do?

The Westport Airport is an unattended airport located 8km to the south-west of Westport. The airport provides facilities for commercial airline and charter operations, aero-medical evacuation and transfer and general aviation including training and recreational activities.

The Westport Airport is a joint venture between the Buller District Council and the Ministry of Transport. The airport is managed and operated by the Buller District Council which oversees the daily operation.

The airport is occasionally used as an airfield for military operations and training, and is an essential point of entry for regional Civil Defence emergencies. The airfield has a sealed main runway and one grass taxiway. The airfield navigation aids (DME and NDB) are provided and maintained by Airways Corporation of New Zealand under an agreement for services.

Why are we involved in this activity?

- Ensuring the Buller District has a key transport link to support the economy
- To operate as close as possible to a commercial business in a cost effective and efficient manner.
- To maintain the Westport Airport assets.
- To enter into any commercial undertakings that will complement the airport operations.

Assumptions

- The agreement with Sounds Air will remain as our main service provider
- There will be no loss of service or change to level of service agreements
- Airport will continue to pass audits and maintain a high level of safety management

Negative effects

- None

Links to Community Outcomes

This activity supports the following community outcomes:

SOCIAL



- ✓ Our communities are vibrant, healthy, safe and inclusive.

AFFORDABILITY



- ✓ Our communities are supported by quality infrastructure, facilities and services that are efficient, fit-for-purpose, affordable and meet our current and future needs.

PROSPERITY



- ✓ Our district is supported by quality technology and an innovative and diverse economy that creates opportunities for self-sufficiency, sustainable growth and employment.

Changes in levels of service

No proposed change to levels of service.

Funding allocations

Activity	Internal Allocation	Funding Mechanism		
		Fees	Other	Capital Spend
Airport	-	45-48%	Balance funded 50/50 with Ministry of Transport (MOT)	<ul style="list-style-type: none"> Depreciation Reserves (balance 50% funded from MOT)

Significant capital expenditure

■ **2025/2026:** \$226,643 (new hangar).

Key performance indicators

Activity	Community Outcome	Activity Contribution	Level of Service	Performance measures 2021-2024	Performance measures 2025-2031
Airport	<ul style="list-style-type: none"> Social Affordability 	Our airport provides public transportation links for the region. Providing a safe and sustainable transport system. We are a lifeline link for our rural community	An airport facility that is safe, compliant and available for use. Providing a high level of customer service and community opportunity	Complete an annual customer survey. Retain CAA certification 100% of the time. Operate in a cost-effective manner – judged against projected income and expenditure.	Complete an annual customer survey. Retain CAA certification 100% of the time. Operate in a cost-effective manner – judged against projected income and expenditure.

Westport Harbour

What do we do?

Located on the west coast of the South Island at the mouth of the Buller River, Westport Harbour provides a sheltered haven for fishing and leisure boats.

Westport Harbour supplies berthage and marine services. The Harbour is ideally located for exporting and importing cargo via the West Coast.

In 2020, an application for funding from the Provincial Growth Fund (PGF) resulted in funding being made available for renovations and improvements to wharf and berthing facilities at Westport Port. The project is important to support ongoing growth in the fishing industry and provide fit-for-purpose infrastructure in the regions.

The fishing industry will provide a range of economic activity and employment in the West Coast Region. As part of the project, concrete floating pontoons and gangways will be installed to better accommodate the fishing fleet.

Why are we involved in this activity?

- Ensuring the Buller District diversifies its economies by opening the port for fisheries
- To operate as close as possible to a commercial business in a cost effective and efficient manner.
- To maintain the Westport Harbour assets, including the Kawatiri dredge
- To enter into any commercial undertakings that will complement the airport operations.

Assumptions

- It has been assumed that all harbour activities including the port and dredging activities will be ringfenced as a separate activity of the term of the plan. This means it would separate all funding, expenditure, surpluses and deficits for the Westport Harbour activity to accumulate to a separate reserve and are not ratepayer funded
- It was assumed in past LTPs that the Kawatiri dredge was to be sold, however, now the dredge is assumed to be operating out of Westport Harbour for the life of the plan.

Negative effects

- There may be greater than predicted cash surpluses and losses, impacting the level of cash held by Council. If losses are greater than predicted, Council may be required to consider loan funding or rate funding the activity in the future.

Links to Community Outcomes

This activity supports the following community outcomes:

SOCIAL



- ✓ Our communities are vibrant, healthy, safe and inclusive.

AFFORDABILITY



- ✓ Our communities are supported by quality infrastructure, facilities and services that are efficient, fit-for-purpose, affordable and meet our current and future needs.

PROSPERITY



- ✓ Our district is supported by quality technology and an innovative and diverse economy that creates opportunities for self-sufficiency, sustainable growth and employment.

ENVIRONMENT



- ✓ Our distinctive environmental and natural resources are healthy and valued.

Changes in levels of service

- No proposed change to levels of service, however this could potentially change with the port upgrades and the different business opportunities.

Funding allocations

Funding allocations are as per the Revenue and Finance Policy

Activity	Internal Allocation	Funding Mechanism		
		Fees	Other	Capital Spend
Westport Harbour	-	-	Self Funded	<ul style="list-style-type: none"> ■ Depreciation Reserves ■ Loans

Significant capital expenditure

- **2024/2025:** \$40,286 (navigation light upgrades).
- **2027/2028:** \$89,388 (draghead).

Key performance indicators

Activity	Community Outcome	Activity Contribution	Level of Service	Performance measures 2021-2024	Performance measures 2025-2031
Port	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Westport harbour provides a sheltered port for fishing and leisure boats. It supplies berthing and marine services and is ideally situated for exporting and importing cargo via the West Coast.	A port facility which has health and safety at a high standard and provides a high level of service and commercial opportunity	<p>To operate in a cost-effective manner. Financial performance to be judged against projected income and expenditure.</p> <p>100% compliant with legislative, health and safety requirements.</p>	<p>To operate in a cost-effective manner. Financial performance to be judged against projected income and expenditure.</p> <p>100% compliant with legislative, health and safety requirements.</p>

Funding impact statement for Commercial Infrastructure

		AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding												
Sources of Operating Funding												
General rates, Uniform Annual General Charge, rates penalties		84	123	130	124	126	139	134	143	133	142	150
Targeted rates		0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes		0	0	0	0	0	0	0	0	0	0	0
Fees and charges		0	198	232	237	241	246	250	254	259	263	267
Internal charges and overheads recovered		0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringements fees and other receipts		94	2,168	2,976	2,827	2,880	2,931	2,992	3,042	3,094	3,146	3,187
Total Operating Funding	A	178	2,489	3,338	3,188	3,247	3,316	3,376	3,439	3,486	3,551	3,604
Applications of Operating Funding												
Payments to suppliers and staff		106	4,546	2,300	2,338	2,784	2,433	2,471	2,921	2,566	2,616	3,062
Finance costs		0	31	29	28	27	25	24	23	21	28	26
Internal charges and overheads applied		15	236	242	251	257	260	266	270	273	276	284
Other operating funding applications		0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding	B	121	4,813	2,571	2,617	3,068	2,718	2,761	3,214	2,860	2,920	3,372
Surplus/ (deficit) of Operating Funding	A-B	57	(2,324)	767	571	179	598	615	225	626	631	232
Capital Funding												
Sources of Capital Funding												
Subsidies and grants for capital expenditure		0	500	1,500	0	0	0	0	0	0	0	0
Development and financial contributions		0	0	0	0	0	0	0	0	0	0	0
Increase/(decrease) in debt		0	(53)	(55)	(56)	(57)	(59)	(60)	(61)	221	(89)	(91)
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	0	447	1,445	(56)	(57)	(59)	(60)	(61)	221	(89)	(91)
Capital Expenditure												
- to meet additional demand		0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service		0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets		5	36	18	38	48	164	12	107	292	8	11
Increase/ (decrease) in reserves		52	(2,413)	694	1,477	74	375	543	57	555	534	130
Increase/ (decrease) in investments		0	500	1,500	(1,000)	0	0	0	0	0	0	0
Total applications of Capital Funding	D	57	(1,877)	2,212	515	122	539	555	164	847	542	141
Surplus/ (deficit) of Capital Funding	C-D	(57)	2,324	(767)	(571)	(179)	(598)	(615)	(225)	(626)	(631)	(232)
Funding Balance	((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

Nature and scope of activities

Buller Holdings Limited

Buller Holdings Limited is a holding company that was set up to provide a commercial focus in the governance and management of the Buller District Council's commercial assets. Buller Holdings aims to operate as a successful company providing a competitive rate of return on the capital investments of the company.

Buller Holdings Limited has two fully owned subsidiaries:

- WestReef Services Limited; and
- Buller Recreation Limited trading as the Pulse Energy Recreation Centre.

WestReef Services Limited

WestReef is fully owned by Buller Holdings Ltd, a Buller District Council controlled trading organisation. The current project works include a core Council service focus, providing Council with roading, utilities, and parks and reserves management services. While the Council remains a key client, WestReef have diversified and expanded over the past seven years. The company now draws 70% of its total revenue from competitive business opportunities, separate from Council's contract.

The nature and scope of WestReef Services Limited activities is predominantly to provide contracting services for physical works in the Buller Region and the West Coast of the South Island. Its activities include maintenance and construction services for:

- Roads and bridges.
- Response to road and Civil Defence emergencies.
- Parks and reserves (including associated facilities).
- Utility services (water and sewerage reticulation, waste water treatment, storm water collection).
- Solid and liquid waste collection and disposal.
- Vehicle workshop repairs.
- Transfer stations.
- Recovery parks.
- Roadside vegetation control.
- Property maintenance.
- Refuse collection.
- Environmental and back country projects.

Buller Recreation Limited

Trading as Pulse Energy Recreation Centre

Buller Recreation Limited owns and operates the Pulse Energy Recreation Centre that was formally opened on 18 April 2009, and provides a range of leisure services to the district as summarized below:

- Recreational swimming and learn to swim programmes.
- Aquatic sports events.
- Indoor court sports competitions and events.
- Fitness centre programmes and classes.
- Outdoor turf sports.
- Corporate, trade and social events.

Significant policies and objectives

The principal objective of Buller Holdings Limited is to operate as a successful business while working for the benefit of its shareholders.

In pursuing these objectives the company is guided by the following key principles.

Financial performance

The company is committed to operating as a successful business and achieving a competitive rate of return on its investments while working for the benefit of the shareholders. It will be striving to minimise operating costs and manage the assets and liabilities in a prudent way. The definition of financial return takes into account social, economic, cultural and environmental needs of the community

Service

The company recognises that the needs of the group's major customers are paramount and is committed to meeting those needs. It also recognises the need to develop its customer base to ensure sustainability of the business in the future.

Employee relations

The holding company values its employees and will recruit and retain employees with the skills necessary to run the business and will provide opportunities for staff training and development. It will ensure that employees are fairly treated and provided with good and safe working conditions.

The holding company, together with its employees, will create a culture that recognizes the importance of being competitive, the value of delivering a high quality of customer service and the mutual benefit of continued employment. This will involve effective internal communications.

Safety and environment

The company has a zero tolerance to safety and environmental incidents. The company undertakes to comply with all Health and Safety legislation requirements.

Key performance targets

Buller Holdings Limited

Objective	Performance Measure	Performance measures 2021-2024	Performance measures 2025-2031
Financial performance	Achieving budget revenue and expenditure	Operate within budgets	Operate within budgets
	Delivery of unaudited quarterly reports by 16 November, 23 February and 16 May	Provision of quarterly reports to Council by due dates	Provision of quarterly reports to Council by due dates
	Delivery of an annual report and audited financial statements in respect to the financial year	Provision of annual report and audited financial statements by due date	Provision of annual report and audited financial statements by due date
	The Directors shall provide a Statement of Intent (SOI) by 1 March for approval by Council	Provision of Statement of Intent by due date	Provision of Statement of intent by due date
	Financial performance will be measured against the forecasts and KPIs in the approved Statement of Intent	Annual review of financial performance	Annual review of financial performance
Health and Safety	Medical treatment injury	Nil treated injuries	Nil treated injuries
	Serious harm accidents	Nil serious harm incidents	Nil serious harm incidents
	LTI target	Nil lost time incidents	Nil lost time incidents
Operational	The board of directors will meet with BDC, CCO committee on a formal basis (per/year)	Meet at least three times per year on a formal basis	Meet at least three times per year on a formal basis
	The Buller Holdings Limited Chief Executive Officer will provide a formal or informal report to Council as requested	Provide a formal and/or informal report to Council as requested	Provide a formal and/or informal report to Council as requested
	The Chief Executive Officer of Buller Holdings Limited will meet with the Chief Executive Officer of Buller District Council when requested	Meet with the Chief Executive Officer of Buller District Council as requested	Meet with the Chief Executive Officer of Buller District Council as requested

Westreef Services Limited

Objective	Performance Measure	Performance measures 2021-2024	Performance measures 2025-2031
Health and Safety	Medical treatment injury	Nil treated injuries	Nil treated injuries
	Serious harm accidents	Nil serious harm incidents	Nil serious harm incidents
	LTI target	Nil lost time incidents	Nil lost time incidents
	ISO 45001 accreditation	Maintain iso 45001 accreditation	Maintain iso 45001 accreditation
Operational	Employee satisfaction - staff turnover excluding retirement, redundancy and internal transfers	Within the range of +/- 5% of national benchmark	Within the range of +/- 5% of national benchmark
	Client satisfaction - meet with major clients to obtain feedback on contract performance	Minimum of 12 meetings per year	Minimum of 12 meetings per year
	To renew its TQS1 certification as required	Achieve renewal	Achieve renewal
Employee development and satisfaction	Undertake staff satisfaction survey two-yearly.	Carry out staff satisfaction survey in 2023	Carry out staff satisfaction survey in 2025, 2027, 2029 and 2031
	Hold staff meetings to ensure effective communication with all staff	Weekly department staff meetings to be held	Weekly department staff meetings to be held
Financial Performance	Achieving budget revenue and expenditure	Operate within budgets	Operate within budgets
	To grow revenue from competitively procured work	Target 45% of gross revenue	Target 45% of gross revenue
	Maintain a ratio of 60% of shareholders' funds to total assets	Achieve 60%	Achieve 60%
Environmental	Undertake to receive no enforcement notices	Nil enforcement notices received	Nil enforcement notices received
Community	Support activities involved with the social and environmental development in the community	Support a minimum of 25 community activities per annum	Support a minimum of 25 community activities per annum

Buller Recreation Limited

Objective	Performance Measure	Performance measures 2021-2024	Performance measures 2025-2031
Financial	Achieving budget revenue and expenditure	Operate within budgets	Operate within budgets
	Maintain a ratio of 60% of shareholders' funds to total assets	Achieve 60%	Achieve 60%
Fitness membership	Maintain an average of 700 members over a 12-month period	Maintain an average of 700 members	Maintain an average of 700 members
	Average retention rate of >75% over 12-month period	Maintain membership over >75%	Maintain membership over >75%
Aquatic Centre	Maintain an average visits of >4,080 per month over 12 months	2022 - 4,080 visits 2023 - 4,100 visits 2024 - 4,120 visits	>4120 visits per annum
	Achieve in excess of 140 swimming students, over four terms	2022 - 140 students 2023 - 150 students 2024 - 150 students	>150 students, over four terms
Health and safety	Medical treatment injury	Nil treated injuries	Nil treated injuries
	Serious harm accidents	Nil serious harm incidents	Nil serious harm incidents
	LTI target	Nil lost time incidents	Nil lost time incidents
Work environment	Maintain regular communication with all employees through weekly emailed updates and meetings with all staff every four months	Hold all of staff meetings every four months	Hold all of staff meetings every four months
	Review the succession plan for key positions and identify training needs and actions for the next 12-months	Update succession plans and training programs	Update succession plans and training programs
	Complete annual review process with all staff	Annual review process is achieved with all staff	Annual review process is achieved with all staff
	Undertake a staff satisfaction survey 2-yearly	Conduct staff survey during 2022; 2024	Conduct staff survey during 2026; 2028; 2030
	Undertake a client satisfaction survey every second year	Conduct client satisfaction survey during 2023	Conduct client satisfaction survey during 2025; 2027; 2029; 2031
Asset management	Complete a review of the Asset Management Plan (AMP) annually	Complete an annual review of the AMP	Complete an annual review of the AMP
	Complete maintenance and replacement in accordance with the AMP (monitor monthly)	Complete planned maintenance and replacement program	Complete planned maintenance and replacement program

Other Council Controlled Organisations

Buller Health Trust

Nature and scope of activities to be provided

The Buller Health Trust (BHT) is a charitable trust incorporated under the Charitable Trusts Act 1957. The strategic direction of the Trust is guided by the vision, values and strategic objectives set out in the trust deed.

BHT will assist in preserving public health and well being in the Buller District. The Trustees comprise of the Mayor and Chief Executive Officer of the Buller District Council.

BHT is the owner and operator of the Westport Dental Clinic and Coast Medical, it purchased both clinic's from the previous owners in order to ensure dental and health services were provided in Westport.

Significant policies and objectives

- The Mayor and Chief Executive Officer are appointed as Trustees.
- The objective of the trust is to support the provision of medical services in the Buller District.
- The Buller District Council provides funding to the Trust by way of loans.

Key performance targets

- To support the provision of appropriate medical services to the Buller community.
- To operate on a break-even basis.

Significant variances: Annual Plan vs Long Term Plan

- There are no significant variances compared to the Long Term Plan.

Denniston Heritage Trust

Nature and scope of activities to be provided

The Denniston Heritage Charitable Trust was established in July 2007. The purpose of the trust is the preservation, enhancement and interpretation of Denniston's natural, social, industrial and geological history. The Trust's current activities include maintaining historical installations at Denniston to allow visitors to experience the richness of the historic and natural heritage, supported by facilities and information and interpretation panels at Denniston.

Significant policies and objectives

- The board of the Denniston Heritage Trust comprises of at least seven trustees, of which one is appointed by the Buller District Council.
- The objective of the trust is to maintain the historical features of Denniston and to encourage visitors, while at the same time managing unwanted visitor impacts on the local community, natural environment and heritage site.
- The Buller District Council does not provide funding to the trust.

Key performance targets

- To meet the objectives of the Trust as well as assist in coordinating developments associated with the Denniston experience mine tours.
- To promote Denniston as a premium visitor location rich in natural and historic heritage.

Significant variances: Annual Plan vs Long Term Plan

- There are no significant variances compared to the Long Term Plan.

Financial Statements



Photo credit: Richard Rossiter

Forecast Statement of Comprehensive Revenue and Expenses

		AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Revenue		NOTES:										
General Rates	1	8,686	9,435	10,261	10,939	11,294	11,242	11,256	11,128	11,229	11,459	11,525
Targeted Rates	2	6,364	6,592	6,793	7,021	7,580	7,811	7,990	8,223	7,840	7,952	8,139
Rates Penalties		160	150	150	150	150	150	150	150	150	150	150
Metered Water Charges		214	232	235	238	241	244	247	250	253	256	259
Subsidies & Grants	3	5,466	8,753	9,997	7,552	8,017	10,454	6,296	6,196	6,335	6,783	6,743
Fees & Charges	4	4,325	5,179	6,078	5,957	5,726	5,869	5,940	6,040	6,186	6,247	6,338
Development Contributions		52	52	53	54	55	56	57	58	59	60	61
Vested Assets		52	50	51	52	53	54	55	56	57	58	59
Profit on Sale of Assets		0	0	0	0	0	0	0	0	0	0	0
Revaluation of Investment Properties		37	133	158	160	153	147	148	141	143	144	137
Holding Company Distribution		1,300	1,300	1,300	1,300	1,300	1,300	1,400	1,400	1,400	1,400	1,400
Investment Income	5	582	152	140	154	149	245	382	522	668	835	827
Total Operating Revenue		27,238	32,028	35,216	33,577	34,718	37,572	33,921	34,164	34,320	35,344	35,638
Operating Expenditure												
Employee Benefit Expenses		5,828	6,629	6,617	6,814	6,973	7,178	7,352	7,538	7,735	7,951	8,180
Depreciation and Amortisation	6	6,268	6,775	7,281	7,424	7,429	8,047	8,192	8,280	8,884	8,912	8,996
Finance Costs	7	983	818	849	845	815	890	1,002	1,019	1,060	1,044	1,036
Other Expenses		12,774	17,076	15,652	15,628	16,282	15,711	15,893	16,543	16,476	16,830	17,580
Writeoff of Assets		472	481	481	481	519	519	519	559	559	559	601
Total Operating Expenditure	8	26,325	31,779	30,880	31,192	32,018	32,345	32,958	33,939	34,714	35,296	36,393
Net Surplus (deficit) before Taxation		913	249	4,336	2,385	2,700	5,227	963	225	(394)	48	(755)
Income Tax Expense		0	0	0	0	0	0	0	0	0	0	0
Net Surplus (deficit) after Taxation		913	249	4,336	2,385	2,700	5,227	963	225	(394)	48	(755)
Comprehensive Revenue and Expense												
Increase in Infrastructure Revaluation Reserve		4,793	12,727	0	0	31,300	0	0	33,778	0	0	36,964
Total Comprehensive Revenue and Expense		5,706	12,976	4,336	2,385	34,000	5,227	963	34,003	(394)	48	36,209

Forecast Movements in Equity

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Equity as at 1 July	334,337	400,338	413,314	417,650	420,035	454,035	459,263	460,225	494,228	493,834	493,882
Total Comprehensive Revenue and Expenses	(876)	12,976	4,336	2,385	34,000	5,227	963	34,003	(394)	48	36,209
Total Equity at end of year	333,461	413,314	417,650	420,035	454,035	459,263	460,225	494,228	493,834	493,882	530,091
Components of Equity											
Accumulated Funds	170,673	179,669	184,295	186,671	189,267	194,398	195,273	195,305	194,789	194,779	194,332
Reserves	5,405	4,241	3,951	3,960	4,064	4,161	4,249	4,441	4,563	4,621	4,313
Assets Revaluation Reserve	157,383	229,404	229,404	229,404	260,704	260,704	260,704	294,482	294,482	294,482	331,446
Total Equity at end of year	333,461	413,314	417,650	420,035	454,035	459,263	460,225	494,228	493,834	493,882	530,091

Forecast Statement of Financial Position

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Current Assets											
Cash and Bank	837	1,047	954	940	887	867	808	815	821	739	741
Trade and Other Receivable	5,638	5,825	6,407	6,104	6,315	6,839	6,161	6,204	6,229	6,412	6,468
Inventories	16	18	20	19	20	21	19	19	19	20	20
Other Current Assets	35	186	186	186	186	186	186	186	186	186	186
Short Term Investments	17,501	15,713	14,313	16,013	15,313	16,113	18,513	20,013	21,213	22,713	22,513
Total Current Assets	24,027	22,789	21,880	23,262	22,721	24,026	25,687	27,237	28,468	30,070	29,928
Non Current Assets											
Investment In Council Controlled Organisations	20,541	20,404	22,087	21,243	21,366	22,051	23,124	23,522	24,088	24,459	24,691
Investment Properties	8,317	7,943	8,039	8,136	8,226	8,308	8,390	8,465	8,539	8,614	8,680
Infrastructural Assets	347,501	375,164	377,153	378,724	414,924	419,006	418,563	451,476	449,715	448,484	484,137
Other Non Current Assets	25,723	35,916	36,564	36,498	35,906	35,128	34,501	33,796	33,287	32,581	33,941
Intangible Assets	273	183	222	151	105	117	104	88	106	113	118
Total Non Current Assets	402,355	439,610	444,065	444,752	480,527	484,610	484,682	517,347	515,735	514,251	551,567
Total Assets	426,382	462,399	465,945	468,014	503,248	508,636	510,369	544,584	544,203	544,321	581,495

Forecast Statement of Financial Position

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Current Liabilities											
Trade and Other Payables	4,543	6,503	6,117	6,150	6,362	6,272	6,388	6,618	6,657	6,803	7,063
Derivative Financial Instruments	0	552	552	552	552	552	552	552	552	552	552
Employee Benefits	515	731	688	692	716	705	719	744	749	765	794
Provisions	0	41	42	43	44	45	47	48	50	51	52
Current Portion of Term Debt	5,000	313	320	328	390	399	408	418	427	437	437
Total Current Liabilities	10,058	8,140	7,719	7,765	8,064	7,973	8,114	8,380	8,435	8,608	8,898
Non Current Liabilities											
Derivative Financial Instruments	2,122	2,404	2,404	2,404	2,404	2,404	2,404	2,404	2,404	2,404	2,404
Environmental Provisions	1,208	1,485	1,436	1,401	1,366	1,332	1,297	1,263	1,225	1,188	1,152
Bond Deposits	82	88	88	88	88	88	88	88	88	88	88
Employee Entitlement	140	161	161	161	161	161	161	161	161	161	161
Term Debt	31,233	36,807	36,487	36,160	37,130	37,415	38,080	38,060	38,056	37,990	38,701
Total Non Current Liabilities	34,785	40,945	40,576	40,214	41,149	41,400	42,030	41,976	41,934	41,831	42,506
EQUITY											
Accumulated Funds	171,489	179,669	184,295	186,671	189,267	194,398	195,273	195,305	194,789	194,779	194,332
Reserves	4,319	4,241	3,951	3,960	4,064	4,161	4,249	4,441	4,563	4,621	4,313
Asset Revaluation Reserve	205,731	229,404	229,404	229,404	260,704	260,704	260,704	294,482	294,482	294,482	331,446
Total Equity	381,539	413,314	417,650	420,035	454,035	459,263	460,225	494,228	493,834	493,882	530,091
Total Equity and Liabilities	426,382	462,399	465,945	468,014	503,248	508,636	510,369	544,584	544,203	544,321	581,495

Forecast Statement of Cashflow

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
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Cashflows from Operating Activities

Cash will be provided from:

Rates	15,210	16,177	17,204	18,110	19,024	19,203	19,396	19,501	19,220	19,561	19,814
Other Income	9,790	14,216	16,363	13,801	14,039	16,624	12,539	12,544	12,833	13,346	13,401
Interest Received	848	152	140	154	149	245	382	522	668	835	827
Dividend Income & Subvention Payments Received	1,300	1,300	1,300	1,300	1,300	1,300	1,400	1,400	1,400	1,400	1,400
	27,148	31,845	35,007	33,365	34,512	37,372	33,717	33,967	34,121	35,142	35,442

Cash will be applied to:

Payments to Suppliers and Employees	19,162	23,145	23,331	22,133	23,265	23,549	22,466	23,903	24,228	24,839	25,561
Interest Paid	983	818	849	845	815	890	1,002	1,019	1,060	1,044	1,036
	20,145	23,963	24,180	22,978	24,080	24,439	23,468	24,922	25,288	25,883	26,597

Net Cash From Operating Activities

	7,003	7,882	10,827	10,387	10,432	12,933	10,249	9,045	8,833	9,259	8,845
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Cashflows from Investing Activities

Cash will be provided from:

Investments Realised	0	2,300	1,400	1,000	700	0	0	0	0	0	200
Sale of Fixed Assets	0	0	0	0	0	0	0	0	0	0	0
Sale of Investment Property	53	560	561	562	264	265	266	267	268	269	270
	53	2,860	1,961	1,562	964	265	266	267	268	269	470

Cash will be applied to:

Purchase of Fixed Assets	10,198	10,627	10,885	9,787	12,358	12,028	7,775	7,397	7,335	7,683	9,793
Purchase of Equity Investments	163	602	1,683	156	123	685	1,073	398	566	371	231
Purchase of Investments	0	0	0	1,700	0	800	2,400	1,500	1,200	1,500	0
	10,361	11,229	12,568	11,643	12,481	13,513	11,248	9,295	9,101	9,554	10,024

Net Cash From Investing Activities

	(10,308)	(8,369)	(10,607)	(10,081)	(11,517)	(13,248)	(10,982)	(9,028)	(8,833)	(9,285)	(9,554)
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Forecast Statement of Cashflow

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Cashflows from Financing Activities											
<i>Cash will be provided from:</i>											
Loans raised	2,907	0	0	0	1,360	685	1,073	398	424	371	1,148
	2,907	0	0	0	1,360	685	1,073	398	424	371	1,148
<i>Cash will be applied to:</i>											
Repayment of Loans	205	230	313	320	328	390	399	408	418	427	437
	205	230	313	320	328	390	399	408	418	427	437
Net Cash From Financing Activities	2,702	(230)	(313)	(320)	1,032	295	674	(10)	6	(56)	711
Net increase (decrease) in Cash	(603)	(717)	(93)	(14)	(53)	(20)	(59)	7	6	(82)	2
Opening Cash as at 1 July	1,439	1,764	1,047	954	940	887	867	808	815	821	739
Closing Cash as at 30 June	836	1,047	954	940	887	867	808	815	821	739	741

Note 1: Required from General Rates

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Democracy	1,625	1,618	1,692	1,859	1,803	1,861	1,948	1,886	1,952	2,109	2,079
Support services	285	184	207	213	213	208	211	215	233	224	230
Community services	3,712	3,566	3,698	3,730	3,614	3,666	3,824	3,806	3,894	3,968	3,973
Regulatory services	1,143	1,427	1,515	1,588	1,606	1,633	1,628	1,687	1,674	1,737	1,766
Property	1,628	1,696	1,794	1,721	1,752	1,838	1,834	1,848	1,882	1,887	1,899
Roading and urban development	1,950	2,197	2,262	2,222	2,335	2,405	2,423	2,488	2,563	2,600	2,708
Water	0	0	0	0	0	0	0	0	0	0	0
Solid waste	293	350	520	616	610	432	438	444	439	430	430
Wastewater	0	0	0	0	0	0	0	0	0	0	0
Infrastructure delivery	(49)	(55)	(54)	(54)	(56)	(54)	(54)	(56)	(54)	(54)	(57)
Commercial infrastructure	98	123	130	124	126	139	134	143	133	142	150
Stormwater	553	581	698	831	1,088	1,009	992	920	901	983	906
	11,238	11,687	12,462	12,850	13,091	13,137	13,378	13,381	13,617	14,026	14,084
LESS											
Investment income	(1,092)	(362)	(351)	(362)	(346)	(447)	(572)	(702)	(837)	(1,018)	(1,010)
Other income - dividends	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)	(1,400)	(1,400)	(1,400)	(1,400)	(1,400)
Asset sales	0	(440)	(400)	(100)	0	0	0	0	0	0	0
	(2,392)	(2,102)	(2,051)	(1,762)	(1,646)	(1,747)	(1,972)	(2,102)	(2,237)	(2,418)	(2,410)
Rates penalties	(160)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
Total General Rates Requirements	8,686	9,435	10,261	10,938	11,295	11,240	11,256	11,129	11,230	11,458	11,524

Note 2: Targeted Rates

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Water	2,973	3,137	3,278	3,420	3,904	3,991	4,022	4,041	4,059	4,155	4,279
Solid waste	712	738	762	786	803	819	834	846	862	876	890
Wastewater	2,679	2,717	2,753	2,815	2,873	3,001	3,134	3,336	2,920	2,920	2,971
Total Targeted Rates	6,364	6,592	6,793	7,021	7,580	7,811	7,990	8,223	7,841	7,951	8,140

Note 3: Subsidies and Grants

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Support	0	12	0	0	0	0	0	0	0	0	0
Commercial infrastructure	0	500	1,500	0	0	0	0	0	0	0	0
Property	200	0	510	0	0	0	0	0	0	0	0
Community services	515	375	109	67	31	31	31	31	31	31	43
Roading and urban development	4,707	7,823	7,834	7,440	5,726	5,854	6,217	6,117	6,255	6,702	6,648
Water	0	0	0	0	2,214	4,522	0	0	0	0	0
Solid waste	44	44	45	45	46	47	48	49	50	50	51
Total Subsidies and Grants	5,466	8,754	9,998	7,552	8,017	10,454	6,296	6,197	6,336	6,783	6,742

Note 4: Fees and Charges

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Democracy	0	0	39	0	0	41	0	0	43	0	0
Community services	300	262	269	276	282	289	296	304	312	320	327
Regulatory services	906	909	910	928	945	962	980	996	1,013	1,031	1,047
Property	2,677	1,303	1,304	1,332	1,011	1,025	1,038	1,051	1,064	1,077	1,090
Roading and urban development	157	157	162	166	171	176	181	187	192	198	203
Water	0	0	0	0	0	0	0	0	0	0	0
Solid waste	99	99	101	103	105	107	109	110	112	114	116
Wastewater	5	5	6	6	6	6	6	6	6	6	6
Support services	70	75	76	78	79	81	82	84	85	87	88
Infrastructure delivery	0	0	0	0	0	0	0	0	0	0	0
Stormwater	5	5	5	5	5	5	5	5	6	6	6
Commercial infrastructure	106	2,365	3,208	3,063	3,121	3,177	3,242	3,297	3,352	3,409	3,454
Total fees and charges	4,325	5,180	6,080	5,957	5,725	5,869	5,939	6,040	6,185	6,248	6,337

Note 5: Investment Income

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Interest, Dividends & Subventions	1,092	362	351	362	346	447	572	702	837	1,018	1,010
less Internal Interest	(510)	(210)	(211)	(207)	(197)	(202)	(190)	(180)	(168)	(183)	(183)
	582	152	140	155	149	245	382	522	669	835	827

Note 6: Depreciation

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Democracy	0	0	0	0	0	0	0	0	0	0	0
Community services	225	265	291	289	274	246	234	232	232	238	246
Regulatory services	20	28	40	45	43	40	43	48	33	24	26
Property	537	646	715	727	646	646	656	644	650	627	626
Roading and urban development	3,178	3,275	3,492	3,563	3,618	3,985	4,027	4,067	4,462	4,503	4,547
Water	928	881	915	931	997	1,218	1,310	1,334	1,477	1,500	1,521
Solid waste	76	82	83	86	97	108	107	107	96	80	72
Wastewater	873	873	927	942	960	1,035	1,053	1,073	1,149	1,165	1,185
Support services	114	193	264	275	216	160	143	140	137	132	135
Infrastructure delivery	8	13	18	20	20	22	20	25	23	18	17
Commercial infrastructure	33	221	224	229	234	240	246	248	238	234	223
Stormwater	276	297	312	317	323	349	355	361	386	392	397
Total Depreciation	6,268	6,774	7,281	7,424	7,428	8,049	8,194	8,279	8,883	8,913	8,995

Note 7: Finance Costs

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Interest expenses	1,493	1,028	1,060	1,053	1,012	1,091	1,192	1,199	1,228	1,227	1,219
Less internal interest	(510)	(210)	(211)	(207)	(197)	(202)	(190)	(180)	(168)	(183)	(183)
Total Finance Costs	983	818	849	846	815	889	1,002	1,019	1,060	1,044	1,036

Note 8: Operating Expenditure as per Activity

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Democracy	1,625	1,618	1,731	1,859	1,803	1,902	1,948	1,886	1,995	2,109	2,079
Community services	4,050	4,118	3,990	3,984	3,873	3,931	4,095	4,104	4,199	4,281	4,329
Regulatory services	2,042	2,336	2,424	2,516	2,551	2,595	2,608	2,683	2,687	2,767	2,813
Property	4,715	3,720	3,964	3,718	3,415	3,517	3,504	3,566	3,612	3,608	3,769
Roading and urban development	6,907	7,648	8,191	8,025	8,448	8,984	9,090	9,357	9,939	10,049	10,359
Water	2,826	3,022	3,204	3,343	3,456	3,659	3,816	3,904	4,131	4,227	4,308
Solid waste	1,189	1,228	1,423	1,543	1,556	1,396	1,420	1,441	1,453	1,461	1,477
Wastewater	2,367	2,390	2,602	2,739	2,909	2,684	2,706	2,786	2,793	2,812	2,854
Support services	4,957	5,843	6,225	6,436	6,505	6,588	6,614	6,719	6,886	6,993	7,235
Infrastructure delivery	809	967	1,031	1,066	1,078	1,099	1,118	1,144	1,170	1,191	1,219
Commercial infrastructure	203	5,034	2,795	2,846	3,302	2,958	3,007	3,462	3,099	3,156	3,595
Stormwater	584	642	658	669	737	775	787	734	771	782	790
	32,274	38,566	38,238	38,744	39,633	40,088	40,713	41,786	42,735	43,436	44,827
Plus: writeoff of assets	472	481	481	481	519	519	519	559	559	559	601
Less: internal interest	(510)	(210)	(211)	(207)	(197)	(202)	(190)	(180)	(168)	(183)	(183)
Less: internal recoveries	(5,911)	(7,059)	(7,627)	(7,824)	(7,936)	(8,061)	(8,081)	(8,226)	(8,412)	(8,517)	(8,854)
Total Operating Expenditure	26,325	31,778	30,881	31,194	32,019	32,344	32,961	33,939	34,714	35,295	36,391

Note 9: Internal Recoveries

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Property	421	525	606	564	595	615	594	611	625	595	666
Support	4,631	5,512	5,936	6,140	6,207	6,293	6,315	6,415	6,562	6,676	6,912
Infrastructure delivery	859	1,022	1,085	1,120	1,134	1,153	1,172	1,200	1,225	1,245	1,276
Total Internal Recoveries	5,911	7,059	7,627	7,824	7,936	8,061	8,081	8,226	8,412	8,516	8,854

Forecast Statement of Capital Expenditure

		AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Support Services	Information Technology, Vehicle Replacement	84	207	154	155	183	133	121	95	150	128	112
Regulatory Services	Vehicle Replacements, Emergency Operations Centre plant	0	131	62	11	11	12	61	12	12	12	60
Community Services	Theatres, Recreation Facilities and Libraries	469	201	242	876	157	89	91	94	96	179	377
	Promotion and Development	0	0	0	0	0	0	0	0	0	0	0
Property	Reserves, Playgrounds and Camping Grounds	137	231	66	68	90	70	73	95	73	75	241
	Cemeteries	70	84	65	25	15	4	4	16	73	5	16
	Council Properties and Buildings, Public Toilets	2,113	1,206	1,782	414	221	74	256	110	89	131	1,799
	Housing for the Elderly	54	96	90	131	0	0	0	0	0	0	0
Roading	Roading and Footpaths	3,038	5,739	5,484	5,284	3,341	3,374	3,694	3,434	3,464	3,884	3,676
	Security Cameras, Street Banners and District Led Urban Revitalisation	48	320	330	340	22	22	23	24	25	25	26
Solid waste	Contracted Refuse (litter bins, transfer stations and local reprocessor plant)	55	90	153	161	1,389	86	11	11	11	12	12
	Karamea Solid waste (compactor)	0	80	0	0	0	0	0	0	0	0	0
	Maruia Solid waste (1st stage consent for new transfer station)	0	0	71	0	0	0	0	0	0	0	0
Sewerage	Westport Sewer	699	755	699	655	913	755	868	1,006	739	867	1,104
	Reefton Sewer	173	170	158	109	143	167	104	168	102	98	129
	Little Wanganui Sewer	22	7	7	7	13	14	9	9	9	9	9
Water	Westport Water	810	653	721	793	1,538	1,638	1,511	1,322	1,365	1,348	1,390
	Reefton Water	1,521	138	153	167	344	289	262	241	249	219	226
	District Supplies	579	250	281	111	3,258	4,593	108	87	91	94	96
Stormwater	Stormwater Upgrades & Replacements, Condition Assessment, Flood Mitigation and Waster/Stormwater Separation	216	200	316	440	635	543	529	527	495	588	508
Infrastructure Delivery	Vehicle Replacements	0	35	36	0	37	0	38	39	0	0	0
Commercial Infrastructure	Westport Airport	11	36	18	26	8	162	10	16	290	6	9
	Westport Harbour	100	0	0	12	40	2	2	92	2	2	2
Total Capital Expenditure		10,199	10,629	10,888	9,785	12,358	12,027	7,775	7,398	7,335	7,682	9,792

Forecast Funding Impact Statement

Note: Small movements to the indicative rates stated in this document may occur as the Rating Information Database changes on 30 June 2021 and will be reflected in the final rates resolution.

(all figures in this policy are GST exclusive)

1. General rates

General rates includes both the general (differential) rate and a uniform annual general charge.

General rates are used to fund or part fund democracy, economic development, community services, regulatory services, amenities and reserves, roading, Solid waste management, stormwater and airport activities.

1.1 General (differential) land rate

The general rate is set and assessed on the land value of all rateable land in the district, on a differential basis based on location, area, land use, and the activities that are permitted, controlled or discretionary for the area in which the land is situated as per the District Plan.

The definition of the differential categories is set out in this Funding Impact Statement, under Part 5.

General Rates (exclusive of GST)

Table 1 – Differentials

General Rate differential categories	Percentage of General Rate	General Rate (cents per \$ land value)
Residential 101	0.979%	0.35914
Residential 102	0.170%	0.26551
Residential 103	0.665%	0.41234
Residential 104	0.835%	0.42228
Residential 105	0.368%	0.52620
Residential 106	19.324%	1.08296

General Rate differential categories	Percentage of General Rate	General Rate (cents per \$ land value)
Residential 107	1.480%	0.85092
Residential 108	1.160%	0.71944
Residential 109	0.635%	0.62517
Residential 110	0.510%	0.62983
Residential 111	0.221%	0.22425
Residential 112	0.573%	0.44243
Residential 113	0.404%	0.46969
Residential 114	1.069%	0.55823
Residential 115	2.636%	0.70860
Multi Residential 121	0.030%	1.16913
Multi Residential 122	0.008%	0.72708
Multi Residential 123	1.581%	2.25902
Multi Residential 124	0.064%	2.23674
Multi Residential 125	0.226%	1.37066
Multi Residential 126	0.130%	1.72499
Commercial 131	0.874%	1.92061
Commercial 132	0.219%	1.33697
Commercial 133	1.785%	3.03408
Commercial 134	10.237%	4.34621
Commercial 135	0.128%	1.91331
Commercial 136	0.312%	1.05426
Commercial 138	0.019%	0.16894
Commercial 139	1.221%	1.11980
Commercial 140	0.976%	1.80121
Rural 141	19.065%	0.28219
Rural 142	1.247%	0.27487
Rural 143	3.865%	0.21045
Rural Residential 151	4.360%	0.41606
Rural Residential 152	3.176%	0.40809
Rural Small Holding 161	1.564%	0.28691
Rural Small Holding 162	0.113%	0.21283
Rural Small Holding 163	0.218%	0.29219

General Rate differential categories	Percentage of General Rate	General Rate (cents per \$ land value)
Rural Small Holding 164	0.060%	0.10441
Industrial 172	9.991%	6.07848
Industrial 173	5.339%	2.37805
Industrial 174	2.162%	14.61041
	100.00%	

1.2 Uniform Annual General Charge (UAGC)

The Council will set and assess a uniform annual general charge (UAGC) as a fixed amount per rating unit.

The Uniform Annual General Charge will be \$434.78 (exclusive of GST) per rating unit.

Expected yield (collect)

The expected collect from the general (differential) rate is calculated to be \$6,656,217 (excluding GST), and the expected collect from the uniform annual general charge is calculated to be \$2,850,000 (excluding GST), a total of \$9,506,217.

2. Water

Targeted water supply charges and rates are set for each connection within a rating unit, or any rating unit able to be connected within certain scheme areas.

A 'connection' is defined as a rating unit, or each separately used or inhabited portion (SUIP) of a rating unit, which is connected to the water supply in any scheme area, whether the connection is from the main supply line, or from any other line that is connected to the main supply.

The fixed targeted charge is also applied in some scheme areas based on the availability of the service, being rating units which are not connected but are able to be connected (serviceable). A rating unit is regarded as serviceable if the rating unit lies within 50 metres of the water reticulation system.

For the Westport, Reefton, Mokihinui, Ngakawau/Hector, Granity South, and Waimangaroa water supplies, only connected properties are rated (there is no set rate or charge for serviceable properties).

However, Council is considering options to introduce a targeted water supply availability rate for each rating unit able to be connected, but not connected to a water supply.

Refer to the definition of the differential categories set out in Part 5 of this Funding Impact Statement.

Table 2 – Unit rates

Water Supply Scheme Rates	Differential category (refers to use by number of connections)	Differential Factor	Targeted Rate (GST excl)
Westport - multi-residential only			
	1-2	1.00	\$850.43
	3	1.70	\$1,445.73
	4	2.30	\$1,955.99
	5	2.80	\$2,381.20
	6	3.20	\$2,721.38
	7	3.60	\$3,061.55
	8	4.00	\$3,401.72
	9	4.40	\$3,741.89
	10	4.80	\$4,082.06
	11	5.20	\$4,422.24
	12	5.60	\$4,762.41
Westport - all other rating sectors			
	1	1.00	\$850.43
	2	1.70	\$1,445.73
	3	2.30	\$1,955.99
	4	2.80	\$2,381.20
	5	3.20	\$2,721.38
	6	3.60	\$3,061.55
	7	4.00	\$3,401.72
	8	4.40	\$3,741.89
	9	4.80	\$4,082.06
	10	5.20	\$4,422.24
	11	5.60	\$4,762.41
	12	6.00	\$5,102.58
Reefton - Multi-residential only			
	1-2	1.00	\$700.00
	3	1.70	\$1,190.00
	4	2.30	\$1,610.00
	5	2.80	\$1,960.00

Water Supply Scheme Rates	Differential category (refers to use by number of connections)	Differential Factor	Targeted Rate (GST excl)
Reefton - Multi-residential only			
	6	3.20	\$2,240.00
	7	3.60	\$2,520.00
	8	4.00	\$2,800.00
	9	4.40	\$3,080.00
	10	4.80	\$3,360.00
	11	5.20	\$3,640.00
	12	5.60	\$3,920.00

Reefton - all other rating sectors			
	1	1.00	\$700.00
	2	1.70	\$1,190.00
	3	2.30	\$1,610.00
	4	2.80	\$1,960.00
	5	3.20	\$2,240.00
	6	3.60	\$2,520.00
	7	4.00	\$2,800.00
	8	4.40	\$3,080.00
	9	4.80	\$3,360.00
	10	5.20	\$3,640.00
	11	5.60	\$3,920.00
	12	6.00	\$4,200.00

Reefton - major users			
1905006101	1+	2.00	\$1,400.00
1905044200	1+	2.00	\$1,400.00
1905050000	1+	2.00	\$1,400.00
1905036800	1+	40.00	\$28,000.00

Mokihinui			
Connected (excluding major users)	1	1.00	\$274.78
Major users*	1+	8.00	\$2,198.24

Ngakawau / Hector

Water Supply Scheme Rates	Differential category (refers to use by number of connections)	Differential Factor	Targeted Rate (GST excl)
Reefton - Multi-residential only			
Connected (excluding major users)	1	1.00	\$310.43
Major users*	1+	20.00	\$6,208.60
Waimangaroa			
Connected (excluding major users)	1	1.00	\$950.43
Major users*	1+	3.00	\$2,851.29
Punakaiki			
Connected	1	1.00	\$925.22
Serviceable	1	0.50	\$462.61
Little Wanganui			
Connected (excluding major users)	1	1.00	\$230.43
Serviceable	1	0.50	\$115.22
Major users*	1+	15.00	\$3,456.45
Inangahua Junction			
Connected (excluding major users)	1	1.00	\$550.43
Serviceable	1	0.50	\$275.22
Major users*	1+	3.00	\$1,651.29
Granity South			
Connected	1	1.00	\$250.43

* Definition of major users' differential categories (for other than Reefton)

Rate	Valuation Reference
Little Wanganui subdivision	1878035600
Mokihinui	1879001700
Ngakawau-Hector	1880006300
Waimangaroa	1883044300
Inangahua Junction	1901009300

2.1 Metered water supplies

2.1.1 Cape Foulwind rural water supply

A targeted rate is set to fund the Cape Foulwind rural water supply. Each farm connection is charged for consumption at a rate of \$0.55 (exclusive of GST) per cubic metre (m³).

2.1.2 Westport metered water supply

The Council sets two rates for Westport metered water supply.

A targeted rate is set for each connection to the Westport water supply through a meter. The rate is set as a fixed amount for each connection at \$850.43 (exclusive of GST). Note that consumers on the metered supply may opt to pay for more targeted rates than the number of connections to a property and be charged accordingly, with the annual allowance also being calculated accordingly.

Each metered supply is then charged at a rate of \$2.26 (exclusive of GST) per cubic metre (m³) for consumption over the allowance of 400m³ for each targeted rate paid per annum.

2.1.3 Reefton metered water supplies

Council is considering options to introduce metered water supply for extraordinary users.

2.2 Punakaiki water supply

A targeted rate is set for each rating unit that is connected to the Punakaiki water supply.

The rate is set on a differential basis, based on use of the rating unit. The rate for differential factor 1.0 is \$925.22 per connection (excluding GST).

Table 2.2A – general description of differential categories and differential factor

Differential category	Differential factor	Targeted Rate (GST exclusive)
(A) Section only	0.5	\$462.61
(B) Single residential dwelling	1.0	\$925.22
(C) Department of Conservation Depot	1.0	\$925.22
(D) Two residential dwellings or one residential dwelling and a lodge on one rating unit	2.0	\$1,850.44
(E) Motel complex of more than 4 units	2.0	\$2,775.66
(F) Hostel (backpackers)	4.0	\$3,700.88
(G) Tavern, motel complex, and dwelling	6.0	\$5,551.32
(H) Camping ground	11.0	\$10,177.42

Table 2.2B – categorisation of each property

The following table lists the properties (by valuation reference) that fall within each of the above categories:

Category	Valuation reference(s)
A	1886029000, 1886029001, 1886029003, 1886029007, 1886029013, 1886029015, 1886029019, 1886029029, 1886029030
B	1886016900, 1886016901, 1886017000, 1886017100, 1886017101, 1886017200, 1886017201, 1886017300, 1886017400, 1886017500, 1886017700, 1886017701, 1886017800, 1886017900, 1886018000, 1886018400, 1886018500, 1886018600, 1886018700, 1886018900, 1886019200, 1886019201, 1886019400, 1886019500, 1886019600, 1886019700, 1886019800, 1886019900, 1886028700, 1886028900, 1886029002, 1886029004, 1886029006, 1886029008, 1886029009, 1886029010, 1886029012, 1886029014, 1886029017, 1886029018, 1886029020, 1886029025, 1886029026, 1886029031, 1886029033, 1886029034, 1886029035, 1886029036, 1886031601, 1886031602, 1886031604, 1886031607, 1886031609, 1886031610, 1886031611, 1886031614, 1886031615
C	1886018001
D	1886029021, 1886029023, 1886029028
E	1886019000
F	1886018100
G	1886031616
H	1886031200

Any future change to the use of any property within the Punakaiki water supply which results in a change to the use (as set out in Table 2.2A) will result in a change to the differential category the property is in, from the next rating year.

Council may require any user on the water supply to have a meter installed, if it deems it necessary to do so, in the interests of fairness within the supply area.

Expected yield (collect)

The expected collects for each of the water supply areas (GST exclusive) are.

Water Supply Area	Collect
Little Wanganui Subdivision	\$17,674
Mokihinui	\$12,915
Ngakawau-Hector	\$54,016
South Granity	\$5,510
Waimangaroa	\$133,061
Westport	\$2,340,311
Reefton	\$471,100
Punakaiki	\$85,583
Inangahua Junction	\$17,614
Cape Foulwind	\$55,000

3. Sewage disposal

Targeted sewage disposal charges and rates are set for each connection within a rating unit, or any rating unit able to be connected within certain scheme areas, as follows.

The rates are set on the number of connections, with a differential applied for each rate based on the use of the rating unit.

A ‘connection’ is defined as a rating unit, or each separately used or inhabited portion (SUIP) of a rating unit, which is connected to the disposal line in any scheme area, whether the connection is to the main disposal line, or from any other line that is connected to the main disposal line.

A differential is also applied based on the availability of the service. The categories applied are rating units connected to the disposal system, and rating units within certain scheme areas which are not connected but are able to be connected (serviceable). A rating unit is regarded as serviceable if it is within 30 metres of the sewerage reticulation system.

For the Westport and Reefton, only connected properties are rated (there is no differential for serviceable properties) with the exception of those properties able to be connected to the Orowaiti sewerage upgrade to the Westport Scheme. Those properties (within that upgrade area) which are serviceable but not connected shall pay the full service charge(s) applicable to that scheme.

However, Council is considering options to introduce a targeted sewage disposal availability rate for each rating unit able to be connected, but not connected to the Westport and Reefton schemes.

Refer to the definition of the differential categories set out in Part 5 of this Funding Impact Statement.

Table 3 – Unit rates

Sewage Disposal Scheme Rates	Differential category (refers to use by number of connections)	Differential Factor	Targeted Rate (GST excl)
Westport - multi-residential only			
	1-2	1.00	\$910.43
	3	1.70	\$1,547.73
	4	2.30	\$2,093.99
	5	2.80	\$2,549.20
	6	3.20	\$2,913.38
	7	3.60	\$3,277.55
	8	4.00	\$3,641.72
	9	4.40	\$4,005.89
	10	4.80	\$4,370.06
	11	5.20	\$4,734.24
	12	5.60	\$5,098.41
Westport - all other rating sectors			
	1	1.00	\$910.43
	2	1.70	\$1,547.73
	3	2.30	\$2,093.99
	4	2.80	\$2,549.20
	5	3.20	\$2,913.38
	6	3.60	\$3,277.55
	7	4.00	\$3,641.72
	8	4.40	\$4,005.89
	9	4.80	\$4,370.06
	10	5.20	\$4,734.24
	11	5.60	\$5,098.41
	12	6.00	\$5,462.58
Reefton - multi-residential only			
	1-2	1.00	\$610.43
	3	1.70	\$1,037.73
	4	2.30	\$1,403.99
	5	2.80	\$1,709.20

Sewage Disposal Scheme Rates	Differential category (refers to use by number of connections)	Differential Factor	Targeted Rate (GST excl)
Reefton - multi-residential only			
	6	3.20	\$1,953.38
	7	3.60	\$2,197.55
	8	4.00	\$2,441.72
	9	4.40	\$2,685.89
	10	4.80	\$2,930.06
	11	5.20	\$3,174.24
	12	5.60	\$3,418.41
Reefton - all other rating sectors			
	1	1.00	\$610.43
	2	1.70	\$1,037.73
	3	2.30	\$1,403.99
	4	2.80	\$1,709.20
	5	3.20	\$1,953.38
	6	3.60	\$2,197.55
	7	4.00	\$2,441.72
	8	4.40	\$2,685.89
	9	4.80	\$2,930.06
	10	5.20	\$3,174.24
	11	5.60	\$3,418.41
	12	6.00	\$3,662.58
Little Wanganui			
Connected	1	1.00	\$700.00
Serviceable	1	0.50	\$350.00

Expected yield (collect)

The expected collects for each of the sewerage scheme areas (GST exclusive) are.

Sewerage Scheme Area	Collect
Little Wanganui Subdivision	\$43,190
Westport	\$2,296,390
Reefton	\$356,311

4. Waste management

For the purposes of the cost of providing waste management (refuse and recycling) throughout the district, three zones have been established, each having its own level of service.

The localities of these zones are.

Zone	Locality
1	All of the district except north of the Mokihinui River and east of Blacks Point to which the collection service is provided
2	North of the Mokihinui River (Karamea)
3	East of Blacks Point (Maruia)

The levels of service for each are:

Zone	Locality
1	The provision of a collection service for bins and bags, plus the cost of the waste management disposal area(s) within the zone.
2	The cost of the waste management disposal area(s) within the zone.
3	The cost of the waste management disposal area(s) within the zone.

4.1 Waste management - zone 1

The cost of providing recycling and refuse collection is recovered from those properties that are on the service collection route, in the form of a targeted annual waste management rate of a fixed amount per set of two bins (one wheelie bin and one basket) delivered to those properties within the Zone 1 area.

Thus, any property that has been delivered more than one set of bins, is deemed to be receiving the service for each of those sets of bins, and shall be liable for the fixed amount for each set of bins delivered to the property.

The bins are used for the fortnightly recycling collection, while bags are available for purchase at various district outlets for the use of weekly refuse collection.

The annual targeted waste management rate for Zone 1 will be \$133.04 per set of two bins (excluding GST).

4.2 Waste management - zone 2

The cost of providing a waste management landfill activity within the zone 2 area is recovered from those rating units within the area.

The annual targeted waste management rate for zone 2 will be \$86.96 per rating unit (excluding GST).

4.3 Waste management - zone 3

The cost of providing a waste management landfill activity within the zone 3 area is recovered from those rating units within the area.

The annual targeted waste management rate for zone 3 will be \$158.26 per rating unit (excluding GST).

Expected yield (collect)

The expected collects for each of the Solid waste areas (GST exclusive) are:

Solid waste Area	Collect
Zone 1	\$666,681
Zone 2	\$50,261
Zone 3	\$18,517

Lump sum contributions

The Council does not accept lump sum contributions in respect of any of the targeted rates.

5. Differential categories

Note that the first five digits of any valuation reference comprises the valuation roll in which the reference is found.

Also note that subject to the rights of objection to the rating information database set out in Section 29 of the Local Government (Rating) Act 2002, the Council is the sole determiner of the categories applied to a rating unit.

Residential categories

Rating units, or parts of rating units, being less than 4,000 square metres in area, having no more than one residential dwelling, and being primarily used for, or able to be used for, residential living.

Residential 101

Includes residential rating units, or parts of rating units, within the valuation rolls numbered 18780 (but excluding the Little Wanganui Subdivision); 18800 (but excluding the township of Granity); 18820; 18830 (but excluding the townships of Waimangaroa and Conns Creek); 18840 (but excluding the settlement of Snodgrass, and those properties in the greater Westport area to the west of the Orowaiti River); 19000; 19010; 19040; 19080; and 19081.

Residential 102

Includes residential rating units, or parts of rating units, within the valuation roll numbered 18810, plus the settlement of Snodgrass.

Residential 103

Includes the residential rating units, or parts of rating units, within the valuation roll numbered 18790 (but excluding the township of Hector), plus the Little Wanganui Subdivision, and Conns Creek.

Residential 104

Includes the residential rating units, or parts of rating units, on the inland side of the State Highway 67 in the townships of Hector, Ngakawau, and Granity, plus the township of Waimangaroa.

Residential 105

Includes the residential rating units, or parts of rating units, on the seaward side of the State Highway 67 in the townships of Hector, Ngakawau, and Granity.

Residential 106

Includes the residential rating units, or parts of rating units, within the valuation rolls numbered 18840, 18950, 18960, and 18970 (but not including any properties to the east of the Orowaiti River or south of Stafford Street, and those properties on Orowaiti Road, Morgans Lane, Forbes, Coates, and Shelswell Streets, and selected properties at the northern end of Derby Street).

Residential 107

Includes the residential rating units, or parts of rating units, on Orowaiti Road, Morgans Lane, Forbes, Coates, and Shelswell Streets, and selected properties at the northern end of Derby Street.

Residential 108

Includes the residential rating units, or parts of rating units, within the township of Carters Beach (but excluding those properties located on Marine Parade).

Residential 109

Includes the residential rating units, or parts of rating units, within the township of Carters Beach located on Marine Parade.

Residential 110

Includes the residential rating units, or parts of rating units, within the valuation roll numbered 18850 (but excluding the townships of Carters Beach, Omau, and Tauranga Bay and valuation reference 1885022301).

Residential 111

Includes the residential rating units, or parts of rating units, within the valuation roll numbered 18860 (but excluding the townships of Charleston and Punakaiki and the Ross Subdivision).

Residential 112

Includes the residential rating units, or parts of rating units, within the townships of Omau and Tauranga Bay, plus valuation reference 1885022301.

Residential 113

Includes the residential rating units, or parts of rating units, within the township of Charleston.

Residential 114

Includes the residential rating units, or parts of rating units, within the township of Punakaiki and the Ross Subdivision.

Residential 115

Includes the residential rating units, or parts of rating units, within the valuation roll numbered 19050.

Multi residential

Rating units that have more than the one dwelling, excluding farm properties and communal residences. Where practicable, Council may have the rating unit divided into each of its separate uses, so each division can be assessed for rates in a different differential category.

Multi Residential 121

Includes those rating units under valuation references 1878011803, 1878018300BB, and 1908009900.

Multi Residential 122

Includes the rating unit under valuation reference 1878037247.

Multi Residential 123

Includes the multi-residential rating units within the valuation rolls numbered 18840); 18950; 18960; and 18970.

Multi Residential 124

Includes those rating units within the valuation roll numbered 18860.

Multi Residential 125

Includes those multi-residential rating units within the valuation roll numbered 18850.

Multi Residential 126

Includes those multi-residential rating units within the valuation roll numbered 19050.

Commercial

Rating units, or portions of rating units, used primarily for, or able to be used in terms of the District Plan for, carrying out a commercial or trading enterprise, including retail and/or wholesale, community, personal, business and repair services, offices, hotels, motels, camps and air transport.

Commercial 131

Includes commercial rating units, or parts of rating units, within the valuation rolls numbered 18780; 18820; 19000; 19010; 19040; 19080; and 19081; and the rating unit under valuation reference 1884018701.

Commercial 132

Includes commercial rating units, or parts of rating units, within the valuation rolls numbered 18790; 18800; 18810; and 18830.

Commercial 133

Includes commercial rating units, or parts of rating units, within the valuation rolls numbered 18840 (excluding 1884018701); 18960; and 18970; and those rating units under valuation references 1895009100, 1895021600 and 1895032100.

Commercial 134

Includes commercial rating units, or parts of rating units, within the valuation roll numbered 18950 (excluding 1895009100, 1895021600 and 1895032100).

Commercial 135

Includes the rating unit under valuation references 1885002400BB and 1885022400.

Commercial 136

Includes commercial rating units, or parts of rating units, within the valuation roll numbered 18850 (excluding 1885002400BB and 1885022400).

Commercial 138

Includes commercial rating units within the valuation roll 18860, north of the Fox River.

Commercial 139

Includes commercial rating units within the valuation roll 18860, south of the Fox River.

Commercial 140

Includes commercial rating units, or parts of rating units, within the valuation roll numbered 19050.

Rural

Properties being 10 hectares or greater, used exclusively or principally for agricultural, horticultural, and/or pastoral purposes, including forestry, or vacant land that is able to be used for such purposes in terms of the District Plan.

Rural 141

Includes rural rating units, or parts of rating units, within the valuation rolls numbered 18780; 18810; 18820; 18830; 18840; 18950; 18960; 18970; 19000; 19010; 19040; 19050; 19080; and 19081.

Rural 142

Includes rural rating units, or parts of rating units, within the valuation rolls numbered 18790; and 18800.

Rural 143

Includes rural rating units, or parts of rating units, within the valuation rolls numbered 18850; and 18860.

Rural residential

Properties being greater than 4,000 square metres but less than 4 hectares, primarily used for the purpose of residential living.

Rural Residential 151

Includes rural residential rating units, or parts of rating units, within the valuation rolls numbered 18780; 18810; 18820; 18830; 18840; 18950; 18960; 18970; 19000; 19010; 19040; 19050; 19080; and 19081.

Rural Residential 152

Includes rural residential rating units, or parts of rating units, within the valuation rolls numbered 18790; 18800; 18850; and 18860.

Rural Small Holding

Properties being greater than 4 hectares but less than 10 hectares, used exclusively or principally for agricultural, horticultural and/or pastoral purposes, including forestry.

Rural Small Holding 161

Includes rural small holding rating units, or parts of rating units, within the valuation rolls numbered 18780; 18810; 18820; 18830; 18840; 18850; 18950; 18960; 18970; 19000; 19010; 19040; 19050; 19080; and 19081.

Rural Small Holding 162

Includes rural small holding rating units, or parts of rating units, within the valuation rolls numbered 18790; and 18800.

Rural Small Holding 163

Includes rural small holding rating units, or parts of rating units, within the valuation roll numbered 18860 (but excluding those units within the valuation reference ranges 1886003000 to 1886003600 and 1886023800 to 1886027700).

Rural Small Holding 164

- includes rural small holding rating units, or parts of rating units, within the valuation reference ranges of 1886003000 to 1886003600 and 1886023800 to 1886027700.

Industrial Coal

Properties used primarily in the extraction, storage, and/or distribution of coal.

Industrial 172

Includes those industrial rating units, or parts of rating units, that fall within the definition of Industrial Coal above.

Industrial other

Properties used primarily in the following, as well as all associated land and buildings related to:

- storage sites (except those associated with the two other industrial categories); or
- transport (road, rail, sea), excepting those properties defined as Industrial Harbour; or
- utility services (communications, electricity, gas, water, sanitation); or
- the manufacture of food, drink, and tobacco; or
- the processing of textiles, leather, and fur; or
- the processing of timber products, including manufacturing and storage sites (ie sawmills and timber yards, wooden articles of manufacture such as furniture); or
- all other types of mining, not included in the sectors defined as Industrial Coal; or
- engineering, metalwork appliances, and machinery works; or
- chemicals, plastics, rubber, and paper manufacture; or
- other manufacturing industries not defined above; or
- depots and yards of contractors, central and local government; or
- demolition, and fumigation and pest control firms; or
- vacant land designated for the primary purpose of industrial use.

Industrial 173

Includes those industrial rating units, or parts of rating units, that fall within the definition of Industrial Other above.

Industrial harbour

Properties used for harbour and associated activities.

Industrial 174

Includes those industrial rating units, or parts of rating units, that fall within the definition of Industrial Harbour above.

6. SUIP (separately used or inhabited part) of a rating unit – definition

A separately used or inhabited part of a rating unit includes:

- Any part or parts of a rating unit that is used or occupied by any person, other than the ratepayer, having a right to use or inhabit that part by virtue of a tenancy, lease, licence or other agreement, or
- Any part or parts of a rating unit that is/are used or occupied by the ratepayer for more than one single use.

Examples of separately used or inhabited parts of a rating unit include:

- A residential property that contains two or more separately occupiable units, flats or houses, each of which is separately inhabited or is capable of separate inhabitation.
- A commercial, or other non-residential property containing separate residential accommodation in addition to its commercial, farming or other primary use.
- A commercial premise that contains separate shops, kiosks or other retail or wholesale outlets, each of which is operated as a separate business or is capable of operation as a separate business.
- An office block which contains several sets of offices, each of which is used by a different business or which is capable of operation as separate businesses.

Council recognises that there are certain instances where the above situations will occur, but in circumstances that do not give rise to separate uses or inhabitations.

These specific instances are:

- Where a business, farm, orchard, vineyard or horticultural operation contains accommodation on a rent-free basis for the owner, staff or share-milkers associated with the enterprise's productive operation.
- Where a residential property contains not more than one additional separately inhabited part, or where members of the owners family inhabit the separate part on a rent-free basis.
- Where an orchard, vineyard or horticultural operation contains a stall for the sale of goods produced solely by the operation.

Funding impact statement for Buller District Council

	AP 2020/2021 \$000	LTP 2021/2022 \$000	LTP 2022/2023 \$000	LTP 2023/2024 \$000	LTP 2024/2025 \$000	LTP 2025/2026 \$000	LTP 2026/2027 \$000	LTP 2027/2028 \$000	LTP 2028/2029 \$000	LTP 2029/2030 \$000	LTP 2030/2031 \$000
Operating Funding											
Sources of Operating Funding											
General rates, Uniform Annual General Charge, Rates penalties	8,686	9,585	10,411	11,089	11,444	11,392	11,406	11,278	11,379	11,609	11,675
Targeted rates	6,364	6,592	6,793	7,021	7,580	7,811	7,990	8,223	7,840	7,952	8,139
Subsidies and grants for operating purposes	2,391	3,245	3,107	2,935	3,191	3,291	3,337	3,498	3,610	3,661	3,851
Fees and charges	214	429	467	475	482	490	497	504	512	519	526
Interest and dividends from investments	1,881	1,452	1,440	1,454	1,449	1,545	1,782	1,922	2,068	2,235	2,227
Local authorities fuel tax, fines, infringements fees and other receipts	4,485	4,982	5,846	5,720	5,485	5,624	5,690	5,786	5,927	5,984	6,071
Total Operating Funding A	24,021	26,285	28,064	28,694	29,631	30,153	30,702	31,211	31,336	31,960	32,489
Applications of Operating Funding											
Payments to Suppliers and staff	18,119	23,203	21,767	21,937	22,881	22,514	22,869	23,702	23,832	24,399	25,377
Finance Costs	983	818	849	845	815	890	1,002	1,019	1,060	1,044	1,036
Other operating funding applications	480	501	503	504	374	375	376	378	379	381	383
Total Applications of Operating Funding B	19,582	24,522	23,119	23,286	24,070	23,779	24,247	25,099	25,271	25,824	26,796
Surplus/ (deficit) of Operating Funding A-B	4,439	1,763	4,945	5,408	5,561	6,374	6,455	6,112	6,065	6,136	5,693
Capital Funding											
Sources of Capital Funding											
Subsidies and grants for capital expenditure	2,640	5,474	6,855	4,581	4,825	7,163	2,959	2,698	2,725	3,122	2,891
Development and financial contributions	52	52	53	54	55	56	57	58	59	60	61
Increase/(Decrease) in Debt	2,702	(230)	(66)	(514)	1,468	(120)	160	(1,005)	10	171	1,103
Gross proceeds from sale of assets	53	560	561	562	264	265	266	267	268	269	270
Lump Sum contributions	435	35	36	37	-	-	-	-	-	-	-
Other Dedicated Capital Funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of Capital Funding C	5,882	5,891	7,439	4,720	6,612	7,364	3,442	2,018	3,062	3,622	4,325
Capital Expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	4,094	3,705	4,698	3,329	5,403	5,583	1,110	756	835	728	2,056
- to replace existing assets	6,104	6,922	6,188	6,459	6,955	6,445	6,664	6,641	6,500	6,955	7,736
Increase/ (decrease) in reserves	(93)	(3,575)	(185)	1,184	(308)	1,025	1,050	335	1,226	1,704	(5)
Increase/ (decrease) in investments	216	602	1,683	(844)	123	685	1,073	398	566	371	231
Total applications of Capital Funding D	10,321	7,654	12,384	10,128	12,173	13,738	9,897	8,130	9,127	9,758	10,018
Surplus/ (deficit) of Capital Funding C-D	(4,439)	(1,763)	(4,945)	(5,408)	(5,561)	(6,374)	(6,455)	(6,112)	(6,065)	(6,136)	(5,693)
Funding Balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

Rating Examples

SECTOR Location	Res 101 Karamea	Res 103 Little Wanganui	Res 103 Mokihinui	Res 103 Seddonville	Res 104 Hector	Res 104 Waimangaroa
Land Value	\$50,000	\$63,000	\$57,000	\$37,000	\$48,000	\$40,000
General Rates	179.57	258.78	235.04	152.57	202.69	168.91
UAGC	434.78	434.78	434.78	434.78	434.78	434.78
Targeted Water Rate	0	230.43	274.78	0	310.43	950.43
Targeted Sewer Disposal Rate	0	700.00	0	0	0	0
Targeted Solid waste Rate	86.96	86.96	133.04	133.04	133.04	133.04
Net Rates	\$701.31	\$1,711.95	\$1,077.65	\$720.39	\$1,080.96	\$1,687.17
GST	\$105.20	\$256.79	\$161.65	\$108.06	\$162.14	\$253.08
Total Rates	\$806.51	\$1,968.74	\$1,239.39	\$828.45	\$1,243.10	\$1,940.25
Comparison to Previous Year	\$781.89	\$1,862.98	\$1,199.84	\$805.04	\$1,214.47	\$1,305.89
% Change	3.15%	5.68%	3.29%	2.91%	2.36%	43.58%

KEY: Res (Residential) **Com** (Commercial) **RR** (Rural Residential) **Rur** (Rural)

Refer to pages 141-143 for sector code details.

SECTOR Location	Res 106 Westport (Brougham)	Res 106 Westport (Russell)	Res 108 Carters Beach	Res 113 Charleston	Res 114 Punakaiki	Res 101 Ikamatua
Land Value	\$75,000	\$59,000	\$85,000	\$80,000	\$170,000	\$33,000
General Rates	812.22	638.95	611.52	375.76	949.00	118.52
UAGC	434.78	434.78	434.78	434.78	434.78	434.78
Targeted Water Rate	850.43	850.43	850.43	0	925.22	0
Targeted Sewage Disposal Rate	910.43	910.43	910.43	0	0	0
Targeted Solid waste Rate	133.04	133.04	133.04	133.04	133.04	133.04
Net Rates	\$3,140.92	\$2,967.64	\$2,940.22	\$943.58	\$2,442.04	\$686.34
GST	\$471.14	\$445.15	\$441.03	\$141.54	\$366.31	\$102.95
Total Rates	\$3,612.06	\$3,412.79	\$3,381.25	\$1,085.12	\$2,808.35	\$789.30
Comparison to Previous Year	\$3,489.09	\$3,311.58	\$3,280.85	\$1,035.82	\$2,637.82	\$771.37
% Change	3.52%	3.06%	3.06%	4.76%	6.46%	2.32%

KEY: Res (Residential) **Com** (Commercial) **RR** (Rural Residential) **Rur** (Rural)

Refer to pages 141-143 for sector code details.

SECTOR Location	Res 115 Reefton	Res 101 Springs Junction	Com 131 Karamea	Com 134 Westport	Com 140 Reefton	Rur 141 Karamea
Land Value	\$36,000	\$38,000	\$95,000	\$180,000	\$78,000	\$690,000
General Rates	255.10	136.47	1,824.58	7,823.18	1,404.95	1,947.14
UAGC	434.78	434.78	434.78	434.78	434.78	434.78
Targeted Water Rate	700.00	-	-	850.43	700.00	-
Targeted Sewage Disposal Rate	610.43	-	-	910.43	610.43	-
Targeted Solid waste Rate	133.04	158.26	86.96	133.04	133.04	86.96
Net Rates	\$2,133.36	\$729.52	\$2,346.32	\$10,151.87	\$3,283.21	\$2,468.87
GST	\$320.00	\$109.43	\$351.96	\$1,522.78	\$492.48	\$370.33
Total Rates	\$2,453.66	\$838.95	\$2,698.26	\$11,674.65	\$3,775.89	\$2,839.21
Comparison to Previous Year	\$2,296.66	\$778.76	\$2,500.14	\$10,637.84	\$3,444.42	\$2,580.11
% Change	6.82%	7.73%	7.92%	9.75%	9.62%	10.04%

KEY: Res (Residential) **Com** (Commercial) **RR** (Rural Residential) **Rur** (Rural)

Refer to pages 141-143 for sector code details.

SECTOR Location	Rur 143 Cape Foulwind	Rur 141 Grey Valley	RR 151 Karamea	RR 152 Granity	RR 151 Fairdown	RR 152 Alma Road
Land Value	\$1,070,000	\$1,500,000	\$125,000	\$90,000	\$155,000	\$190,000
General Rates	2,251.81	4,232.90	520.07	367.28	644.69	775.36
UAGC	434.78	434.78	434.78	434.78	434.78	434.78
Targeted Water Rate	-	-	-	-	-	-
Targeted Sewage Disposal Rate	-	-	-	-	-	-
Targeted Solid waste Rate	266.09	133.04	86.96	133.04	133.04	
NET RATES	\$2,952.68	\$4,800.73	\$1,041.81	\$935.10	\$1,212.72	\$1,210.14
GST	\$442.90	\$720.11	\$156.27	\$140.27	\$181.91	\$181.52
TOTAL RATES	\$3,395.58	\$5,520.84	\$1,198.08	\$1,075.37	\$1,394.62	\$1,391.67
Comparison to Previous Year	\$3,095.24	\$4,958.94	\$1,135.29	\$1,031.15	\$1,316.24	\$1,304.64
% Change	9.70%	11.33%	5.53%	4.29%	5.96%	6.67%

KEY: Res (Residential) **Com** (Commercial) **RR** (Rural Residential) **Rur** (Rural)

Refer to pages 141-143 for sector code details.

Assumptions

The Buller District Council LTP is based on a number of significant forecasting assumptions. These assumptions include assessments of a number of factors that might impact on Council and the community including a consideration of how the population may change over the next 10-years, funding of Council services, and the financial environment.

The assumptions are the best reasonable assessment based on current information, but actual results may differ and these differences could be large. Council has therefore, included an assessment of how likely the actual may vary from the assumptions and what impact the variances would have on Council and the community. These are overarching assumptions relating to Council's activities. In addition to these assumptions, activity specific assumptions are found within each of the activity sections.

Assumption	Description of Risk	Level of Uncertainty	Financial Impact	Impact
1. Population growth/decline:				
<p>The Statistics NZ March 2018 census recorded a total of 9,591 persons as being normally resident in the district.</p> <p>For the purposes of this LTP we have assumed that the normally resident population as at 1 July 2021 is in the region of 9,600 persons. By the end of the 10-years covered by this plan Council expect population levels to be slightly under this level. This is based on Infometrics predictions of a small decline beyond 2030 in the Buller District.</p>	Low population growth may impact on the affordability and scale of Council projects and operations.	Medium	Low	The effect of minor changes on Reserve Development Contributions will not be material. Significant changes are unlikely.
2. Inflation/price changes:				
<p>In preparing the LTP Council has utilised the inflation factors as provided by Business and Economic Research Limited (BERL) to be the inflation factors used to escalate expenses. BERL has provided three scenarios to take into account the uncertainty of Covid 19 moving forward. Council has used a mid Covid impact inflation factors from BERL, in this plan.</p> <p>Refer to page 158.</p>	That inflation is higher or lower than predicted.	Medium to low	High	<p>There is likely to be some variation in the actual rates of inflation from those assumed particularly due to the uncertainty created by Covid-19 and this will impact on the financial results of Council.</p> <p>If the variances are significant, Council may need to consider either increasing or decreasing rates and charges or the levels of services for activities. This would be considered through the Annual Plan process. Council plans to spend \$331 million in operating expenditure and \$96 million in capital over the term of the plan. A 1% movement in inflation could increase or decrease costs by an average of approximately \$427,000pa. There would also be an impact on debt levels.</p> <p>Escalation has been undertaken using the BERL indices.</p>

Assumption	Description of Risk	Level of Uncertainty	Financial Impact	Impact
3. New Zealand Transport Agency Funding				
<p>The New Zealand Transport Agency (NZTA) financial assistance rate (FAR) provided for Councils roading programme is currently 66% for Local Roads and 100% for assistance for the Karamea Highway which is a Special Purpose Road (SPR).</p> <p>NZTA advised Council that the FAR rate for local roads will be increased to 72% in the first year of the LTP (2021/2022). This rate will continue for three years until 2023/2024. After 2024 there is no assurances provided by NZTA around the FAR rate for local roads. Council has assumed that this rate will continue at 72% over the rest of the plan.</p>	<p>That the Government will reduce the subsidy available to Councils.</p>	<p>Medium</p>	<p>High</p>	<p>Any decrease in NZTA funding will require Council to make a decision of whether to in-crease funding from rates, reduce service levels, remove projects from the LTP or apply a mix of these options.</p> <p>The most likely response would be a reduction in roading expenditure. A 1% drop in the FAR rate would require a reduction of \$150,000 in subsidised expenditure.</p> <p>This would require service levels in roading to reduce, which may be evident in higher road roughness levels, maintenance levels of low volume rural roads and a reduction in vegetation control including mowing.</p>
4. Karamea Special Purpose Road				
<p>NZTA have indicated to Council that it is proposed that the Karamea Special Purpose Road (SPR) will lose this designation and revert to a Local Road from 2024/2025 onwards. Council has taken the position that it will not accept ownership of the Karamea SPR as a Local Road in 2023/2024.</p> <p>The plan assumes that NZTA full funding will continue for the 10-years of the plan as either a 100% subsidy rate or that responsibility for this section of road is returned to the agency. Under both scenarios the expenditure required is cost neutral to the ratepayer.</p> <p>The transition of SPR's to district councils is a national NZTA initiative affecting many communities around the country. To council's knowledge, the legalities of what may happen should there be dispute between local government and the government transport agency has not been tested. Considerations of the four well-beings would be front of council's opinion in order to avoid additional burden to ratepayers. Strategically it also makes sense for the Karamea SPR to be reinstated as a state highway (as it previously was) considering the iconic tourist destinations (including Oparara Arches and Heaphy Track), as well as new government funded initiatives such as Pounamu Pathway, relying on a national network approach.</p>	<p>Financial assistance rate may reduce. Additional costs associated with this road may not be funded by subsidy.</p>	<p>High</p>	<p>High</p>	<p>Because the SPR traverses unstable terrain through the Karamea bluff section, there is an unquantifiable risk and funding uncertainty for the road controlling authority. Should the SPR be included under the local road network, ratepayers may be required to fund unplanned significant maintenance and capital projects. This could increase rates, particularly if expenditure is due to necessary repairs or improvements that do not meet the NZTA definition of emergency works.</p> <p>The impact to ratepayers to fund the SPR beyond mid-2024 remains uncertain and extremely difficult to estimate. The programmes (options) considered under the NZTA draft transition plan range from no ratepayer contribution (e.g. retain 100% subsidy) to inclusion under the Funding Assistance Rate, noting the percentage for Buller may change at the next triennial.</p> <p>Based on the cost estimates included in the plan for maintaining Karamea Highway, the impact of the proposal to revert it to a LR equates to an additional \$3.04 million to total rates for Council over the remaining seven years of the plan. However, this is not the considered to be the likely impact to ratepayers under the scenario Karamea Highway reverts to LR as options will need to be worked through with a view to avoiding additional burden to ratepayers.</p>

Assumption	Description of Risk	Level of Uncertainty	Financial Impact	Impact
5. One Network Roding Classification				
<p>A joint initiative between the New Zealand Transport Agency and Local Government New Zealand has introduced a road classification system for all roads in New Zealand. The classification system aims:</p> <ul style="list-style-type: none"> ■ To deliver similar driving experience across New Zealand; ■ To support more consistent asset management across the country; and ■ To make collaboration and prioritisation between those organisations responsible for the planning, delivery, operation and maintenance of the nation’s roading network, leading to a more efficient and safer network and improved value for money. <p>This will introduce different levels of service across roads of different classification.</p> <p>Council has assumed that there will be no change in the levels of service currently provided.</p>	<p>The Financial Assistance Rate may reduce depending on the levels of funding agreed to be provided by NZTA.</p>	<p>Low</p>	<p>Medium</p>	<p>Council will be faced with two choices:</p> <ol style="list-style-type: none"> 1. Change the current level of service provided to that set by NZTA. 2. Fund the difference between the current service level and that proposed by NZTA from ratepayer contributions.
6. Useful lives of significant assets				
<p>Council has made a number of assumptions about the useful life of its assets. These assumptions affect the depreciation charge contained within the Plan. The detail for each asset category is reflected in the Statement of Accounting Policies on s 143-149 of this document. Council’s assets depreciation rates are contained within of the Statement of Accounting Policies.</p>	<p>That the lives of assets are materially different from those contained within the Plan.</p>	<p>Low</p>	<p>High</p>	<p>If the life of the assets are materially different from those contained within the Plan, the asset values stated in the prospective balance sheet and the profit contained in the prospective statement of financial performance would be affected. If the life was shorter than expected, then Council might need to replace the asset sooner than planned and this would need to be funded. Council has a long history of managing assets and has asset management practices in place which reduce the likelihood of assets being significantly different to projections.</p>
7. Significant asset condition				
<p>Council understanding of condition of its assets underpins the renewal forecasts in the LTP (and also the significant lives of assets discussed above). Council has sufficient information about the condition of its assets to forecast their probable replacement periods. However, further detailed information is desirable to further reduce the risk that actual condition varies from the assumed condition.</p>	<p>That condition information is not a sufficiently accurate representation of the actual condition of assets.</p>	<p>Low</p>	<p>High</p>	<p>If the asset condition is substantially worse than expected then there is an increased risk of unexpected asset failure and the increased costs of repairing assets would need to be funded. These costs are not in the LTP and Council would need to consider how they should be funded - higher rates, use of cash reserves or debt would be options.</p>

Assumption	Description of Risk	Level of Uncertainty	Financial Impact	Impact
8. Vested assets				
Council will receive \$50,000 vested assets per annum (escalated with BERL inflation indices). Vested assets are engineering assets such as roads, sewers and water mains paid for by developers and which vest to Council on completion of a subdivision.	That actual vested assets may vary from budget.	Medium	Low	Vested assets must be maintained by Council, so if growth is higher than forecast Council will need to increase its budget to maintain those assets. The impact of higher or lower growth is not considered significant.
9. Return on investments				
It is assumed that the return on investments, including dividends from Council Controlled Organisations and retained earnings on subsidiaries will continue at higher than current levels for Buller Rec-reation and WestReef Services Limited.	That return on investment decreases.	Low	Medium	Lower returns will impact on rates as the income will need to be raised from other sources.
10. Interest rates - external borrowings				
Council has assumed an interest rate of 2.3-3.1% across the 10-years of the plan.	Actual interest rates may differ significantly from those estimated.	Medium	High	Increases in interest rates flow through to higher debt servicing costs and higher rates funding requirements. Council has mitigated these risks with a prudent fixed interest swaps programme developed within the limits of Council's Treasury Policy.
11. External borrowings - renewability				
It has been assumed that Council will be able to renew existing external loan facility.	Higher interest rates or delay of capital projects.	Low	High	If a loan facility could not be renegotiated with a current debt provider a change in provider could increase finance costs.
12. Interest rates - term deposits				
Council has assumed an interest rate range of 0.8 – 3.3% across the 10-years of the plan.	Actual interest rates may differ significantly from those estimated.	Medium	High	Decreases in term deposit interest rates would lower investment income which could lead to increased rates.
13. Rates and rate increases				
Limits on rates and rate increases, as required by the Local Government Act 2002, are set out in the Financial Strategy on s 27-40. This plan assumes that Council will remain within these limits.	That rates increases are above the limits set by Council.	Low	High	If planned rates increases are too high this may have a negative impact on rates affordability within communities.
14. Natural disasters				
It is assumed that there will be limited events during the term of this plan, and that these events will not be significant.	That there is a significant natural disaster in the district, such as flooding, earthquake or fire.	Low	Low	Council has insurance in place to cover natural disasters. In the event of a significant event Council may need to reevaluate its work programmes and implement disaster recovery plans.

Assumption	Description of Risk	Level of Uncertainty	Financial Impact	Impact
15. Climate change				
Council uses the Ministry for the Environment (MFE) guidelines set out in 'Coastal Hazards and Climate Change 2017' for estimating Sea Level Rise (SLR).	The potential impacts of climate change might lead to increased costs for Council in both responding to events and building greater resilience into infrastructure.	Medium	Medium	Climate change is likely to increase the magnitude of some natural hazards in the medium to long term. Therefore it is important to incorporate risk management in the design of infrastructure supporting new developments to maintain the same level of service throughout the design lifetime. The design of infrastructure for land development and subdivision needs to provide for the potential impact of sea level rise and the increased frequency of extreme weather events. Council has budgeted for protection of infrastructure in this plan.
16. Resource consents				
It is assumed that resource consents held by Council will not be significantly altered and any due for renewal during the life of the plan can be renewed accordingly.	That conditions of resource consents are significantly altered and there are accordingly significant new compliance costs or consents cannot be re-newed.	Low	High	Budgets are in place for renewal of resource consents. Any increased compliance costs will be managed through the Annual Plan process. If resource consents are not renewed then Council will need to consider how it delivers these services. These costs could be significant, for example if water extraction rights are not approved.
17. Potential impact of societal changes				
Council assumes resident population will decline in line with Infometrics predictions. There will likely be an aging population. The proportion of the population over 65-years is forecast to increase by 22% between 2021 and 2033.	An increase in the age of the population may increase demand for some services and housing and place pressures on rates affordability.	Medium	Low	The plan assumed that the demand for housing for the elderly is adequate and can be met through supply. Council may need to adjust its level of service in some areas to meet expectations. Rates affordability managed by keeping rates within financial prudence benchmarks, from the planned rates review and by carefully managing rates debt.

Assumption	Description of Risk	Level of Uncertainty	Financial Impact	Impact
18. External assumptions - government legislation (with a focus on proposed water reform legislation)				
<p>It is assumed that there will be no material changes to existing legislation or additional activity or compliance requirements imposed by Central Government, which has not already been allowed for in this document.</p> <p>Water Reform Legislation Council assumes that the outcome of proposed water reforms will not be known on commencement of this LTP. Therefore Council has assumed that the water assets will remain under its control in this plan.</p>	That central government requires Council to undertake further activities/removes activities, without corresponding funding adjustments or imposes additional compliance costs on local government.	Medium	High	<p>If changes in legislation require Council to provide further services, or significantly increases, levels of compliance or operating costs then this will need to be offset by increases in fees and charges, and/or in increases in rates.</p> <p>It is unlikely that government will reduce compliance or legislative costs incurred by Council, but if there was a reduction this could enable Council to reduce rates or fees and charges.</p>
19. Repayment of loans				
It has been assumed that the loan from Council to Buller Holdings Limited will not be repaid over the term of the plan.	Inability to service the loan.	Low	Low	Debt will be rolled over on an annual basis.
20. Water upgrades				
The drinking water standard upgrades to rural drinking water supplies is based on an assumption that the Ministry of Health subsidy will be available to be claimed.	There is a risk that the project may not proceed if funding is not received.	Low	High	Provision of safe, clean water may not eventuate if a subsidy is not received. Water schemes may be unaffordable for some communities.
21. Capital projects				
Capital projects are based on an assumption that they will occur when they have been identified in the LTP and for the costs have been identified. However, this assumption has a high level of uncertainty as projects may cost more or less due to more or less work needing to be done and/or a project may need to be delayed.	There is a risk of deferral of projects to later years of the LTP.	High	Medium	This will lower capital expenditure, loans and finance costs. Depreciation would be lower than rated for.
22. One District Plan				
The One District Plan Process is well underway and during this time the statutory powers associated with district plan making have been temporarily transferred to the West Coast Regional Council. The proposal is that the plan will be governed by a joint committee of elected members from all the councils with support from staff across the region. This transfer is for plan making only and Buller would still require a planning team to process consents and administer the plan. Staff are involved in developing the plan therefore we have maintained status quo in terms of planning resourcing	<p>Potential loss of local control over key decisions relating to district planning.</p> <p>Potential legal challenge to plan.</p>	Medium	Low	<p>Buller not having a plan that aligns or reflects the direction the district wishes to head.</p> <p>Higher costs than Council currently expend on this activity.</p>

Assumption	Description of Risk	Level of Uncertainty	Financial Impact	Impact
23. Covid-19				
That there are no significant Covid 19 restrictions that prevent Council from carrying out its primary functions. Or that any effects from Covid 19 do not add any significant costs to Council operation.	That Covid-19 restrictions or effects impact on the ability of Council to carry out its operation or increases cost significantly.	Medium	Medium	Council is unable to carry out some of its planned activities or the cost of providing activities and services increases costs to the ratepayer.
24. Water reforms				
<p>The government is currently under-taking a three year program to reform local government three waters service delivery arrangements. The intention of the reforms is to have these services provided by a small number of multi-regional entities and for the option to move both the assets, associated debt and service delivery to be voluntary.</p> <p>This plan assumes no change to asset management, ownership and service delivery of the three waters for the 10-years of the plan.</p>	The Three Waters Reform Programme requires compulsory transition of three waters service delivery to centralised providers.	High	Low	While voluntary transition of three water delivery is most likely, a transition would require all assets, associated debt and costs to be transferred to the new provider. There would be transitional costs however the main change would be charges for three waters services moving from council to the new provider.
25. Westport harbour				
It has been assumed that all harbour activities including the port and dredging activities will be ringfenced as a separate activity over the term of the Plan. This means that this would separate all funding and expenditure and surpluses and deficits for the Westport Harbour activity accumulate to a separate reserve and are not ratepayer funded.	Westport Harbour does not perform as expected, creating greater cash losses or surpluses than predicted.	Medium	High	There may be greater than predicted cash surpluses or losses, impacting the level of cash held by Council. If losses are greater than predicted Council may be required to consider loan funding or rate funding the activity in the future.
Another significant assumption is that a new large commercial operator will be shipping out of the port from year two of the plan. \$25.2 million of revenue for dredging the Westport harbor to support this has been included, along with associated costs of \$17.1 million.	If the large commercial operation did not proceed then council would not receive this revenue but nor would it incur these costs.	Medium	High	If the large commercial operation did not proceed Council would have the option of using the dredge for out-port dredging (as has been done in the past few years) or it may consider other options such as selling the Kawatiri dredge. If the alternative net revenue is less than predicted in the draft plan Council may be required to consider loan funding or rate funding the shortfall.

Assumption	Description of Risk	Level of Uncertainty	Financial Impact	Impact
26. Landfill aftercare provision				
<p>Council has budgeted \$40,000 per annum to monitor and undertake any remedial work required on its closed landfills. It is assumed that no significant restoration work is required on its closed landfills beyond what has been budgeted and provided for.</p> <p>In respect of the Karamea and Maruia landfills, which have resource consents (and estimated closing dates) until 2034 and 2021 respectively, Council assumes that there have been no material changes to the assessments to their closure costs since they were last reviewed as part of the 2015-2025 LTP.</p>	Landfill restoration work is required earlier than planned or higher than budgeted.	Low	Low	Council has a provision fund to call on if restoration work is required to be done earlier
27. Punakaiki water supply				
<p>As part of the Greater Punakaiki Master Plan, Council have developed an indicative business case for a new, compliant drinking water supply to serve the Punakaiki community and the large visitor numbers brought into the township by tourism (pre-Covid-19 more than 500,000 visitors p.a.). The preferred option identified is to extract raw water from the Punakaiki River and treat, before pumping generally north alongside the state highway. The capital cost estimates from this study have been used to inform the long term plan budgets, with expected site commencement in 2024. Council assumes the project will be externally funded, due to the national significance of Punakaiki as an iconic tourist destination, supported by recent government funded initiatives including the Pounamu Pathway and the new Visitor Centre currently in development.</p>	Additional costs to ratepayers. Existing supply not fit for purpose.	High	Low	If external funding for a new Punakaiki drinking water supply is not provided, Council will not proceed as the costs are unaffordable for a small ratepayer base. This will impact Council's ability to provide a compliant level of service for the community with the existing system

Price adjustments for inflation

The Council is required to provide a 10-year plan adjusted for inflation. The figures within the plan have been adjusted for price movements. The price adjustors used have been derived from those recommended to local government from Business and Economic Research Limited (BERL).

The following adjustors have been applied at an activity level based on the nature of the input costs for that activity:

BERL adjustors (mid scenario): % per annum change

Year ending	Jun-22	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31
Expense type										
Roading	1.033	1.031	1.030	1.029	1.029	1.029	1.029	1.029	1.029	1.029
Community activities	1.032	1.027	1.025	1.024	1.025	1.024	1.025	1.026	1.026	1.024
Water	1.060	1.035	1.026	1.027	1.029	1.028	1.032	1.033	1.034	1.031
Energy (local government administration)	1.017	1.020	1.020	1.019	1.018	1.018	1.017	1.017	1.017	1.016
Staff	1.048	1.024	1.015	1.017	1.020	1.022	1.023	1.024	1.026	1.027
Other (local government administration)	1.017	1.020	1.020	1.019	1.018	1.018	1.017	1.017	1.017	1.016
Earthmoving	1.044	1.041	1.038	1.038	1.038	1.038	1.038	1.038	1.038	1.038
Pipelines	1.047	1.050	1.049	1.047	1.046	1.045	1.044	1.044	1.043	1.043
Private sector wages	1.043	1.023	1.015	1.016	1.018	1.017	1.021	1.022	1.023	1.020
Average	1.038	1.026	1.023	1.023	1.023	1.023	1.024	1.024	1.025	1.024

BERL Adjustors: Cumulative % change from June 2022

Year ending	Jun-22	Jun-23	Jun-24	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31
Expense Type										
Roading	1.000	1.031	1.062	1.093	1.124	1.157	1.191	1.225	1.261	1.297
Community activities	1.000	1.027	1.053	1.078	1.105	1.131	1.160	1.190	1.221	1.250
Water	1.000	1.035	1.062	1.091	1.122	1.154	1.191	1.230	1.272	1.311
Energy (local government administration)	1.000	1.020	1.040	1.060	1.079	1.099	1.117	1.136	1.156	1.174
Staff	1.000	1.049	1.064	1.082	1.104	1.128	1.154	1.182	1.213	1.245
Other (local government administration)	1.000	1.020	1.040	1.060	1.079	1.099	1.117	1.136	1.156	1.174
Earthmoving	1.000	1.041	1.081	1.122	1.164	1.208	1.254	1.302	1.352	1.403
Pipelines	1.000	1.050	1.101	1.153	1.206	1.261	1.316	1.374	1.433	1.495
Private sector wages	1.000	1.023	1.038	1.055	1.074	1.092	1.115	1.140	1.166	1.189

Forecast Reserve Funds

Reserve	Activity that the reserve relates to	Purpose of reserve	Projected opening balance 2021/2022	Transfer to reserves	Transfer from reserves	Balance 2030/2031
			\$000	\$000	\$000	\$000
Amenities and reserve	Various not specified	Proceeds from general ratepayer to fund various infrastructure where there was no government subsidy available	365	0	0	365
Community development - other	Various not specified	Funds from depreciation used for the upgrade and construction of replacement Council assets	3,211	79,703	79,959	2,955
Reserve contributions	Regulatory	Proceeds from subdivision for public reserve upgrades	1,179	566	896	849
Miles bequest	Property management, amenities and reserves	Funds set aside for the purchase of engraved seats at the Westport cemetery	0	0	0	0
Powell bequest	Property management, amenities and reserves	Funds requested to Council for the purchase of public seating in Westport	0	0	0	0
Mayor's relief fund	Democracy	Funds for providing grants for relief at the discretion of the Mayor	5	0	0	5
Boiler Replacement Fund	Property management, amenities and reserves	Funds set aside to go toward replacement of boiler at Brougham Street offices	7	0	7	0
Development Contributions	Regulatory	Proceeds from commercial and industrial development to provide for social and recreation need of the area	118	0	0	118
Sale of gifted Property	Various not specified	Funds set aside from the sale of property gifted to Council	11	0	0	11
Infrastructure Contributions	Regulatory	Funds set aside for upgrading infrastructure where appropriate	10	0	0	10
Total reserves only			4,906	80,269	80,862	4,313
Karamea Solid waste	Solid waste	Separates all funding and expenditure and surpluses or deficits for each Solid waste activity	34	774	803	5
Maruia Solid waste	Solid waste	Separates all funding and expenditure and surpluses or deficits for each Solid waste activity	(35)	252	215	2
Contracted Refuse/ Recycling Operations	Solid waste	Separates all funding and expenditure and surpluses or deficits for each Solid waste activity	(57)	8,024	8,024	(57)
Westport Water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	(471)	27,993	27,729	(207)

Reserve	Activity that the reserve relates to	Purpose of reserve	Projected opening balance 2021/2022	Transfer to reserves	Transfer from reserves	Balance 2030/2031
			\$000	\$000	\$000	\$000
Reefton water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	(262)	7,033	6,947	(176)
Little Wanganui water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	29	362	385	6
Mokihinui water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	41	310	348	3
Ngakawau Hector water (administered by Council)	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	422	539	222	739
Waimangaroa water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	31	1,595	1,621	5
Cape Foulwind water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	590	744	568	766
Punakaiki water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	(361)	1,648	1,643	(356)
Inangahua water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	(149)	461	458	(146)
South Granity water (administered by Council)	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	23	55	9	69
Karamea water	Water	Separates all funding and expenditure and surpluses or deficits for each water scheme	0	0	0	0
Westport sewerage	Wastewater/sewerage	Separates all funding and expenditure and surpluses or deficits for each sewerage scheme	459	21,650	21,931	178
Reefton sewerage	Wastewater/sewerage	Separates all funding and expenditure and surpluses or deficits for each sewerage scheme	351	4,198	4,415	134
Little Wanganui sewerage	Wastewater/sewerage	Separates all funding and expenditure and surpluses or deficits for each sewerage scheme	36	894	928	2
Punakaiki Camp	Property management, amenities and reserves	Separates all funding and expenditure and surpluses or deficits for the Punakaiki Camp Activity	(328)	639	727	(416)
Pensioner housing	Property management, amenities and reserves	Separates all funding and expenditure and surpluses or deficits for Pensioner Housing	87	1,256	1,343	0
Dog control	Regulatory	Separates all funding and expenditure and surpluses or deficits for the dog control activity	(264)	1,704	1,717	(277)
Westport harbour	Commercial infrastructure	Separates all funding and expenditure and surpluses or deficits for the Westport harbour activity	0	31,716	30,741	975
Total separate balances only			176	111,847	110,774	1,249
Total reserves and separate balances			5,082	192,116	191,636	5,562

Statement of Accounting Policies

Statement of responsibility and cautionary note

The draft 2021-2031 LTP was authorised for issue by Council on 14 April 2021. The prospective financial statements will not be updated subsequent to issue.

The purpose of this LTP is to consult with the community on the planned activities and expenditure of Council over the next 10-years. The use of this information for other purposes other than for which it was prepared may not be appropriate.

The Council is responsible for the prospective financial statements presented, including the appropriateness of the underlying assumptions and related disclosures. Actual financial results achieved for the period covered may vary from the information presented, and the variations may be material. There are no actual financial results incorporated into these prospective financial statements.

The prospective financial statements comply with Tier 1 Public Benefit Entity (PBE) Accounting Standards (including PBE FRS 42 – Prospective Financial Statements). The prospective financial statements have been prepared using the best information available at the time they were prepared.

Reporting entity

The Buller District Council is a territorial local authority governed by the Local Government Act 2002.

The Buller District Council provides local infrastructure, local public services and provides regulatory functions to the community. The Council does not operate to make a financial return. Accordingly, Buller District Council has designated itself as a Public Benefit Entity (PBE) for

financial reporting purposes.

The prospective financial statements of Buller District Council are for the 10-years ended 30 June 2031.

Basis of preparation

The prospective financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period and have been no changes in accounting policies during the financial year. The prospective financial statements have been prepared on a historical cost basis, modified by the revaluation of certain infrastructural assets, investment property and financial instruments.

Statement of compliance

The prospective financial statements of Buller District Council have been prepared in accordance with the requirements of the Local Government Act 2002: Part 6, Section 98 and Part 3 of schedule 10, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP). The prospective financial statements have been prepared in accordance with Tier 1 PBE accounting standards. The prospective financial statements comply with PBE Standards.

Presentation currency and rounding

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$1,000) unless stated. The functional currency of Buller District Council is New Zealand dollars.

Standards issued and not yet effective and not early adopted

The following new standards, interpretations and amendments have been issued but are not yet effective as at 30 June 2021. Buller District Council has not early adopted these standards and interpretations.

Financial instruments - recognition and measurement

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 has not yet assessed the effects of the new standard.

In March 2019, the XRB issued PBE IPSAS 41 Financial Instruments. This standard supersedes part of PBE IPSAS 29 Financial Instruments: Recognition and Measurement and PBE IFRS 9. PBE IPSAS 41 is effective for annual periods beginning on or after 1 January 2022 with early application permitted.

The main changes under PBE IFRS 41 are:

- Introduces a new classification and measurement model for financial assets that considers the characteristics of the asset's cash flows and the objective for which the asset is held. This could result in some instruments moving from amortised cost accounting to fair value accounting, or vice versa.
- Applies a forward-looking expected credit loss model that is applicable to all financial instruments subject to impairment testing.
- Introduces a hedge accounting model that broadens the hedging arrangements in scope of the guidance. The model develops a strong link between an entity's risk management strategies and the accounting treatment for instruments held as part of the risk management strategy. Entities that adopt PBE IPSAS 41 have a choice of either adopting the new hedging model of PBE IPSAS 41 or continuing to apply the hedging model of PBE IPSAS 29.

The Council plans to apply this standard in preparing its 30 June 2023 financial statements. The Council has not yet assessed the effects of the new standard.

Subsidiaries

Subsidiaries are those entities where Buller District Council has the capacity to control their financing and operating policies so as to obtain benefits from the activities of the entity. This power exists where Buller District Council controls the majority voting power of the governing body or where such policies have been irreversibly predetermined by Buller District Council.

The subsidiaries of Buller District Council are Buller Holdings Limited, WestReef Services Limited, Buller Recreation Limited and Buller Health Trust.

Associates

An associate is an entity over which Buller District Council has significant influence and that is neither a subsidiary nor an interest in a joint operation.

The Council has two associates: Tourism West Coast and Denniston Heritage Trust. There are no entries in the prospective financial statements for Denniston Heritage Trust because Council has no equity investment in this organisation.

Joint operation

A joint operation is a contractual arrangement whereby two or more parties undertake an economic activity that is subject to joint control.

Buller District Council has a 50/50 joint operation interest in the Westport Airport Authority with Ministry of Transport.

Buller District Council recognises in its prospective financial statements the investment in this joint venture.

Revenue

Revenue is measured at the fair value of consideration received. Revenue from the rendering of services is recognised by the 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.

Rates revenue

The following policies for rates have been applied:

- General rates, targeted rates (excluding water-by-meter), and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. The Council considers that the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.
- 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. Un-billed usage, as a result of unread meters at year end, is accrued on an average usage basis.
- Rates remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.
- Rates collected on behalf of the West Coast Regional Council (WCRC) are not recognised in the prospective financial statements, as the Council is acting as an agent for the WCRC.

Other revenue

Buller District Council receives government grants from the New Zealand Transport Authority, which subsidises part of Council's costs in maintaining the local roading infrastructure. Grants are received from the Ministry of Health for eligible schemes. The subsidies are recognised as revenue upon entitlement as conditions pertaining to eligible expenditure are fulfilled.

Sales of goods are recognised when a product is sold to a customer. Sales are usually in cash. The recorded revenue is the gross amount of the sale.

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as revenue. Assets vested in Council are recognised as revenue when control over the asset is obtained.

Rental revenue is recognised on a straight line basis.

Interest revenue is recognised using the effective interest method.

Dividends are recognised when the right to receive the

payment has been established.

Borrowing costs

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

Grant expenditure

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure at the time when such application has been received.

Discretionary grants are those grants that Council has no obligation to award and are recognised as expenditure when a successful applicant has been notified of the Council's decision.

Income tax

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

Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income 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 income 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 prospective 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 from investments in subsidiaries and associates, and interests in joint operations, 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 charged or credited against the surplus or deficit for the period, except when it relates to items charged or credited directly to equity, in which case the tax is dealt with in 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, Council recognises finance leases as assets and liabilities in the Prospective 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 Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the lease term or useful life, whichever is the shortest.

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of the asset. Lease payments under an operating lease are recognised as an expense on a straight line basis over the lease term.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held on call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown as current liabilities in the

Prospective Statement of Financial Position.

Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest rate 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 the present value of the expected future cash flows of the loan is recognised in the surplus or deficit.

A provision for impairment of receivables is established when there is objective evidence that Council will not be able to collect all the amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation and default in payments are indicators that the asset is impaired.

The amount of the provision is the difference between the assets carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

Inventories

Inventories held for distribution or consumption in the provision of services that are not supplied on a commercial basis are measured at the lower of cost and current replacement cost.

Inventories held for use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value. The cost of purchased inventory is determined using the FIFO method.

The write down from cost to current replacement cost or net realisable value is recognised in the surplus or deficit.

Non current assets held for sale

Non current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through the sale transaction rather than through continuing use. Non current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have previously been recognised.

Non current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Financial assets

Buller District Council classifies its financial assets into the following four categories:

- Financial assets at fair value through surplus or deficit;
- Held-to-maturity investments;
- Loans and receivables; and
- Fair value through other comprehensive revenue.

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 surplus or deficit in which case the transaction costs are recognised in surplus or deficit.

Purchases and sales of investments are recognised on trade date, the date on which 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, Council having 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. Council uses a variety of methods and makes assumptions that are based on market conditions existing at 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.

Financial assets at fair value through surplus or deficit

This category has two sub-categories:

- Financial assets held for trading.
- Those designated at fair value through surplus or deficit at inception.

A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by management.

Derivatives are also categorised as held for trading unless they are designated as hedges. 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 remeasurement are recognised in the surplus or deficit.

Currently Council recognises derivative financial instruments in this category.

Held to maturity investments

Held to maturity investments are assets with fixed or determinable payments and fixed maturities that Council has the positive intention and ability to hold to maturity.

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.

Currently Council does not hold any financial assets in this category.

Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

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 receivables' and short and long term investments in the Prospective Statement of Financial Position.

Investments in this category include loans to subsidiaries and other companies and term deposits.

Fair value through other comprehensive revenue and expenses

Financial assets at fair value through other comprehensive revenue and expenses are those that are designated into this category at initial recognition or are not classified in any of the other categories above.

This category encompasses:

- Investments that Council intends to hold long-term but which may be realised before maturity.
- Shareholdings that Council holds for strategic purposes. Council's investments in its subsidiary and associate companies are not included in this category as they are held at cost whereas this category is to be measured at fair value.

After initial recognition these investments are measured at their fair value.

Gains and losses are recognised directly in other comprehensive revenue and expenses except for impairment losses, which are recognised in the surplus or deficit.

Investments in this category include shares in other companies.

Impairment of financial assets

At each balance sheet date 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.

Any cumulative losses previously recognised in equity will be removed from equity and shown in the surplus or deficit.

Term deposits, loans to subsidiaries and associates, and community loans (loans and receivables)

Impairment is established when there is evidence that the

Council 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 indicators that the asset is impaired.

Listed and unlisted shares, listed bonds (fair value through other comprehensive revenue and expense)

For shares, a significant or prolonged decline in the fair value of the shares below its cost is considered to be objective evidence of impairment. For listed bonds, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership or liquidation and default in payment is considered to be objective evidence of impairment.

Derivative financial instruments

Council uses derivative financial instruments to hedge exposure to interest rate risks arising from financing activities. In accordance with its treasury policy, Council does not hold or issue derivative financial instruments for trading purposes. However derivatives that do not qualify for hedge accounting are accounted for as trading instruments.

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 gain or loss on re-measurement to fair value is recognised immediately in surplus or deficit. However, where derivatives qualify for hedge accounting, recognition of any resultant gain or loss depends on the nature of the item being hedged.

The fair value of interest rate swaps is the estimated amount that Council would receive or pay to terminate the swap at the balance sheet date, taking into account current interest rates and the current creditworthiness of the swap counter-parties. The fair value of forward contracts is their quoted market price at the balance sheet date, being the present value of the quoted forward price.

Council has not adopted hedge accounting to account for its derivative financial instruments.

Property, plant and equipment

Property, plant and equipment consist of:

Council assets – These include land, buildings, plant and machinery, motor vehicles, office equipment, library books and the Airport runway.

Infrastructure assets – These include roads, footpaths, traffic facilities, street lights, bridges, culverts, water reticulation, storm water reticulation, sewerage reticulation and landfill.

Harbour assets – These include land, buildings, wharves, plant and machinery, office equipment, motor vehicles and harbour vessels.

WestReef assets – These include leasehold improvements, plant and equipment, office equipment, office furniture, fittings and computer equipment.

Buller Health Trust assets – These include plant and equipment and furniture and fittings.

Property, plant and equipment is shown at cost or revaluation, 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 Council and the cost of the item can be reliably measured.

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.

Work in progress is recognised at cost less impairment and is not depreciated.

The cost of day-to-day servicing of property, plant and equipment are recognised in the surplus or loss as they are incurred.

Disposals

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposal 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 Council and the cost of the item can be measured reliably.

Depreciation

Depreciation is provided on a straight line basis on all property, plant and equipment, other than land or erosion protection assets, 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:

Council Assets	Depreciation rate (%)	Useful life (years)
Motor vehicles	15%	7
Office equipment	10% to 50%	2 - 10
Plant and machinery	3.33% to 15%	7 - 30
Buildings	1% to 10%	10 - 100
Library books	10%	10
Airport runway:		
Basecourse	1.3%	75
Seal	5%	20

Harbour Assets	Depreciation rate (%)	Useful life (years)
Wharves	1.67%	60
Buildings	2.5%	40
Plant and machinery	3.3% to 10%	10 - 30
Office equipment	20% to 33.5%	3 - 5
Motor vehicles	10% to 20%	5 - 10
Harbour vessels	5% to 6.7%	15 - 20

WestReef Services Limited Assets	Depreciation rate (%)	Useful life (years)
Leasehold improvements	6.5% to 15%	6.7 - 15
Plant and equipment	5.5% to 40%	2.5 - 18
Vehicles	8% to 29%	3 - 12
Office equipment	8% to 40%	2.5 - 12.5
Office furniture & Fittings	8% to 24%	4 - 12.5
Computer equipment	18% to 36%	3 - 5.5

Buller Health Trust assets	Depreciation rate (%)	Useful life (years)
Plant and equipment	10% to 50%	2 - 10
Furniture and fittings	7% to 13.5%	7.4 - 14.3
Furniture and fittings (accommodation)	16.2% to 48%	2.1 - 6.2

Infrastructure assets	Depreciation rate (%)	Useful life (years)
Roads		
Formation	Not depreciated	
Basecourse - unsealed roads	Not depreciated	
Basecourse - sealed roads	1% to 2%	50 - 100
Seal	4% to 12.5%	8 - 25
Footpaths		
Basecourse	Not depreciated	
Pavement	1.25% to 10%	10 - 80
Traffic facilities	5% to 10%	10 - 20
Street lights	3.33%	30
Bridges	1% to 2%	50 - 100
Culverts	1.11% to 1.25%	80 - 90
Water reticulation		
Drains	Not depreciated	
Kerb and channelling	1.25%	80
Pipes	1.10% to 4.10%	25 - 100
Valves, hydrants	1.67%	60
Intake structures	1.11% to 2%	50 - 90
Reservoirs	1.25%	80
Resource consents	2.85%	35
Pump stations	2% to 6.67%	15 - 50
Treatment equipment	2% to 6.67%	15 - 50
Tunnels	0.7% to 4%	25 - 150
Stormwater reticulation		
Pipes	1% to 1.54%	65 - 100
Sewerage reticulation		
Pipes	1% to 1.42%	70 - 100
Treatment plants	1.11% to 6.67%	15 - 90
Pump stations	1.11% to 6.67%	15 - 90
Manholes	1.11%	90

Capital work in progress is not depreciated. The total cost of the project is transferred to property, plant and equipment on its completion and then depreciated.

The residual value and useful life of an asset is reviewed and adjusted if applicable, at each financial year end.

Revaluation

Those asset classes that are revalued are valued on a basis described below. All other asset classes are carried at depreciated historical cost. The carrying values of revalued items are reviewed at each balance date to ensure that those values are not materially different to fair value.

Council land

The Airport land was revalued to fair value as determined by market based evidence by an independent valuer. The most recent valuation was performed by Quotable Value with an effective date as at 30 June 2005. Council land is recognised at deemed cost.

Harbour land

The Harbour land was revalued to fair value as determined by market based evidence by an independent valuer. The most recent valuation was performed by Quotable Value with an effective date as at 30 June 2005. Harbour land is recognised at deemed cost.

Infrastructural assets

The infrastructural assets are valued on a three yearly valuation cycle at fair value determined on a depreciated replacement cost basis with preparation or peer review by an independent valuer. At balance date Council assesses the carrying values of its infrastructural assets to ensure that they do not differ materially from the assets fair value. The most recent roading valuation was performed by BECA and the valuation is effective as at 30 June 2019. All infrastructural asset classes carried at valuation were valued. The total value of infrastructural assets valued by or peer reviewed by BECA on 30 June 2019 was \$320,371,044.

Accounting for revaluation

Council accounts for revaluations of property, plant and equipment on a class of assets basis.

The results of revaluating are credited or debited to an asset revaluation reserve. Where this results in a debit balance

in the asset revaluation reserve, this balance is expensed in the surplus or deficit. Any subsequent increase on revaluation that off-sets 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 credited to the revaluation reserve.

Intangible assets

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised in the surplus or deficit when incurred. Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with development and maintenance of the Council's website are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is de-recognised. The amortisation charge for each period is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows: computer software 3 to 5 years 20% to 33.3%

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 cost, including transaction costs.

After initial recognition, Council measures all investment

property at fair value as determined annually by an independent valuer. The most recent valuation of investment property was carried out by Quotable Value with an effective date as at 30 June 2019.

Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

Impairment of non financial assets

Property, plant and equipment assets, measured at fair value are not required to be reviewed and tested for impairment. 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 asset class is revalued. For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit.

Property, plant and equipment, and intangible assets subsequently measured at cost that have a finite useful life are reviewed each balance date for impairment whenever events or changes in circumstances indicate that the carrying value may not be recoverable.

Intangible assets subsequently measured at cost that have an indefinite useful life, and goodwill, are not subject to amortisation and are tested annually for impairment.

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.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as 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.

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 and cash-generating units is the present value of expected future cashflows.

Employee entitlements

Short term benefits

Employee benefits that Buller District Council expects to be settled within 12-months of balance date are measured at nominal values 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, retiring and long service leave entitlements expected to be settled within 12 months, and sick leave.

Council recognises a liability for sick leave 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 that Council anticipates it will be used by staff to cover future absences.

Council recognises a liability and 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, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

Likely future entitlements accruing to staff, based on years of service, years to entitlement and the likelihood that staff will reach the point of entitlement; and the present value of the estimated future cashflows.

The discount rate is based on the weighted average of Government interest rates for stock with terms to maturity similar to those of the relevant liabilities. The inflation factor is based on the expected long term

increase in remuneration for employees.

Superannuation schemes

- Defined contributions schemes

Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the surplus or deficit as incurred.

Provisions

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. The increase in the provision due to the passage of time is recognised as an interest expense.

Payables

Short-term creditors and other payables are recorded at their face value.

Borrowings

Borrowings are initially recognised at their fair value. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Equity

Equity is the community's interest in Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into a number of reserves.

The components of equity are:

- Retained earnings;
- Restricted reserves; and
- Asset revaluation reserve.

Goods and Services Tax (GST)

All items in the prospective financial statements are stated exclusive of 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 Prospective 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 the Council at the beginning of the year in the LTP. The budget figures have been prepared in accordance with NZ GAAP or Public Benefit Entity Accounting Standards, using accounting policies that are consistent with those adopted by Buller District Council for the preparation of the prospective financial statements.

Cost allocation

Council has derived the cost of service for each significant activity using the cost allocation system outlined below.

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.

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities using an appropriate cost driver.

Critical accounting estimates and assumptions

In preparing these prospective financial statements Council has made 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.

Classification of property

The Council owns a number of properties held to provide housing to pensioners. The receipt of market-based rental from these properties is incidental to holding them. The properties are held for service delivery objectives as part of the Council's social housing policy. The properties are therefore accounted for as property, plant and equipment rather than as investment property.

The estimates and assumptions that form a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are discussed below.

Landfill aftercare provision

The Landfill Aftercare Provision Note discloses an analysis of the exposure of Buller District Council in relation to estimates and uncertainties surrounding the landfill aftercare provision.

Infrastructural assets

There are a number of assumptions and estimates used when performing valuations over infrastructural assets which include:

- The physical deterioration and condition of an asset, eg Council could be carrying an asset at an amount that does not reflect its actual condition. This is particularly so for those assets which are not visible such as stormwater, wastewater and water supply pipes that are underground. The 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 impacted by local conditions, eg 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 minimize the risk, Council's infrastructural asset useful

lives have been determined with reference to the NZ Infrastructure 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 modeling 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 prepare Council's roading asset revaluations and peer review the three waters revaluations. The last roading revaluation was prepared by BECA on 30 June 2019. The last three waters revaluation was prepared in-house and was peer reviewed by BECA on 30 June 2019.

Infrastructure Strategy



Photo credit: Richard Rossiter

Infrastructure Strategy

Executive summary

The Buller District Council's vision for the district is based on its five community outcomes as identified on pages 20 and 21.

The district faces several infrastructures challenges over the coming years. These include managing the effects of natural hazards and climate change, maintaining a safe and secure water supply network, and replacing and upgrading our infrastructure to ensure it is efficient, cost effective, fulfills all our legislative requirements, and does not adversely affect the natural environment in which we all live.

Addressing all these challenges such that the risks presented by them are eliminated is simply unaffordable for the community, given Council's high level of rates reliance and the District's small rate payer base. As such, we have worked hard to deliver an Infrastructure Strategy (IS) that represents great value for our communities.

The Infrastructure Strategy is based on several significant assumptions and uncertainties that have associated risks. Key amongst these is the potential impact of changes to anticipated central government funding for infrastructure maintenance and upgrade activities, unforeseen shifts in District demographics, and the occurrence of impacts related to natural disasters, including those associated with the Covid-19 pandemic and climate change-associated events.

Based on current information, climate change means that much of Buller is going to get warmer, wetter, and windier. Over the coming decades, NIWA's likely scenario includes greater frequency and intensity storm events, including higher intensity rainfall, leading to changes in storm surge and wave height and thus more frequent or higher magnitude coastal flooding outcomes, as well as changes in fluvial flooding. Additionally, sea level is expected to keep rising for at least several centuries posing an ongoing challenge for us and future generations to create more sustainable coastal communities.

Building, operating, and maintaining Council's infrastructure assets in an affordable manner considering the above assumptions and risks is becoming increasingly difficult. Additional strategic considerations come from Three Water Reform and Taumata Arowai, mitigating and adapting to climate change, Zero Carbon Act requirements and implementation and other changes to government priorities and the legislative environment, environmental impacts and sustainability, infrastructure aging and resilience, economic shifts affecting affordability, and changes in technologies and major industries operating within the District.

In response to the risks and strategic considerations identified above, Council has developed its 30-year IS against the framework of the five community outcomes it is seeking to achieve for the communities it serves. Council is aware of the role of infrastructure in providing the basic needs of residents and underpinning economic activity, but this must always be delivered with affordability as central to the Strategy.

Key aspects of the IS include utilising a long term, lifecycle approach to asset management and the use of prudent decision making regarding further development of networks and maintenance and renewal of existing assets; the use of a procurement system which is based on providing fair payment for the delivery of services; assuming a more sophisticated approach to how Council thinks about resilience, beyond a narrow focus on shock events or infrastructure failure towards the consideration of interdependencies, levels of services and community preparedness; and making its decisions based on evidence and improving its data collection and analysis methods to support this approach.

In short, decisions made by Council now must consider the costs and benefits for future generations as well as the current generation.

Specific significant strategic issues to this IS that Council will address include how to maintain the affordability of its infrastructure assets to its ratepayers whilst achieving asset renewal and compliance under coming legislative reform, and how to prepare for and protect our communities against climate change. Key questions that Council has sought to answer, and will continue to work on, include:

- Is the district's infrastructure sized correctly, fit-for-purpose, reliable and affordable?
- What are the climate change implications for the district's infrastructure?
- What savings can be made whilst still maintaining assets in a sustainable manner?
- What are we doing about central government's Three Waters Reform?
- What are we doing about the Karamea Special Purpose Road (SPR)?

This IS and corresponding Asset Management Plans (AMPs) aim to address these key questions by addressing infrastructure backlog, applying new strategies i.e., focussing on bringing assets from "poor/adequate" to "fair/good", and not necessarily "excellent", and introducing new Key Performance Indicators (KPIs) to measure and communicate strategic performance, with 'more', 'same', and 'less' options being developed for the Long-Term Plan with predictable cost and Level of Service outcomes associated with each.

Key projects have been identified across all activity groups for the 2021–2031 LTP. This IS provides details around these activity projects, explaining the issue that must be resolved and scoping the various options for resolution.

The total capital and operational expenditure across all activity groups for the 30-year period 2021–2051 for water supply, wastewater, stormwater, land transport and solid waste management is expected to be about \$972m.

This 30-year IS needs to be considered in the context of other Council documents and processes including the Financial Strategy, 2021–2031 LTP and AMP's.

This 30-year IS is to be adopted as part of Council's 2021–2031 LTP.

Policies for Review



Photo credit: Richard Rossiter

Revenue and Financing Policy

Background

The Local Government Act 2002 requires Council to adopt a Revenue and Financing Policy. This policy outlines how the expenditure needs of Council activities are funded. Council has developed this policy as part of the 2021-2031 Long Term Plan.

Principles

There are a number of funding sources available to Council to fund its activities. This Policy outlines Council's approach to funding its activities. It provides information on what funding tools are used and who pays, as well as describing the process used to make these decisions. This Policy should be read in conjunction with the Funding Impact Statement contained in the Long Term Plan (LTP) or Annual Plan. The Funding Impact Statement is the mechanism used to implement the Revenue and Financing Policy and provides detail on how rates are set.

Process

There are three main steps for the development of the Revenue and Financing Policy;

Step 1 - identify activities

This step requires Council to determine the activities it will be involved with (e.g. community facilities, roading etc.). This in turn determines what Council will make provision for in terms of funding in the Long-Term Plan.

Step 2 - analysis at activity level

Step two requires Council to identify the most appropriate funding sources for each activity. Council is required to consider the following factors in making its decisions:

- **Council Outcomes** – what are the council outcomes the activity primarily contributes toward
- **User/Beneficiary Pays principle** – how the benefits of the activity are spread – across the community or to identifiable groups, individuals and communities (referred to as 'Who benefits?')
- **Intergenerational Equity principle** – who will benefit from the activity in the future and how should the costs be shared between present and future generations (referred to as 'period of benefit')
- **Exacerbator Pays principle** – are there particular parties (individuals or groups) whose actions or inactions contribute to the need for activities (referred to as 'General/Private Benefits')
- **Costs and benefits of funding activities distinctly from other activities** – are the funding sources for each activity efficient, transparent and accountable.

Step 3 - consideration of impact on affordability

In this step, Council must consider the collated results of Steps 1 and 2 and identify the impacts on affordability. Changes to the selection of funding mechanisms may be made dependent on this analysis and in the Funding Impact Statement, which provides information about all of the funding sources. The following is an outline of the various options Council has to source funding for Operating Expenditure and Capital Expenditure.

Funding of operating expenditure

Council funds operating expenditure from the following sources:

- General rates
- Targeted rates
- Grants and Subsidies
- Fees and charges
- Income from dividends, interest and net rental income

Council may choose not to fully fund operating expenditure in any particular year if the deficit can be funded from operating surpluses in the immediately preceding or subsequent years. An operating deficit will only be budgeted when beneficial to avoid significant fluctuations in rates, fees or charges.

Funding of capital expenditure

Rates are used to fund an ongoing replacement programme and may be used to fund a portion of capital acquisition work. When rates are applied to capital expenditure the affordability to the current ratepayers is taken into consideration along with the life of the asset being replaced or acquired.

Council also funds capital expenditure from borrowing and then spreads the repayment of that borrowing over several years. This enables Council to match charges placed on the community against the period of benefits from capital expenditure. While seeking to minimise interest costs and financial risks associated with borrowing is of primary importance, Council also seeks to match the term of borrowings with the average life of assets when practical.

Proceeds from asset sales may also be used to fund capital works or to repay debt.

Council's overall borrowing requirement is reduced to the extent that other funds are available to finance capital expenditure. Such other funds include:

- Council reserves, including reserves comprising financial contributions under the Resource Management Act 1991
- Contributions towards capital expenditure from other parties in relation to specific projects
- Operating surpluses
- Any other sources.

After consideration of funding sources or mechanisms Council then considers the overall impact of any allocation of liability for revenue needs on the community. Council considers the impact of rates and rates increases on various types of properties, including residential and lifestyle properties, properties in the rural sector, and business properties with varying ranges of rateable values and services. The level of the Uniform Annual General Charge is one of the “tools” Council uses to moderate rates movements for rating units. Council also considers the impact of other charges (e.g. Reserve & Development Contributions).

Changes to funding mechanisms

There are no changes to funding mechanisms proposed.

Types of funding mechanisms

Sources of funding for operating expenditure

General rates are the major source of Council’s revenue and are used to fund those services where the council believes there is a public benefit even though it may not be to the whole community. It typically funds “public goods” for which there is no practical method for charging individual users as the benefit is wider than just specific users. General rates fund a range of services which are used by individual ratepayers to varying extents.

The Council uses the general rate rather than a number of targeted rates in order to achieve a simpler rating structure. That simpler structure makes it easier for ratepayers to understand how they are being rated and it is also simpler and cheaper to administer.

Rates are regarded as a tax which funds the collective community benefit rather than some form of proxy for use of a service. Differentials are only used to ensure that other rates mechanisms do not alter the incidence in rates between the major rate payer groups.

Council sets a general rate based on the land value of each rating unit in the District. This rate is set as a rate in the dollar of land value.

Targeted rates are also used to fund community benefits and wider public goods. A targeted rate means a rate to be used exclusively to pay for that operating expense. It is used in circumstances where the Council believes that the benefits from the services are such that the principles of a

general rate approach (noted above) are not sufficient and that they should be targeted to a particular beneficiaries group. Targeted rates may be used to provide certainty of the Council recovering its costs, or where greater transparency in funding the cost of the activity is desirable.

Grants and subsidies are used where they are available. Council actively seeks out opportunities to apply for grants and subsidies from other agencies such as central government.

Licence fees are charged where possible as a mechanism for funding. They are set as for user charges but may have constraints on the level of the fee. These constraints are established under various legislation.

Enforcement fees are also charged when possible. The purpose of the fee is to promote compliance rather than to raise revenue, at times enforcement fees will recover the full cost and at other times it will not depending on the level of compliance and also the extent to which the charges are limited by legislation or the courts.

User charges are used for those services where there is a direct benefit to an individual. If it is possible to efficiently impose a charge the Council does so, on the basis of either recovering the full cost of the service or a rate that the market will pay. An acceptable market rate can limit the potential for charging in circumstances where the Council believes that a charge set too high will adversely reduce use.

Income from dividends, interest and net rental income is used to offset the cost of provision of other services. Income from interest and dividends is included as revenue in the investments and governance activity. This revenue is utilised to reduce Council’s general rates income stream. Income from the rental of property is applied to the activity which is the primary user of a facility, if the property does not have a primary use but is held for commercial or strategic purposes the rental is included in the investments and support activity, and is applied to general purposes.

Borrowing is not generally used to fund operating expenses but is used as a tool to smooth out major lumps in the capital replacement and acquisitions programme. The council may choose to borrow for an operating expense to give a grant to a community organisation that is building a community facility.

Sources of funding for capital expenditure

Rates in all forms will be used to fund an ongoing capital replacement programme and may be used to fund a portion of capital acquisition work. This will be balanced against the affordability for the current ratepayers and the extent to which a capital replacement or acquisitions programme is even over the period of the plan. Over the period of the plan the Council will get to the point where asset renewals are being met from operating revenue, and a contribution is also being made to levels of service and growth capital.

Borrowing will be applied to capital works subject to the use of rates as discussed above. The Council views debt as a smoothing mechanism and a means of achieving equity between time periods. The Council does not have an unlimited capacity to borrow and the community does not have unlimited capacity to service those loans into the future. Therefore, the Council adopts a prudent approach to debt and its capital programme to ensure that the burden of debt and the interest cost does not place an impossible burden on the community. In doing so the council is conscious of its peak debt and its ongoing funding stream for debt servicing and the work programme.

Proceeds from asset sales may be used to fund capital works or repay debt. The preferred option will be for debt repayment with any new works funded from new debt draw down. This method is favoured due to its transparency and the neutral effect it has on rating. There are no major planned asset sales programme over the period of this plan, but assets which are no longer required for strategic or operational purposes may be sold.

Reserve Contributions may be used to fund capital expenditure on Council reserves in cases where provision of that funding complies with the Resource Management Act 1991 permitted use of financial contributions.

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Governance	Democracy	Elected Representatives	Statutory requirement Local Government Act 2002	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing	All can be involved in democratic representation	Inangahua community benefits through separate board of Four members plus two Councillors	Operating 100% general rates Capital <ul style="list-style-type: none"> ■ No capital spend
			Local Electoral Act 2001 and regulations			Social cohesion and community focus		
		Community Planning and Consultation	The need for the Inangahua Community Board is created by the Inangahua Community			Liaison with central government		
			Governance Structure for effective leadership, advocacy and accountable stewardship of the Council's assets and resources			Equal access for all		
Community Services	Libraries	Library service	Supports lifelong literacy and learning for different ages and needs. Council's provision of services allows all residents the opportunity for information, knowledge, recreation and leisure at a community facility.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term Library books Library buildings	Library facilities are provided for the entire community and enhance wellbeing.	Individuals who directly benefit from the service taking out books	Operating 85-98% general rates 2-15% fees Capital <ul style="list-style-type: none"> ■ Loans ■ Investments ■ Depreciation reserves ■ Grants
		Information service				Better informed and educated community		
	Economic Development and Marketing	Grants	District Promotion and Marketing Agencies and Businesses Economic Development	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing	Improved economic benefit of district	Local business	Operating 100% general rates Capital <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves
		District Marketing Economic Development						
Museum Funding	Museums	Funding for Museums and Heritage operations.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Culture 	Ongoing	Preserves important cultural history.	Community	Operating 100% general rates Capital <ul style="list-style-type: none"> ■ Loan ■ Depreciation reserves 	

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021	
						General Benefits	Private Benefits		
Community Services	Recreation Facilities	Swimming Pool at Reefton	Users of facilities benefit from personal fitness and competition The Pulse Energy Recreation Centre can be used to attract regional and national sporting events	<ul style="list-style-type: none"> ■ Social ■ Affordability 	Ongoing	Community benefits in providing options for people to exercise and relieve the pressure on the health system	Users of pool Users of gym, pool and sports recreational facilities.	Operating 100% general rates Capital <ul style="list-style-type: none"> ■ Loans ■ Investments ■ Depreciation reserves 	
		Community Centre at Reefton which provides an indoor community and sports venue, and gym facilities				Community benefits in providing options for people to exercise and relieve the pressure on the health system.			
		Pulse Energy Recreation Centre in Westport, which provides gym, pool and sports facilities				Enhanced health and well-being of community.			
						Opportunities for recreation and leisure.			
						Controlled safe environment for younger community.			
	Theatre	Live performance	Theatre groups who use the theatre for performances	<ul style="list-style-type: none"> ■ Social ■ Affordability 	Ongoing	Facility that can be used by all and enhances cultural well-being of district.	Groups who need a venue for live performances.	Operating 25-40% fees - user pays 60-75% general rates Land valuation Capital <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Grants ■ Investments 	
		Movie goers				Long term			Overall public benefit
		School groups who use the theatre for performances				Theatre Venue			
	Reefton Service Centre	Council Services	Reefton residents who require access to services	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity 	Ongoing Long term Building	Reefton residents and visitors to the area	Individuals and businesses requiring information or transaction processing	Operating 100% general rates Capital <ul style="list-style-type: none"> ■ Depreciation reserves 	

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Community Services	Reefton Post Office	Postal Services	Reefton residents who require access to services	<ul style="list-style-type: none"> Social Affordability Prosperity 	Ongoing Long term Building	Reefton residents and visitors to the area	Individuals and businesses requiring postal agency information or transaction processing	Operating 70-80% fees 20-30% general rates Capital <ul style="list-style-type: none"> Depreciation reserves
	Community Development and Support	Provision of grants	Volunteer organisations and individuals who want funding due to financial pressures	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Ongoing	Grants paid to organisations benefit the whole community through improved facilities and cultural opportunities	Users of the services or facilities provided by grant recipients	Operating 85-100% general rates 0-15% grants Capital <ul style="list-style-type: none"> No capital spend
		Vision 2010 rural projects	Council recognises that our rural communities face particular challenges in continuing to provide community services and facilities to their local populations. The Vision 2010 projects are designed to support local community initiatives to improve community facilities and projects that benefit residents.	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Ongoing	The Vision 2010 projects are designed to support local community initiatives to improve community facilities and projects that benefit residents	Users of the community facilities	Operating 100% general rates
Regulatory Services	Resource Management Planning	District Plan - framework, regulation and control of subdivisions and land use.	Council administers the responsibilities imposed under the Resource Management Act (RMA) relating to the use of land, air and water. This function requires the administration of the operative District Plan. The RMA Act places specific statutory functions on territorial authorities to promote the sustainable development of natural and physical resources.	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Ongoing Long term District Plan	Entire district - Regulations Monitoring benefits Contributes to the sustainable management and development of the district resources and of benefit to district as a whole	Applicants for Resource Consents	Operating 90-98% general rates 5-12% fees Capital <ul style="list-style-type: none"> Depreciation reserves Loans

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Regulatory Services	Resource Management Consents	Resource Consents	Legislation - RMA	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing	Entire district - Regulations Monitoring benefits.	Applicants for Resource Consents	Operating 30-40% general rates 70-60% fees Capital <ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans
		Resource Consent Applicants	There is also an element of benefit to the whole district by ensuring planning and development is done in a co-ordinated and controlled manner.					
		Monitoring enforcement of land use.	Environment safeguards					
	Building Control	Building consents	The Building Act 2004 places substantial statutory function requirements on territorial authorities. The activity ensures buildings meet the requirements of New Zealand Building Legislation.	<ul style="list-style-type: none"> ■ Affordability ■ Prosperity ■ Environment 	Ongoing	Benefit to the entire district of having safe buildings that comply with regulations. Public health and wellbeing	Individuals who are building	Operating 55-65% fees 35-45% general rates Capital <ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans
			To provide high quality safe solutions to the community for their building needs					
	Animal Control - Dogs	Dog licensing	Legislation below requires territorial authorities to enforce certain statutory functions regarding dog control: Dog Control Act 1996 Impounding Act 1955	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Environment 	Ongoing Long term Dog pounds	Entire district: Complaint service Public safety	Those with dogs cause the problems.	Operating 30-40% general rates 60-70% fees Capital <ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans
Animal control activities promote public welfare and safety			Individuals will have delegated exercise areas for dogs.					

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021	
						General Benefits	Private Benefits		
Regulatory Services	Animal Control	Stock control	Legislation below requires territorial authorities to enforce certain statutory functions regarding stock control. Impounding Act 1955 Stock control activities promote public welfare and safety.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Environment 	Ongoing	Entire district Complaint service Public safety	Those with stock cause the problems	Operating 90-98% general rates 2-10% fees Capital <ul style="list-style-type: none"> ■ No capital spend 	
		Environmental Health - Food Premises	Licensing of premises	Legislation Food Hygiene Regulations 1974 Health Act 1956 The activity ensures the enforcement of safety legislation to protect members of our community from potential risk	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Ongoing	Entire district benefits from health and safety in business meeting standards The community, as a whole, benefits through control of infectious diseases and monitoring of environmental standards. The community includes local residents and visitors to the district	Individuals who require certification of their businesses	Operating 60-70% fees 30-40% general rates Capital <ul style="list-style-type: none"> ■ No capital spend
			Environmental Health - Liquor Licensing	Licensing of Premises	Sale and Supply of Alcohol Act 2012. Gambling Act 2003 The activity ensures the enforcement of safety legislation to protect members of our community from potential harm	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Ongoing	Entire district - Regulated opening times / venues Public health and safety	Individuals who require certification of their businesses

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Regulatory Services	Environmental Health - Noise	Noise complaints serviced	This is driven by legislation via the Resource Management Act (RMA). People are not allowed to make 'excessive' noise and must ensure that noise from their property does not reach an 'unreasonable' level. Address nuisance activities	<ul style="list-style-type: none"> Social 	Ongoing	Health benefits from reduced noise levels	Promotion of a pleasant environment for the community	Operating 90-95% general rates 5-10% fees Capital <ul style="list-style-type: none"> No capital spend
	Environmental Health - general inspection	Freedom camping and illegal littering monitoring and investigation	This activity ensures compliance and enforcement of the Council regulations and by-laws that control these activities.	<ul style="list-style-type: none"> Social Affordability Prosperity Environment 	Ongoing	Provides control over the impact of freedom camping within the district.	Freedom camping does not clash with other recreational activities	Operating 100% external contributions Capital <ul style="list-style-type: none"> Depreciation reserves
						Ensures public spaces are litter free and pleasant environments for the public to enjoy.	No hazards from litter.	
	Environmental Health - General Inspection	General compliance	This activity encompasses all other compliance not detailed elsewhere in this policy.	<ul style="list-style-type: none"> Social Affordability Prosperity Environment 	Ongoing	It includes development and review of compliance documents.	Promotion of a pleasant environment for the community.	Operating 100% general rates Capital <ul style="list-style-type: none"> No capital spend
Emergency Management	Training of Civil Defence staff and volunteers Civil Defence preparedness and response	This activity is fundamental to achieving community preparedness for emergencies. There is a requirement for this activity as per the Civil Defence Emergency Management Act 2002. It ensures public safety and ensures that there are adequate plans to respond to hazards, risks and emergencies. It also ensures that there are sufficient trained personnel and response measures in place during an emergency.	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Ongoing	Provides certainty and assurance to public that Council are prepared to meet impact of natural disaster	Individuals requiring assistance during an emergency	Operating 100% general rates Capital <ul style="list-style-type: none"> Loans Depreciation reserves Investments 	

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021	
						General Benefits	Private Benefits		
Property	Reserves	Parks Sports grounds Reserves Playgrounds Beach areas	Provides the community with recreation facilities and relaxation areas Create a pleasant environment for the community.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term Land Playground equipment	Use of parks is for public enjoyment Promotion of a pleasant environment for the community. Beauty and image of Buller district is enhanced Enhanced health and wellbeing	Users of parks and reserves facilities	Operating 90-100% general rates 0-10% fees Capital <ul style="list-style-type: none"> ■ Reserve contributions ■ Loans ■ Depreciation reserves ■ Investments 	
		Public Toilets	Toilet facilities	The provision of toilet facilities promotes the health and wellbeing of the district and environment.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Environment 	Ongoing Long term Buildings	Public - non-exclusivity Health and wellbeing of community	Individuals using facilities	Operating 100% general rates Capital <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Investments
		Cemeteries	Interment facilities Cemetery reserve Records enquiry service	Burial and Cremation Act 1964	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term Land	Community as a whole benefits from availability of interment facilities	Benefit for family of person interred	Operating 70-85% general rates 15-30% fees Capital <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Investments
							Availability of heritage records		
Property - Community	Community halls	yCommunity and civic buildings provide for a diverse range of community activities	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term Buildings	All benefit from public buildings	Groups using halls	Operating 90-100% general rates 0-10% fees Capital <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Investments 		

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Property	Elderly Persons Housing	Housing for the Elderly	Provision of housing for the elderly assists our senior citizens to maintain their independence and remain in the community	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term Buildings	Retaining the elderly within the community which retains our social character and mix	Tenants renting	Operating 100% fees Capital <ul style="list-style-type: none"> ■ Depreciation reserves ■ Investments
	Property - Private	Property Management of leased property	Management of leased land assists in the effective maintenance of Council's assets and facilities	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term Buildings	All benefit from return on investment	Leasehold tenants	Operating 100% fees Capital <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Investments
	Punakaiki Camping Ground	Holiday park accommodation for visitors	Provision of an area for both passive and active recreation and enjoyment	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term Buildings	All benefit from extra visitors and economic gain	Customers using the facility	Operating 61-100% fees 0-39% general rates Capital <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Investments

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Roading and Transport	Roading	Roads Street lighting Footpaths Car parking spaces	Local Government Act 2002 Road Controlling Authority This activity ensures property access and freedom of travel and supports the sustainability of the community.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environmen 	Ongoing Long term Road construction and renewals	Sustainability of the community	Individuals using the transport network Benefit from access to property and access to facilities Improved safety of roads	Operating 28% general rates 72% NZTA subsidy 100% NZTA subsidy for special purpose roads (Karamea Highway) Capital: <ul style="list-style-type: none"> ■ General rates ■ NZTA subsidy ■ Investments ■ Loans
	Urban Development	Improving street and landscape in towns	More pleasant environment for our communities by use of planting, street treatment and decorative measures	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term Landscaping	Promotion of a pleasant environment for the community	Improved environment to residents and tourists	Operating 100% general rates Capital <ul style="list-style-type: none"> ■ General rates ■ Loans ■ Investments
Water Supplies	Community Water Supplies	Supply of water	Community health, safety and development. Provision of water supplies is a core function of Local Government	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing Long term New schemes / renewals	Supply of water for public toilets. Fire fighting supply.	Residents able to be connected to supply.	Operating 100% targeted rates Metered water charges for major users Capital <ul style="list-style-type: none"> ■ Targeted rate ■ Subsidies ■ Loans ■ Investments ■ Depreciation reserves

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Solid waste	Refuse Collection & Recycling, Litter and Landfill Operations	ZONE 1 - Westport Provide waste management disposal facilities	Necessary for the health and quality of life in the community. Ensure that refuse is managed and disposed of in an efficient and sustainable manner.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing	Better environment Public health	Those using collection the service	<p>Operating 80-95% targeted rates 5-20% other income (fees and charges)</p> <p>Capital</p> <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Investments
		ZONE 2 - Karamea Provide waste management disposal facilities	Necessary for the health and quality of life in the community. Ensure that refuse is managed and disposed of in an efficient and sustainable manner.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing	Better environment Public health	Those using collection the service	<p>Operating 60-75% targeted rates 25-40% fees and charges</p> <p>Capital</p> <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Investments
	Refuse Collection & Recycling, Litter and Landfill Operations	ZONE 3 - Maruia Provide waste management disposal facilities	Necessary for the health and quality of life in the community. Ensure that refuse is managed and disposed of in an efficient and sustainable manner.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing	Better environment Public health	Those using collection the service	<p>Operating 80-95% targeted rates 5-20% fees and charges</p> <p>Capital</p> <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves ■ Investments

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Solid waste	Landfill Operation	Landfill development and monitoring	Ensure that capacity exists for residual waste and recycling if it cannot be disposed at the Nelson facility.	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Ongoing	Community facilities for rubbish disposal Better environment Public health	Residents able to dispose of unwanted rubbish	Operating 100% general rates Capital <ul style="list-style-type: none"> Loans Depreciation reserves Investments
		Close landfills, monitor and rehabilitate	Ensure that refuse is managed and disposed of in an efficient and sustainable manner that maintains the districts natural and aesthetic values	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Long term Buildings Land			
	Litter	Litter collection	Necessary for health and quality of life in communities, and disposed of in an efficient manner	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Ongoing			
Wastewater/Stormwater	Sewerage	Disposal of sewerage	Necessary for health and quality of life in the community	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Ongoing Long term New schemes / renewals	Community health and wellbeing	Residents able to be connected to sewer	Operating 100% targeted rates Trade waste fees Capital <ul style="list-style-type: none"> Depreciation reserves Investments Loans
		Disposal of trade waste				Maintains sanitation	Those disposing of trade water	
	Stormwater	Collect and transport land drainage from property	Protection of property Health and safety as it reduces danger from flooding	<ul style="list-style-type: none"> Social Affordability Prosperity Culture Environment 	Ongoing Long Term New schemes / renewals	Public health benefit Continuity of access to property	Urban properties benefit due to density of roading and footpaths Drainage protection Open drains in rural area	Operating 100% general rates Capital <ul style="list-style-type: none"> Loans
Support Services	Corporate Services	General staff and administration services	Implement and support of all Council activities	<ul style="list-style-type: none"> Social Affordability Prosperity 	Ongoing Long term Office Equipment	Benefits community at large		Overheads reallocated to other activities Capital <ul style="list-style-type: none"> Depreciation reserves Loan Investments

Activity Group	Activity	ACTIVITY: What is the Community getting	Rationale for service	Community Outcome	Period of benefit	Benefit		Funding Mechanism Effective: 1 July 2021
						General Benefits	Private Benefits	
Support Services	Information Systems	Computer systems Telecommunication networks	Availability of information and systems to support all Council activities and enable sound decision making.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity 	Ongoing Long term Computer systems	Benefits community at large	Individuals accessing databases and information	Overheads reallocated to other activities Capital <ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans ■ Investments
In-House Professional Services		Engineering Services	Council access to engineering services on a cost effective basis.	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing	Benefits community at large	Individuals accessing databases and information	Overheads reallocated to other activities Capital <ul style="list-style-type: none"> ■ Depreciation reserves ■ Loans ■ Investments
Airport	Westport Airport	Airport Services	Public Transportation	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Environment 	Ongoing Long term Buildings Land	Economic benefit to all Social and heritage value	Commercial / individual users benefit	Operating 75-80% 45-48% fees The balance is funded: 50% general rates 50% by the Crown Capital <ul style="list-style-type: none"> ■ Depreciation reserves ■ 50% funded by the Crown
Harbour	Westport Harbour	Port facilities	Services fishing fleet vessels and recreation commercial vessels	<ul style="list-style-type: none"> ■ Social ■ Affordability ■ Prosperity ■ Culture ■ Environment 	Ongoing	Provides a facility for the district benefit	Individuals using the facility	Operating Self Funding Capital <ul style="list-style-type: none"> ■ Loans ■ Depreciation reserves

Rates Remission Policy

Remission of Rate Penalties

Objective of the policy

To enable Council to act fairly and reasonably in its consideration of penalties on rates which have not been received by Council by the due date.

Conditions and criteria

Automatic remission of the penalty incurred on instalment one will be made where the ratepayer pays the total amount due for the year on or before the penalty date of the second instalment provided the ratepayer has not incurred any other penalties in the previous 12 months.

Remission of any one penalty will be considered in any rating year where payment has been late due to circumstances outside the ratepayer's control.

Where a suitable payment arrangement is in place to clear an outstanding rates balance within a certain time-frame (agreed to in writing by both parties), instalment penalties (only) incurred during the term of the repayment arrangements may be remitted after a set period (usually after each 12 months), provided the terms of the repayment arrangement are being adhered to.

Policy for Rates Relief on Maori Freehold Land

Background

Maori freehold land means land whose beneficial ownership has been determined by the Maori Land Court by freehold order. Maori freehold land may be managed on behalf of the owners by a Maori Land Incorporation such as the Mawhera Incorporation.

A majority of Maori freehold land in the Buller district is owned by the Mawhera Incorporation with income generated from the leasing of these properties.

Schedule 11 of the Local Government Act 2002 identifies the matters which must be taken into account by Council when considering rates relief on Maori Freehold Land.

The matters that the local authority must consider are:

- (a) the desirability and importance within the district of each of the objectives 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:

- (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 lands:
- (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:
 - (i) the preservation of the natural character of the coastal environment:
 - (ii) the protection of outstanding natural features:
 - (iii) 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

As a general policy the Buller District Council will not remit or postpone rates in relation to Maori freehold land.

However it should be noted the owners may still apply to Council under its general remissions policy if applicable.

Policy on Remission on General Rates – land used and/or occupied by community, sporting and other organisations

Objective of the policy:

To support the provision of sporting, cultural, and recreational activities for the residents and ratepayers of the district, through the financial assistance to such non-profit community organisations by the granting of general rates remissions.

Conditions and criteria

1. A rating unit that is owned or used by any society or association that has formerly been granted a 50% remission through prior resolution of the Council, shall now fall within the “Land 50% non-rateable” category of Schedule 1, Part 2, of the Act.
2. Any rating unit that has been granted a 100% remission of the rates prior to the establishment of this policy shall continue to receive such until such time that the organisation or the rating unit becomes ineligible. The total amount(s) of remission for any one organisation in any one rating year shall be no more than \$5,000.
3. Any application received after 1 July 2003, from a community organisation for a remission of rates shall be considered by the Manager Corporate Services, in terms of either paragraph 1 or 2 above, and shall be treated for rating purposes in line with similar or like organisations. If the new applicant has no similar or like organisation to be gauged against, then the application will be considered on its merits by the Council.
4. Any rating unit that is owned or used by any sporting organisation, for which a club liquor licence is in force, shall have the rating unit apportioned into

“divisions” for the various uses within the unit, in terms of commercial, residential, and “remainder” (as appropriate).

- a) The divisions of the rating unit classified as Commercial and/or Residential shall be rated fully in terms of the applicable rating sector. The remainder of the rating unit will be rated as if in the Rural sector, irrespective of the area.
 - b) Where the rating unit is liable for more than the one charge for any service provided (eg water supply, sewage disposal, refuse collection), then only one set of such service charges shall be charged;
 - c) The rating unit will be liable for only one full set of uniform charges, whether or not these are apportioned over the divisions of the unit.
- The above shall apply to any rating unit that has in the past had apportionments made for this very purpose, or to any new application from an organisation that has a rating unit with a similar use or uses.
5. The practice of the Karamea Aerodrome being rated at twice the Rural 14 rate for the property shall continue, unless otherwise revoked by a resolution of the Council.

Policy on Uneconomic Balances

Objective of the policy

To avoid collecting rates which are not economic to collect.

Conditions and criteria

The policy will apply to rating units which are charged total annual rates, excluding metered water rates, of \$20.00 or less.

Council will notify affected ratepayers that it has decided not to collect the rates.

No application for the remission of uneconomic balances will be necessary in order to qualify for the remission.

The authority to consider and approve remissions will be delegated to the Corporate Services Manager.

This policy is made under section 54 of the Local Government (Rating) Act 2002.

Policy on Remission for rates and charges in times of extenuating circumstances

Objective of the policy

To provide relief from general and/or targeted rates on properties affected by circumstances beyond the normal status of everyday life.

Conditions and criteria

In times of extreme circumstances when a natural disaster or other phenomenon beyond the “control of man” affects the normal day-to-day activities of any ratepayer or affects (or changes) the use of any land for an extended period, Council may remit all or part of any general or targeted rate for a specified time, each case to be considered “on merit”.

Development and Financial Contributions Policy

Purpose

This policy outlines how the increased demand for infrastructure and community facilities which results from new subdivisions and development occurring within the District will be recovered fairly and equitably from those who are undertaking these activities.

Introduction

The Long Term Plan (LTP) includes capital expenditure that Buller District Council expects to incur to meet the increased demand for infrastructure and community facilities resulting from growth in the District. Unplanned capital expenditure is also needed occasionally to accommodate changes to, or increased demand, from specific developments. Council must make adequate and effective provision in its Long Term Plan / Annual Plan to fund this expenditure.

New developments and subdivision in the district can lead to an increased demand on infrastructure, open spaces and community facilities. It is important that the cost of providing these assets is shared by the developer (or subdivider) and does not fall inequitably on the entire community.

Financial contributions and development contributions

Both the Resource Management Act 1991 (RMA) and the Local Government Act 2002 (LGA) provide local authorities with the ability to charge the developer for a fair portion of the funding needed for additional infrastructure, reserves and community facilities arising from new developments and subdivisions.

Under the RMA Financial Contributions can be required as part of resource consent conditions and they can also be applied to any development for which the costs exceed a certain amount even if it is a permitted activity. Under the LGA Development Contributions can be calculated and charged based on resource consent applications, building consents and services connections. These different forms of charges on development can be used by a local authority either alone or together.

Buller District Council – financial contributions

Population growth in Buller is currently forecast to be low. Statistics New Zealand population forecasts indicate a 0.1% growth increase for the year 2043 (high population forecast). Whilst this number will be boosted by employment generated by the Provincial Growth Fund and other funding it is likely that population growth will be slow. Most of that growth is anticipated to be accommodated through subdivision rather than more intensive forms of housing such as in-fill developments. Subdivisions can be charged financial contributions under the provisions of the District Plan. Demand for increased infrastructure from other forms of growth is not expected to be significant in the coming years.

In June 2020 Council (Finance, Risk and Audit Committee) considered the various attributes of the two options and resolved to continue to rely solely on Financial Contributions as specified in the Buller District Plan for the 2021-2031 LTP. The need for funding growth in the form of Development Contributions will be reviewed again under the 2024-2034 LTP.

Financial contributions

In the interests of achieving financial equity between existing ratepayers and developers/ subdividers, Council requires developers/subdividers to pay the growth-related capital expenditure costs of providing infrastructure and community facilities (network infrastructure, community infrastructure and reserves). To achieve this equity, Council charges financial contributions as specified in its District Plan prepared under the RMA.

Part 8 Buller District Plan (BDP)

Council's policy on Financial Contributions is contained within Part 8 of the Buller District

Plan (BDP) and is summarised below.

Introduction:

Financial contributions as outlined in the BDP may be required:

- for permitted activities, which are developments (section 8.2); and
- on land use and subdivision consents for controlled, discretionary and non-complying activities (section 8.3).

Esplanade reserves and strips are not defined as financial contributions in terms of section 108 of the RMA where they relate to subdivision consents, and are subject to the provisions of the Act relating to subdivisions. However esplanade reserves and strips can be required as financial contributions on land use consents.

Contributions on permitted activities (section 8.2 BDP)

For the purposes of this rule, “development” means:

- the construction, erection or alteration of any non-residential building; or
- the fencing, draining, excavation, filling or reclamation of land or the making or retaining walls in relation to such work; or
- the removal or destruction of vegetation; or
- the arresting or elimination of erosion or flooding; or
- the construction of any tramway or railway.

Permitted activities which involve considerable financing have the potential to greatly benefit the District, but also lead to a strain on resources. Accordingly only activities which are substantial (as determined by their value) require a financial contribution for the development of reserves and facilities. Any development that is defined as a network utility shall be exempt from the development contributions.

Developments of a value of over \$500,000 shall be subject to a financial contribution of up to 0.5% of the value of the development. The financial contribution shall only be spent by Council on the provision and development of reserves, recreational facilities and community facilities within the District.

Financial contributions as conditions of Resource Consents section 8.3 BDP)

Financial contributions (whether cash, land, works or services) may be required as conditions of land use and subdivision consent. The contribution being the full and actual cost of ensuring the following:

- Provision of new roads, private ways, access lots, service lanes and accessways.
- Provision for the upgrading and/or widening of existing roads.
- The provision of off-street parking or cash-in-lieu of car parking.
- The carrying out of earthworks including excavation, filling and compaction.
- The carrying out of landscaping, including the revegetation of modified or cleared land and the planting of trees and shrubs, and the provision of street furniture.
- The provision of fencing or screening.
- Provision of water supply.
- Provision for sewerage, drainage or the disposal of sewage.
- Provision for control and disposal of stormwater, including during construction of any works.
- Provision for electricity supply.
- Provisions for street lighting.
- Provision for telephone systems.
- Provision for land for open space, for public recreation and for reserve purposes.
- Covenants or caveats for the protection of individual trees or areas of bush.
- Contributions of land for esplanade reserves or an interest in land as an esplanade strip.
- Development contributions (for developments of a value over \$500,000)

Circumstances, maximum amount and purpose (section 8.4)

Financial contributions are required to cover a range of circumstances from making developments more attractive by adding one or two trees to ensuring that drains are laid so that they will be effective in dealing with stormwater over large new subdivisions. The Council will refer to the relevant New Zealand Standards to ensure that works are undertaken to a suitably high standard.

The purpose and circumstances under which Financial Contributions may be imposed, and the maximum amount of the contribution in respect of each of the types of financial contributions, is outlined in sections 8.4.1.1 to 8.4.1.16 of the Buller District Plan.

Significance and Engagement Policy

Introduction

Council values public input and involvement when it is making significant decisions. The Significance and Engagement Policy sets out when and how the community can expect to be engaged in council's decision-making processes.

The Significance and Engagement Policy is one of the policies that the Local Government Act 2002 (LGA 2002) requires councils to have (refer section 76AA, LGA 2002). The Buller District Council adopted the last Significance and Engagement Policy on 1 December 2015. The policy will be updated as part of the 2021-2031 Long Term Plan.

The purpose of the policy is to provide council with guidance on:

- How important or 'significant' the various proposals and decisions they have to make are; and
- What level of engagement or consultation with the public is appropriate.

This policy also ensures that council decision-making is transparent and fair.

The Act is specific about how the council should conduct consultation processes to ensure the public have their say about significant issues that may affect them and their communities.

Section 76AA (2) of the LGA 2002 states:

(2) The purpose of the policy is:

- (a) To enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities; and
- (b) To provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets or other matters; and
- (c) To inform the local authority from the beginning of a decision-making process about –
 - (i) The extent of any public engagement that is expected before a decision is made; and
 - (ii) The form or type of engagement required.

Significance

The Act defines the key terms (part 1, section 5, Interpretation, LGA 2002):

'significance, in relation to any issues, proposal, decision or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision or matter, assess by the local authority, in terms of its likely impact on, and likely consequences for –

- (a) the district or region;
 - (b) any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision or matter;
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
- significant in relation to any issue, proposal, decision or other matter, means that the issue, proposal, decision or any other matter, has a high degree of significance.'

The Act provides guidance and requirements on how councils should determine the significance of proposals and decisions on communities.

General approach

The council's general approach to determining significance is to identify the potential impact, i.e. the consequences of proposals and decisions on the community. Consequences depend on the likelihood and frequency (how often) of the impacts occurring and the magnitude of those impacts. Significance ranges from low to high in a continuous spectrum. At one end there may be no consequences, or very few (low significance); at the other there may be major consequences (high significance).

For each proposal or decision on an issue (other than the issues which require processes specified in other legislation) council will consider the degree of significance of the issue and the corresponding level of engagement. The identified significance generally mirrors the level of engagement required. In general low significance proposals and decisions require less engagement than those of high significance which require a higher level of engagement.

The council will consider the likely impact of proposals or decisions on:

- The Buller district and communities;
- The people who are likely to be particularly affected by, or interested in, the matter;
- The financial impact on the council's overall resources; and
- The capacity of the council and its ability to perform its role, ie, to carry out its activities, to have the ability to achieve its community outcomes and to provide for community wellbeing, now and in the future.

Those who may be particularly affected in communities include: the public, certain sections of the community, iwi, vulnerable groups in the community, organisations, and interest groups.

Criteria

To assess the significance of an issue, proposal or decision, and to determine the level of engagement required, the council uses the following criteria as guidelines:

Threshold criteria

- Equates to more than 5% of council's asset base or 5% of the council's budgeted turnover.
- Significantly alters the intended level of service provision for any significant activity.
- Reduces council income or increases rates.
- Transfers ownership or control of a strategic asset to and from the council.

Council will consider each criterion independently of the others. If an individual threshold is exceeded, council will deem the matter as significant.

Other criteria:

- What is the level of impact on affected individuals and groups?
- What is the level of community interest?
- What are the likely impacts on iwi cultural values and their relationship to land and water?
- What are the likely impacts on future generations?
- Is this likely to generate a high degree of interest or controversy in terms of the number of people potentially affected, the extent of the area potentially affected and the duration of the impacts?
- How difficult is it to reverse?

Significant proposals or decisions

Proposals and decisions with high significance are considered on a case-by-case basis.

Where a proposal or decision is considered significant the council must have greater regard for the decision-making provisions of the LGA 2002 (refer s76-82). In particular this includes:

- The extent to which different options are to be identified and assessed.
- The degree to which benefits and costs are to be quantified.
- The extent of the detail of the information to be considered.
- The extent and nature of any written record to be kept or the manner in which council has complied with these considerations.

Engagement

Community engagement includes a wide range of things, including consultation. Consultation is a common requirement of many types of legislation, for example under the Resource Management Act.

For the purposes of this policy, consultation is defined as the genuine communication or exchange of information and points of view between decision-makers and the community, before council makes the decision. It is a two-way interactive process that is fair and transparent.

The council will decide how it will engage on a particular issue by considering criteria or circumstances such as:

- Who is affected by, interested in, or likely to have a view on the issue.
- The community's preferences for engagement.
- What information already exists on community views on the proposal or decision.
- The circumstances in which the decision is taken, or the issue arose.

Types of engagement and consultation

After considering the matters above the council will engage with the community using a range of approaches considered appropriate for the proposal or decision under consideration – including the following:

- Council website www.bullerdc.govt.nz.
- Social media, eg, Facebook.
- Announcements on the local radio stations.
- Newsletters.
- Letters to ratepayers.
- Posters and leaflets on community notice boards and in community buildings.
- Public meetings.
- Workshops and roadshows.
- Council meetings, open to the public.
- Clinics or meetings with Councillors and the Mayor and/or key staff.
- Online submission processes and surveys.
- Focus group discussions
- Stakeholder forums.
- Face-to-face meetings.

Consultation principles

Council is committed to the consultation principles out in Section 82 of the Local Government Act 2002 for significant matters.

These include:

- Access – council providing reasonable access to relevant information in a manner people want, in a form people can understand.
- Encouragement – council to encourage people to present their views.
- Culturally appropriate – ensure appropriate processes are in place for consulting with Maori.
- Clarity – council to provide clear information about the purpose of consultation and the scope of decisions the council will take after considering the community views.
- Opportunity – council to provide reasonable opportunity to present their views in a way that suits people’s needs and preferences.
- Open-minded and Fair – council to receive community views with an open mind and to take due consideration of those views.
- Transparency – council to provide access to a clear record or description of decisions made, with clear explanations of what they considered.

Engaging with communities on other matters

Local Government Act 2002

The Act prescribes particular processes for council’s to follow to consult and engage with communities on particular matters.

The Act specifies that a Special Consultative Procedure, as defined under section 83, must be followed for community engagement on certain plans and processes including:

- Long Term Plans.
- Annual Plans, where they are significant or material differences from the Long Term Plan.
- Bylaws of significant interest.

Other Legislation

There are other decisions made by council under legislation that prescribes specific consultation and decision-making procedures, including the procedures for public notification, considering submissions and making decisions (eg, Resource Management Act 1991).

Even if a decision is clearly a significant one within the meaning of the LGA 2002, where the procedures for decision-making are set out in other legislation, those procedures will be used instead of those contained in this Significance and Engagement Policy. Section 82 (5) of the Act broadly allows the authorising legislations procedures to apply.

When Council may not consult

Access to information is always necessary for the decision-making process. However there are times when it is not necessary, appropriate or possible for the council to consult with the community, even if it is considered significant under this policy. The Council will always engage with the community to inform and educate on issues. The LGA 2002 and other Acts set out very clear requirements for council to follow about when council must consult and how or when it may not.

Circumstances when council may not consult with the public or release official information are numerous and are set out in section 82 of the LGA 2002, including, but not limited to, the following:

- Where there has been previous consultation and/or the council is aware of community views.
- There is a need for confidentiality or commercial sensitivity.
- The costs of consultation outweigh the benefits of it.
- Where it may endanger the safety of any person.

Strategic Assets

Council has identified a schedule of the strategic physical assets which are considered significant in ensuring council’s capacity to achieve or promote important outcomes for the current and future well-being of the community.

Council manages a number of strategic assets as a whole because these asset classes as a whole, deliver the service. Strategic decisions in these areas, therefore

only concern the whole asset class and not individual components, unless those components substantially affect the ability of council to deliver the service.

Buller District Council’s strategic assets include the following assets, systems and places:

- Council’s land holdings portfolio.
- Council’s social housing portfolio.
- Council’s leasehold portfolio.
- Council buildings.
- Roading system – includes the land corridor, carriageway, footpaths, bridges, street lighting and off-street parking and equipment.
- Water reticulation, storage and treatment systems – includes the land, pipes, pumps, reservoirs, treatment plants and equipment.
- Waste collection, recycling, transfer stations, disposal sites – systems and aftercare systems.
- Public toilets and campervan waste receiving facilities.
- Westport Airport (jointly owned with the Ministry of Transport).
- Port of Buller.
- Buller Civil Defence Emergency Operations Centre and related infrastructure.
- Flood protection works and infrastructure.
- Reserves.
- Cemeteries.
- Libraries – Sue Thomson Casey Memorial Library, Reefton Library.
- Museums.
- Community and recreation facilities – NBS Theatre, Pulse Energy Recreation Centre, Reefton pool, community centres.

Review of the policy

The Significance and Engagement Policy will be reviewed every three years to coincide with each Long Term Plan review process.

Fees and Charges



Photo credit: Richard Rossiter

Library

Archives

Initial research (for search conducted by library staff)	\$20.00 first 15 minutes
Search fee (for search conducted by library staff)	\$80.00 per hour

Rentals

Books - large print	\$0.50
Books - rental titles other than best-seller collection	\$1.00
Books - best-seller collection (two week loan only)	\$3.00
Magazines (first issue year).....	\$0.50
Jigsaws	\$1.00
DVD	\$3.00

Late returns (per item)

Adult (18+)	\$0.30 per day to a cap of \$9.90
Youth (15-18).....	\$0.20 per day when more than 8 days overdue, to a cap of \$5.20
Child (under 15).....	\$0.10 per day when more than 8 days overdue, to a cap of \$2.60
Bestsellers.....	\$0.80 per day to a cap of \$9.60

Items recovery charge

Lost/damaged.....	Replacement cost plus \$6.00 processing fee
Item recovery charge	\$15.00

(This charge applies to any overdue accounts referred to Council and followed up with a debt collection agency)

Requests

Interloan (reciprocal libraries).....	\$8.00
Interloan (non-reciprocal libraries).....	\$20.00
Reserves own collection per book (free for online customer services)	\$1.00
Replacement cards.....	\$5.00

Sales

Books	From \$1.00 - \$5.00
Book covering.....	\$8.00
Internet printing (from People's Network):	
A4 mono	\$0.20 per side
A4 colour.....	\$1.00 per side
Charging of mobile devices	\$2.00 per device
Re-surfacing of DVD's.....	\$8.00 per DVD

Photocopying

A4 mono	\$0.20 per sheet
A4 mono double-sided	\$0.40 per sheet
A4 colour.....	\$1.00 per sheet
A3 mono	\$0.40 per sheet
A3 Mono double-sided	\$0.80 per sheet
A3 colour.....	\$2.00 per sheet

Laminating Costs

A4	\$2.00 each
A3	\$4.00 each

Hire of Meeting Room

Commercial / business / government department	\$138.00 per day
Commercial / business / government department	\$69.00 per half day
Non profit / community group	\$50.00 per day
Non profit / community group	\$25.00 per half day

Housebound service

Annual charge.....	\$20.00
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Non resident subscription

Holiday card (valid up to one month).....	\$15.00
Subscription membership card (valid six months).....	\$50.00

Fax services

Fax - outwards (within New Zealand).....	\$2.50
Fax - outwards (outside New Zealand).....	\$5.00
Fax - inward.....	\$1.00

Clocktower

(excluding tenanted areas, Council Chambers and the Mayor's room)

Commercial/business/government department	\$200.00 per day (longer term rates by negotiation)
Non profit/community group	\$50.00 per day, up to a maximum of \$400.00 per event

NBS Theatre

Movie admission

Adults	\$15.00
Student (with ID)	\$11.00
Children (primary).....	\$8.50
Senior citizens (60+).....	\$10.00
Family ticket (two adults and two children)	\$42.50
3-D glasses	\$2.50 per pair

Theatre hire

Variable at discretion of Theatre Manager, plus other direct costs - wages, heating

\$40.00 per hour

Daily Theatre hire rate

Professional	\$1,000.00
Local	\$450.00
Arts Council and public meetings	\$400.00
Two day hire	\$1,000.00

Green Room hire rate

Per hour	\$45.00
Daily rate	\$150.00

Fred Gregory Screen Room hire rate

Per hour	\$45.00
Daily rate	\$150.00

Equipment usage charges

Lights.....	\$16.00 per day
Dimmer packs	\$27.00 per day
Speakers.....	\$27.00 per day
Microphones, stands, light trees, tape deck, CD player	\$11.00 per day
Usher, front of house	\$27.00 per hour per person
Laptop, projector and screen.....	\$30.00 per day
Hire of tablecloths	\$2.00
Hire of chairs	\$4.00
Hire of trestles	\$2.00
Staff technician	\$35.00 per hour
Additional charges	At the discretion of Theatre Manager

Reefton Cinema

Movie admission

Adults	\$15.00
Students (with ID)	\$11.00
Children (under 16)	\$8.50
Seniors 60+	\$10.00
Family ticket (two adults and two children)	\$42.50
3-D glasses	\$2.50 per pair

Cinema hire

Local daily hire	\$450.00
Cinema hire	\$40.00 per hour
Cinema hire - Arts Council and public meetings.....	\$400.00 per day

Reefton Community Hall

Hire rate

Hire rate to 4:00pm weekdays.....	\$11.00 per hour
Hire rate, nights, weekends, statutory holidays	\$22.00 per hour

(Variable at discretion of Staff, plus other direct costs - wages, heating)

Reefton plunket Building /Community room

Commercial/business/government department	\$138.00 per day
Commercial/business/government department	\$69.00 per half day
Commercial/business/government department	\$20.00 per hour
Non profit/community group	\$50 per day
Non profit/community group	\$25 per half day
Non profit/community group	\$10 per hour

Reserves

Reefton Community Hall - sports

U16 training.....	\$6.00 per hour
Senior training and U16 competition	\$11.00 per hour
Senior competition	\$22.00 per hour
Full night hire	\$220.00

Victoria Square

Buller Cricket Association	\$220.00 per year
Buller Rugby Union.....	\$75.00 + 6% gate per year
Rangimarie Croquet Club	\$84.00 per year
White Star Rugby Club.....	\$84.00 per year
Westport Contract Bridge Club	\$84.00 per year

Kilkenny Park

Buller Board Riders	\$167.00 per year
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Raynor Park

White Star Rugby Club.....	\$84.00 per year
Fire and Emergency NZ	\$84.00 per year

North Beach

Westport Pony Club.....	\$84.00 per year
Kawatiri Riding for the Disabled.....	\$84.00 per year
Sunset Speedway Club	\$84.00 per year

Hall and reserve hire fees

Fees and charges are set by the relevant sub-committee

Westport and Reefton Cemeteries

Burial

Adult interment (opening fee).....	\$629.00
Adult eco-burial/natural burial (opening fee) – Westport Orowaiti Cemetery only	\$629.00
Child aged 12 years or over interment (opening fee)	\$629.00
Child eco-burial/natural burial (opening fee) – Westport Orowaiti Cemetery only.	\$629.00
Child aged under 12 years interment in area specially provided (opening fee)	\$162.00
Stillborn child (buried in area provided or in previously purchased existing plot)...	\$58.00
Extra depth, over 1.8m	\$115.50
Interments taking place on Saturdays or on a Monday or day following a public holiday before 11:00am an additional fee of	\$262.50
Excavation of a grave on a Saturday, Sunday or Public Holiday an additional fee of	\$332.00
Interment of ashes	\$115.50 for one / \$155.40 for two
Disinterment	\$629.00
Re interment.....	\$629.00

Other Cemetery Fees

Purchase of right of burial in perpetuity each single plot.....	\$370.00
■ includes adult and child aged 12 years or under	
■ excludes stillborn child in area provided	
Pre-purchase of ashes plot.....	\$64.00
Perpetual maintenance of each single lawn plot	\$663.00
Perpetual maintenance (child under 12) in special area provided.....	\$174.00
Perpetual maintenance (ashes berm)	\$77.00
Plaque permit on berm (grave).....	\$134.00
Plaque permit on berm (ashes)	\$67.00
Burial fee adjustment - in case of double bereavement in one family	opening fee reduced by 33.3%
Issue of duplicate of any document or certificate.....	\$48.00
Cemetery burial records search exceeding 10 minutes of staff time.....	\$41.00

Rubbish

Solid waste fees will be charged by the contractors, Smart Environmental Ltd.

Advertising

Advertising on Palmerston Street rubbish bins Cost to be provided upon application (One panel on each of the 11 bins. The advertiser is to meet the costs of producing the advertising material.)

Advertising on Council-owned State Highway billboards.....
..... \$800.00 per month, per site (plus GST)
(The advertiser is to meet the costs of producing the advertising material, installation and removal.)

Service Connections

All service connections shall be on a cost recovery. The work involved shall be installed to Council specifications and the installations must be undertaken by an approved contractor following the application being approved by Council.

Housing for the elderly

Single unit	\$137.00 (GST exempt) per week
Double unit	\$180.00 (GST exempt) per week
Garage (if available).....	\$8.00 (GST exempt) per week

Room rental

For other rooms not listed, rental rates will be provided on application.

Licence to occupy

Application for licence to occupy.....	\$150.00
Licence to occupy documentation fee	\$150.00
Annual licence fee.....	Council will provide rental rates upon application
For dwellings on unformed legal road, as per Council policy	
(All other licences by negotiation)	

Road stopping

Application fee	\$300.00
(if application is approved all costs including staff time are payable in advance, in addition to the application fee)	

Vehicle crossings

Vehicle crossings are required to be installed to Council specifications and the installation must be undertaken by an approved contractor following the application being approved by Council.

Additional trade waste charges as per schedule 1C of the Trade Waste Bylaw

Fees and charges are set annually by Council resolution and notified in the Annual Plan. The following charging categories apply to non-domestic/trade waste consumers.

A2 Additional trade waste charge

This is an annual charge for recovery of the marginal cost of providing additional trade waste capacity. This charge will be made using the methodology defined in schedule 1D, of Council’s Trade Waste Bylaw. This charge will be made on the basis of multiples of domestic dwelling equivalents.

The Domestic Dwelling Equivalent (DDE) varies depending on the activity. To calculate the total trade waste cost charging groups based on DDE are as follows:

Charging group	Domestic Dwelling Equivalent (DDE) Band	Trade waste fee
A	<2 DDE	\$0
B	2 - <5 DDE	\$39.00
C	5 - <10 DDE	\$91.00
D	10 - <20 DDE	\$195.00
E	20 - <30 DDE	\$325.00
F	30 - <70 DDE	Determination required
G	<70 DDE	Determination required

A4 Trade waste consent application fee

This is payable with each Trade Waste Consent Application.

A5 Compliance or extraordinary application processing costs

Time and disbursement costs, as incurred on at a rate identified in the Long Term Plan. Extraordinary application processing or compliance costs will subsequently apply.

Schedule 1D of the Trade Waste Bylaw - methodology for calculating additional trade waste charges

The following methodology will be used to apply the fees and charges set out in schedule 1C. This methodology is based on principles outline in the Introduction to the bylaw.

1. The Council will prepare a schedule of non-domestic consumers from their rating database.
2. Using best available information and local knowledge, the Council will assess the business function or activity and estimate the relevant local capacity of usage criteria of each non-domestic consumer on the schedule.
3. From load factors for the generic business functions or activities, an average daily flow will be estimated. In special cases, organic load may be considered, if relevant to that activity or if it may have an implication to the sewerage system.
4. From the estimate of daily flows (or organic load in special cases), the ratio of flow estimated from the activity (or organic load) to that expected from a domestic dwelling and as identified will be calculated.
5. As the assessment is not necessarily highly accurate, the calculated ratio will be averaged into one of the following groups and the appropriate charge concluded.

Ratio	Group	Charge
1 - <2	A	1 - no additional charges
2 - <5	B	3 - additional trade waste charges
5 - <10	C	7 - additional trade waste charges
10 - <20	D	15 - additional trade waste charges
20 - 30	E	25 - additional trade waste charges
>30	F	Ratio x additional trade waste charges
>70	G	Formal trade waste consent application required

6. The assessment will be forwarded to the applicant as a provisional trade waste consent, with procedures defined in section 3.2 of the bylaw.
7. For application assessed or known to have a maximum flow greater than 50m³/day, a formal trade waste consent application shall be required to be submitted by the consumer.

For further information regarding the Trade Waste Bylaw contact the Infrastructure Services Department.

Environmental services – resource management

Basis of charges

The Buller District Council has adopted a user pays policy for all resource consent applications and functions that the Council carries out under the Resource Management Act 1991. The purpose of the charges is to recover the actual and reasonable costs incurred by the Council.

In setting these charges, the Council has had regard to the criteria set down in Section 36 of the Resource Management Act (RMA).

Timing of payments

Most of the charges and amounts specified in this schedule (unless otherwise specified) are payable in advance of any action being undertaken by the Council. Pursuant to Section 36(7) of the RMA the Council need not perform the action to which the charge relates until the charge has been paid in full.

Deposits

Deposits are initial charges payable at the time an application is submitted to Council for processing. Notwithstanding that a deposit may be paid, the Council will commence processing the application only when it is satisfied that the information received with the application is adequate.

Since resource consent applications can vary significantly in their content and nature, the Council cannot set a fixed charge that would be fair and reasonable in every case. The deposit shown in the schedule is the minimum deposit for that particular application category. A deposit higher than the minimum could be required and this would be dependent on the nature and scale of each specific application.

Final costs

When the processing of an application has been completed and a decision has been made, Council will then finalise the cost of processing the application.

(a) Remission of charges

Pursuant to Section 36(5) of the RMA, the Council, at its discretion may remit the whole or any part of the charges listed.

(b) Additional charges

Additional charges may be required under Section 36(3) of the RMA where the deposit is inadequate to cover costs, to enable Council to recover its actual and reasonable costs relating to any particular application.

(c) Discount on the charges

Pursuant to Section 36AA of the RMA the Council will give discounts on administrative charges to applicants whose resource consents have exceeded the prescribed timeframes where the responsibility for the failure rests solely with Council. The refund will be in accordance with the Resource Management (discount on administrative charges) Regulations 2010.

Policy

As a basis for additional costs under Section 36(3) of the RMA 1991, Council will assess such costs on the following basis:

- (a) Staff costs will be charged out at their hourly charge out rates as determined by the Department Manager from time to time.
- (b) Vehicle mileage rates will be charged at \$1.00 per kilometre plus GST for external charging. Travel for Consultants will be charged at cost.
- (c) Staff travel time will be capped at one hour, plus applicable mileage.
- (d) Advertising, materials and laboratory costs will be charged at cost.
- (e) Costs for Hearing Commissioners and their disbursements will be recovered at actual rates.
- (f) Legal charges / peer reviews will be recovered at actual rates.

List of charges

A charge shall be made for each type of application or action listed. All charges unless otherwise specified in this table are a deposit and are inclusive of GST. All references are to the Resource Management Act 1991 and any subsequent amendments unless specified otherwise.

Application administration fee	\$100.00
Monitoring administration fee	\$100.00

Category A - Land Use Consents

Description of service	Minimum deposit/ fixed charge
Non notified (other than below).....	\$800.00 deposit with full cost recovery
Non notified	\$500.00 deposit with full cost recovery
■ Electric line installation	
■ Minor bulk, height and location matters	
■ Signs	
Non-notified relocation of an existing powerpole.....	\$500.00 flat fee
Notified	\$1,200.00 deposit with full cost recovery (eg hearings and joint hearings with the Regional Council)
Permitted boundary activities – section 87BA of the Resource Management Act 1991	\$450.00 deposit with full cost recovery
Deemed permitted activities – section 87BB of the Resource Management Act 1991	\$450.00 deposit with full cost recovery

Category B - Subdivision Consents

Non notified	\$800.00 deposit with full cost recovery
Notified	\$1,200.00 deposit with full cost recovery
Boundary adjustment	\$500.00 deposit with full cost recovery

Category C - Survey Plan and Related Subdivision Processing

Section 223 sealing of plan	\$200.00 minimum with full cost recovery
Signing under section 224(c) where no conditions are imposed	\$100.00 minimum with full cost recovery
Signing under section 224(c) where conditions are imposed	\$200.00 minimum with full cost recovery
Section 226 Certificates	\$150.00 minimum with full cost recovery
Right of way and easement amendments (section 348 of LGA 1974)	\$450.00 minimum with full cost recovery
Resolution for no frontage access to a lot (section 321 of LGA 1974).....	\$300.00 minimum with full cost recovery
Authenticated copy of section 321 resolution	\$130.00 minimum with full cost recovery
Easements and encumbrances including lifting building line restrictions	\$255.00 minimum with full cost recovery
Other services (eg building, engineering advice)	At Cost

Category D - General Consent Processing and Monitoring

Compliance monitoring on a Resource Consent where a breach of consent condition or conditions are identified - Sec 35(2)(d)..	At cost invoiced on completion of investigations
Compliance monitoring of Resource Consent conditions, including Compliance Certificate for completion of conditions.....	At cost, invoiced on completion of investigations
Objection on decision - section 357-357A.....	\$200.00 deposit with full cost recovery

Lapsing/cancellation/change/review of conditions:

Sections 125, 126, 127, 128-132.....	\$450.00 deposit with full cost recovery
Notified review of condition - section 128.....	Full cost recovery
Maintenance bond administration.....	\$100.00 per condition to be bonded
Performance bond administration.....	\$200.00 per condition to be bonded
Bond preparation by Council Solicitor.....	At cost
Legal costs associated with consent application	At cost

- Where one or more submitters make a request under Section 100A of the RMA to have a resource consent application heard by one or more hearing commissioners who are not members of the Council, the applicant will pay the amount that the Council estimates it would cost for the application to be heard had the request not been made, and the submitter(s) who made the request will pay, in equal shares, the cost of the application being heard that exceeds that amount payable by the applicant.
- Where the applicant requests to have a resource consent application heard by one or more hear commissioners who are not members of the Council, under Section 100A of the RMA, the applicant will pay the full costs.

Category E - Other RMA Functions

Existing use rights - section 10.....	\$650.00 deposit with full cost recovery
Certificate of Compliance - section 139.....	\$450.00 deposit with full cost recovery

Requirement for Designation - Sections 168-173 (Heritage Order Sections 189-191)

Non-notified	\$1,000.00 deposit with full cost recovery
Notified	\$2,000.00 deposit with full cost recovery
Approval of outline plan - section 176(a).....	\$200.00 deposit with full cost recovery
Waiver of outline plan - section 176	\$100.00 flat fee

Requirement for alteration of a designation - Sec 181

Non-notified	\$500.00 deposit with full cost recovery
Notified	\$800.00 deposit with full cost recovery
Application to determine that a designation should not lapse - Sections 184(1)(b) and (2) (b):	
Non-notified	\$300.00 deposit with full cost recovery
Notified	\$1,000.00 deposit with full cost recovery
Searching and compiling information in respect of plans, resource consent records, planning files, involving more than 30 minutes and per half hour or part thereof.....	\$25.00 deposit with full cost recovery
Consultation of more than 30 minutes regarding information in respect of District Plan or proposed District Plan interpretation on any one project, excluding explanations associated with the statutory process for processing a consent	Invoiced on completion of consultation
Written response to interpretations sought on District Plan or any Proposed District Plan rule/s	Invoiced on completion of investigations

Request for private plan change.....	\$5,000.00 deposit with full cost recovery
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Category F - Miscellaneous

Preparation of any documents for the purposes of the Overseas Investment Commission	At Cost
Information requests that take longer than 30 minutes to answer	At Cost
Computer freehold register search (or first instrument)	\$40.00
Plus: per additional document	\$10.00
Consultants miscellaneous fees (ie, printing costs)	At Cost

Category G - District Plans

Buller District Plan folder	\$200.00 flat fee
Buller District Plan CD	\$30.00 flat fee
Buller District Plan maps.....	\$300.00 flat fee

Category H – Charge-out rates (including rates, mining privileges)

The following are charge-out rates that will be used to assess actual costs

Chief Executive	\$200.00 per hour
All divisional managers	\$180.00 per hour
Processing officer (including consultants undertaking processing and monitoring of applications	\$145.00 - \$220.00 per hour
Assets and infrastructure and building officers	\$115.00 - \$200.00 per hour
Technical support officer planning	\$125.00 per hour
Other staff.....	Hourly rate set by Manager of the respective department
Cost of commissioners attending hearings	Actual costs
Consultants and contractors (eg, noise reports, legal advice, does not include processing and monitoring consultants).....	Actual costs
Copying, vehicle costs and other administration charges are applicable as prescribed for the whole of Council’s operations.	

Notes

1. The Council may charge a late default fee of \$100.00 if a resource consent application is withdrawn within five (5) working days of an appointed hearing, in addition to costs.
2. Consent monitoring charges will be included as conditions on resource consents where appropriate.
3. Every other certificate, authority, approval, consent, service given or inspection made by the Council under any enactment or regulation not specifically mentioned in the resolution above, where such enactment contains no provision authorising the Council to charge a fee and does not provide that certificate, authority, approval, consent, service or inspection is to be given or made free of charge, will be charged for at cost. This includes cancellation of amalgamation conditions.
4. All information searches which take longer than 30 minutes will be charged for.

Building consent fees

Building consent fees shall be paid by way of deposit up front followed by settlement of any additional cost before uplifting a consent. Fees are as listed below:

Property Information Memorandums (PIM's)	\$150.00 with full cost recovery
Spaceheater - freestanding.....	\$450.00 set fee
Spaceheater - inbuilt.....	\$550.00 set fee
Minor alterations (<\$20,000) eg remove internal wall, install shower\$380.00 deposit with full cost recovery	
Minor work (<\$20,000) eg garage/shed/carport/conservatory/re-pile	\$480.00 deposit with full cost recovery
New work/alterations (>\$20,000) but not major construction and multi-proof consents	\$700.00 deposit with full cost recovery
New major construction.....	\$2,500.00 deposit with full cost recovery

Applications

Administration fee - All	\$120.00
Inspection fee (per inspection).....	\$150.00
(The current inspection fee will apply for any inspections carried out more than two years after the consent was issued regardless of whether an extension of time has previously been granted. If inspections have been prepaid the balance between the fee paid and the current fee will apply).	
Processing and vetting of consent applications.....	\$150.00 per hour
Code compliance certificate.....	\$150.00
Compliance schedule - where required.....	\$150.00
Exempt building work.....	\$250.00 deposit with full cost recovery
Waiver request form.....	\$150.00

Building levies (fees are payable on consent of a value in excess of \$20,000)

Ministry of Building Innovation and Employment (as set by statutory requirements and payable on consent value over \$20,444)..... \$2.01 per \$1,000.00 or part thereof

BRANZ (as set by statutory requirements and payable on consent value over \$20,000).. ..\$1.00 per \$1,000.00 or part thereof

Alpha One (BDC Agent) Levy

All projects except spaceheater installations

Building Consent Authority (BCA) Levy

<\$10,000	\$50.00
\$10,000-\$20,000	\$125.00
\$20,000-\$49,999	\$225.00
\$50,000-\$99,999.....	\$425.00
\$100,000-\$199,999.....	\$850.00
\$200,000-\$349,999	\$1,250.00
\$350,000-\$499,999.....	\$1,750.00
\$500,000-\$1,000,000	\$2,250.00
> \$1,000,000	\$2,250.00 plus \$1.00 per \$1,000 or part thereof on consent value over \$1,000,000

Other fees

Land Information Memorandum (LIM) minimum fee of:	\$300.00
Certificate of Acceptance - The full cost of processing a Certificate of Acceptance based on inspection and processing fees plus the full fee, charges and/or levies that would have been payable had the owner or the owners predecessor in title applied for a building consent before carrying out the building work (refer Section 97 Building Act 2004)	
Building Compliance Certificate (sale of alcohol)	Flat fee of \$50.00
Inspection and reports on unauthorised work.....	\$150.00 per hour
Swimming pool fence inspections fee	\$150.00 per inspection
Field/service/site inspection	\$150.00 per hour
Building information	\$150.00 per hour
Notices to fix.....	\$150.00 per hour
Annual administration fee for compliance schedule (includes audit if required)...	\$150.00
Design or peer review plus specific inspections by specialist external contractors.....	Full cost recovery
Certificates for public use	\$30.00 administration fee
.....	\$150.00 per hour processing fee
Amendment of consents	\$30.00 administration fee
.....	\$150.00 per hour processing fee plus Alpha One levy \$86.25
Building consent - extension of time fee	\$25.00
Building consent - document copying	\$0.20 per

Registration Costs Section 73, 77 and 83 of the Building Act

Administration/preparation of signed certificate	\$66.50
Plus: registration costs to DLR as set by Land Information New Zealand	

Health inspection fees

Premises licen fees

Food premises - no kitchen	\$220.50
Food premises - all other premises	\$441.00
Additional visits if required	\$126.00 per hour (includes mileage)
Food vending machines	\$39.00
Hairdressers	\$220.50
Mortuary licence	\$276.00
Offensive trades.....	\$276.00
Camping grounds	\$276.00
Transfer fee of health registrations.....	\$34.00
Others - itinerant traders	\$276.00
Hawkers	\$25.00
Trading in public places licence (street stalls):	
- up to and including a maximum of three (3) days over any seven (7) day period ..	\$26.25
- for more than three (3) days up to seven (7) days over any seven (7) day period	\$42.00
- mobile or travelling shops	\$166.00
Licence to Occupy footpaths for dining purposes - temporary structures	\$126.00

If a business is required to be registered under the Food Act 2014, the following charges apply

Food control plan - national programme (initial)	\$200.00
Food control plan - national programme (renewal of registration).....	\$200.00
Printed food control plan	\$30.00
Printed food control diary	\$10.00
Verification visits (per audit)	\$250.00
Verification follow-up including corrective actions.....	EHO hourly rate
Amendment to food control plans based on a change in circumstances	\$50.00
Additional visits to check compliance	EHO hourly rate
Compliance and monitoring (investigation of complaint resulting in the issue of an improvement notice by Food Safety Officer.....	EHO hourly rate

Environmental Health Officer

Inspections	\$150.00
Administration	\$75.00
Consultation.....	\$150.00 per hour

Sale of alcohol licensing

(refer to Sale and Supply of Alcohol (Fees) Regulations 2013)

Providing alcohol information	\$125.00 per hour
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Alcohol licensing fees for the following can be found at:

<https://bullerdc.govt.nz/wp-content/uploads/2019/09/Fees-and-Charges-Alcohol-Licensing.pdf>

- On-licence or off-licence or club licence - new or renewal applications
- On-licence endorsed BYO - new or renewal applications
- Conveyance licence - new or renewal applications
- Special licence - new or renewal applications
- Manager’s certificate - new or renewal applications
- Extract from registrar
- Temporary authority per licence
- Temporary licence

Gambling venue applications

Application for class 4 gambling venues.....	\$250.00 deposit with full cost recovery
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Amusement devices

For one device, for the first seven days of proposed operation or part days thereof.....	\$11.25
For each additional device, for the first seven days of proposed operation of part days thereof	\$2.25
For each device, for each further period of seven days or part thereof.....	\$1.12

Dog registration fees

For the purposes of determining Annual Dog Registration Fees, there will be two categories of dog owner - those considered to demonstrate competent dog ownership known as responsible dog owners (RDO) and those who have not.

To demonstrate competence a dog owner must not have had any substantiated complaints in the previous twelve month period. Animal Control Officers will be responsible for investigating and recording complaints made about dogs.

Responsible dog owners will be charged the following registration fees

Approved dog owners - entire dogs	\$87.50
Approved dog owners - de-sexed dogs.....	\$67.50

Dog owners who are not able to show competence in dog ownership will be charged the following fees

Entire dogs.....	\$152.50
De-sexed dogs.....	\$132.50

Other fees related to dog registration

Dogs not registered after due date - per dog.....	Additional 50%
Duplicate registration tags	\$2.50
Microchipping of dogs	\$40.00
Inspection fee	\$51.00
Animal control officer consultation.....	\$66.50 per hour

Dog impounding

First impounding within 12 months	\$75.00
Second impounding within 12 months.....	\$180.00
Third impounding within 12 months.....	\$200.00
Plus in each instance above, a sustenance fee per day or part there of	\$10.00
Dogs impounded after normal working hours, owner to pay an additional fee	\$50.00
Finders fee (first offence, registered, able to be identified, able to be received)....	\$50.00
Dog Euthanasia.....	Full cost recovery

Ranging and impounding of animals

Stock impounding.....	Actual cost
Every horse, above 12 months of age	\$60.00
Every horse, under 12 months of age.....	\$60.00
Every mule or ass.....	\$60.00
Every bull over the age of 9 months.....	\$60.00
Every ox, cow, steer, heifer or calf	\$60.00
Every ewe, wether or lamb	\$50.00
Every hind or stag	\$60.00
Every goat	\$50.00
Every boar, sow or pig.....	\$50.00

Impounding and sustenance

The owner of any stock impounded shall pay, in addition to the above impounding fee, a similar amount per day or part day thereof for sustenance, and actual and reasonable charges incurred in impounding the stock on the following basis:

- The actual costs on wages plus 140% (plus GST)
- Vehicle expenses at \$1.00 per kilometre plus GST for external charging
- The actual freight costs incurred

Administration costs

Travel costs vehicle expenses at \$1.00 per kilometre (plus GST for external charging)

Dogs impounded after normal working hours, owner to pay an additional fee\$50.00

Finders Fee (first offence, registered, able to be identified, able to be received)\$31.00

Information services

Where written information is sought or staff are employed to provide information other than that in relation to normal inspectoral or by-law requirements,

an hourly rate of \$71.50 per hour

Photography costs\$2.00 per photo

Other services

All other services rendered by staff which is outside of the services normally provided for in the other fees and charges\$71.50 per hour.

All departments

Staff time

For chargeable services the staff hourly rate is:\$80.00 per hour

Photocopying

A4 Mono \$0.20 per copy

A4 Colour \$1.00 per copy

A3 Mono\$0.40 per copy

A3 Colour \$2.00 per copy

Aerial photos or maps

GIS preparation and printing:\$10.00 per item

- Photocopying charges apply as above for multiple copies
- Complex enquiries may incur specialist staff time charges

Electronic imaging:

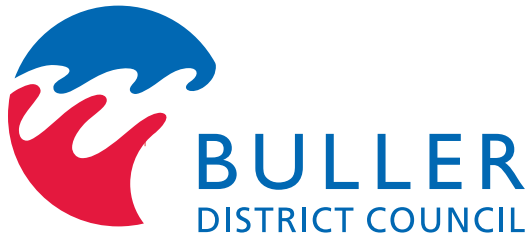
CD or DV\$5.00 per job

Westport Airport Authority

Parking charges

Daytime (more than 1 hour, but less than 24 hours).....\$5.00 per day

Overnight (24 hour period, plus)..... \$10.00 per 24 hour period



For further information contact your elected members

Buller District Mayor

Jamie Cleine

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Email: jamie.cleine@bdc.govt.nz

Westport Ward

Joanne Howard

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Margaret Montgomery

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Robyn Nahr

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Email: robyn.nahr@bdc.govt.nz

Sharon Roche (Deputy Mayor)

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Phil Rutherford

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Grant Weston

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Inangahua Ward

John Bougen

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Dave Hawes

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Seddon Ward

Martin Hill

Phone: 03 782 8696

Email: martin.hill@bdc.govt.nz

Rosalie Sampson

Phone: 027 356 7388

Email: rosalie.sampson@bdc.govt.nz

Council/staff representative

Krissy Trigg

Acting Group Manager

Commercial and Corporate Services

Phone: 027 213 3022

Email: krissy.trigg@bdc.govt.nz

Council offices and libraries

Westport Office, 6-8 Brougham Street, PO Box 21, Westport 7866

Phone (0800) 807-239 or 64 3 788-9111, Fax 64 3 788-8041

Reefton Office and Library, 66 Broadway, PO Box 75, Reefton 7851 |

Phone (0800) 808-821 or 64 3 732-8821, Fax 64 3 732-8822

Sue Thomson-Casey Memorial Library, 87-89 Palmerston Street, Westport 7825 |

Phone 64 3 788-8030, Fax 64 3 788-8147



Shaping
our **district**