

TE PAE TAWHITI
**LONG TERM
PLAN**
2021 — 31



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Te Tīmatatanga • Introduction



Tō Tātou Tirohanga, Aronga, Uara Me Ngā Tūmanako *Our Vision, Mission, Values And Expectations*

Tirohanga • Our Vision

HE WHENUA RANGATIRA
A DISTRICT OF SUSTAINABLE PROSPERITY & WELL-BEING

Aronga • Our Mission

HE ARA TĀMATA
CREATING GREAT PLACES

Supporting our people

Uara • Our Values

Manawatōpū • Unity of purpose and working together

Whanaungatanga • Family, community,
connecting and caring

Tū tangata • Strong cultural identities

Mana tangata • Respect and fairness

Te Tiriti o Waitangi • Partnership

Kaitiakitanga • Environmental stewardship
and sustainability

Tūmanako • Our Expectations

He wāhi ātaahua • Valuing the outstanding
beauty of our District

Oranga taiao, oranga tangata • Nurturing the environment
so it nourishes us

Oranga kāinga • A thriving, sustainable local economy

Mana i te whenua • The role of tangata whenua
is valued and respected

Te ira tangata • Rich heritage and diversity
respected and celebrated

Whānau • A great place for our families to flourish

Tangata whai ora • Happy, healthy, safe and
purposeful people

He waka hourua • Fit for purpose infrastructure
underpinning success

Kokiri tahi • Empowered communities,
working collaboratively

Ngā karere o te Koromatua me te Kaiwhakahaere Matua Message from the Mayor and Chief Executive Officer

Kia ora koutou

We are pleased to present you with our Long Term Plan 2021-31. It is a plan marked by unique circumstances: a global pandemic that continues to influence day-to-day experience, which closely followed the most severe drought the Far North has seen in recent times. The impacts of both these events is reflected in our planning. For example, you will notice increased investment in water resilience projects and the continuation of those “shovel ready” projects that were kick-started by central government economic stimulus funding granted in 2020.

We have committed over \$100 million in the next ten years to Far North water supplies to help us manage future drought events. The Sweetwater bore in Kaitāia is due for completion in 2021/22. This will permanently supplement supplies from the Awanui River, vastly improving Kaitāia’s water resilience. Meanwhile, investment in shares for the Te Tai Tokerau Water Trust’s Matawii water reservoir project, due to be operational by summer 2022/23, will inject confidence in water resilience in the mid-north. This “water resilience” project also supports a key Far North economic stimulus development - the Ngāwhā Innovation and Enterprise Park.

Other economic stimulus projects are well underway, and due for completion in the next two years. These include new wharves at Unahi and Pukenui, the sealing of Ruapekapeka Road and the revitalisation of our most northern urban centre, Kaitāia. Sports lovers will soon enjoy the benefits of investment in Lindvart Park’s pavilion and the development of new sports fields in the Bay of Islands.

In addition to these capital works, we consulted on three significant issues. We asked how you felt we could best improve the standards of council’s Housing for the Elderly portfolio, now and into the future. We proposed that Council should become a shareholder of Northland Inc and invest in the Investment Growth Reserve Fund to enable economic development in the District. Finally, we invited you to give us feedback on a rates package that saw us transition to a rating model based on capital value, instead of land value. The principle for this package was fairer and simpler rates.

You will find results of this consultation as well as the decision your council has made in response to that feedback in The Right Debate (p.13)

Your feedback is not limited to these issues. We received over 700 submissions and every feedback point was considered. Over 100 people took the time to present their views in person. We have heard you,

and where possible we have accommodated key issues that you are truly passionate about. An example of this is Broadwood’s historic swing bridge, which was recently dismantled due to safety concerns. We have heard how important this piece of infrastructure is to the Broadwood community and have committed to supporting the redesign and build of the bridge. We have allocated \$100,000 to support this, which we hope will be supplemented by central government funding streams.

Of course, every project we build into our programme, each service we provide and every commitment we make has an impact on our total budget. That, in turn, impacts the amount our ratepayers must contribute. This Long Term Plan will see a rate increase of 6.74% in the first year. This is 1.2% higher than what we signalled in the Consultation Document, but it includes some critical expenditure relating to water security and disposal to-land options for wastewater. Our goal has been to keep rates increases to a minimum while enabling investment in the right places to ensure the Far North continues to be a desirable place to live.

While events of the past year have influenced the shape of this plan, our strategic view is firmly on the horizon. We are preparing ourselves for the outcomes of the long-anticipated Review into the Future of Local Government. This review sits alongside two central government reform programmes already underway for Three Waters and Resource Management, both of which impact the role and function of local councils. Our next Long Term Plan might look very different!

Finally – and positively – the Far North District is poised to step toward a more representational governance model with the introduction of Māori Wards in the 2022 local body elections. We look forward to the fresh perspectives this will bring.

Ka kite anō.



John Carter QSO
Mayor



Shaun Clarke ONZM
Chief Executive Officer

Ngā Manu Mātārae Civic Leadership



Hon John Carter
QSO
Mayor



Cr Ann Court
Deputy Mayor
Bay of Islands-
Whangaroa Ward



Cr Rachel Smith
Bay of Islands-
Whangaroa Ward



Cr David Clendon
Bay of Islands-
Whangaroa Ward



Cr Kelly Stratford
Bay of Islands-
Whangaroa Ward



Cr Moko Tepania
Kaikohe-Hokianga
Ward



Cr John Vujcich
Kaikohe-Hokianga
Ward



Cr David Collard
Te Hiku Ward



Cr Felicity Foy
Te Hiku Ward



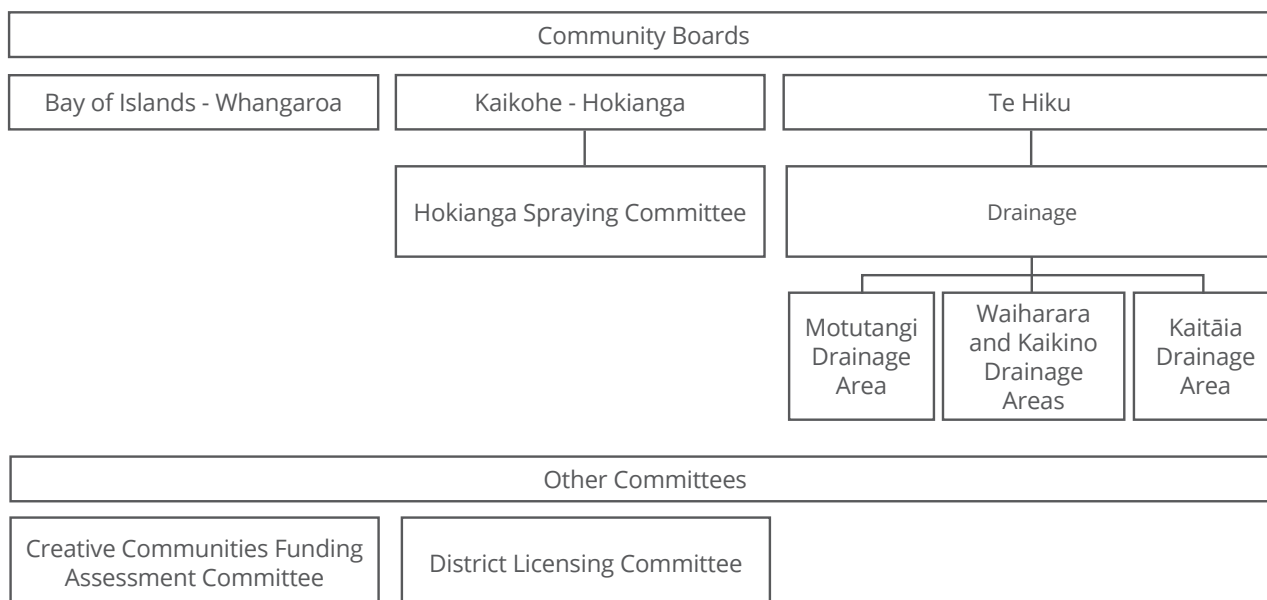
Cr Mate Radich
Te Hiku Ward

Committees and delegations

Council Committees

Assurance, Risk, and Finance	Strategy and Policy	Infrastructure	Regulatory Compliance	Executive Review
Mayor John Carter				
<p>Cr John Vujcich (Chairperson)</p> <hr/> <p>Independent Member – Bruce Robertson (Deputy)</p> <hr/> <p>Cr Ann Court Cr Mate Radich Cr Kelly Stratford Cr Rachel Smith Cr Moko Tepania</p> <hr/> <p>Mike Edmonds Adele Gardner (Community Board Chairpersons)</p>	<p>Cr Rachel Smith (Chairperson)</p> <hr/> <p>Cr David Clendon (Deputy)</p> <hr/> <p>Cr Dave Collard Cr Ann Court Cr Felicity Foy Cr Moko Tepania Cr John Vujcich Cr Kelly Stratford</p> <hr/> <p>Belinda Ward (Community Board Chairperson)</p>	<p>Cr Felicity Foy (Chairperson)</p> <hr/> <p>Cr Ann Court (Deputy)</p> <hr/> <p>Cr Dave Collard Cr Mate Radich Cr Kelly Stratford Cr Rachel Smith Cr John Vujcich</p> <hr/> <p>Mike Edmonds Adele Gardner (Community Board Chairpersons)</p>	<p>Cr Kelly Stratford (Chairperson)</p> <hr/> <p>Cr Dave Collard (Deputy)</p> <hr/> <p>Cr David Clendon Cr Ann Court Cr Rachel Smith Cr John Vujcich</p> <hr/> <p>Belinda Ward (Community Board Chairperson)</p>	<p>Cr Ann Court (Chairperson)</p> <hr/> <p>Cr Kelly Stratford (Deputy)</p> <hr/> <p>Cr Felicity Foy Cr Rachel Smith Cr John Vujcich</p>

Delegations



Ngā Rāngai Hapori Community Boards

Bay of Islands - Whangaroa



Belinda Ward
Chair
Paihia



Manuwai Wells
Deputy Chair
Kawakawa-Moerewa



Lane Ayr
Kerikeri

Kaikohe-Hokianga



Mike Edmonds
Chair
Kaikohe



Emma Davis
Deputy Chair
North Hokianga



Laurie Byers
Kaikohe

Te Hiku



Adele Gardner
Chair
Kaitāia



Jaqi Brown
Deputy Chair
Kaitāia



John Stewart
Kaitāia



Bruce Mills
Whangaroa



Manuela Gmuer-Hornell
Russell-Ōpua



Frank Owen
Kerikeri



Dave Hookway
Kerikeri



Kelly van Gaalen
Kaikohe



Louis Tooreburg
South Hokianga



Alan Hessel
South Hokianga



Bill Subritzky
Whatuwhiwhi



Darren Axe
North Cape



Sheryl Bainbridge
Doubtless Bay

Whakatakotoranga Whakahaere Management Structure



Shaun Clarke ONZM
Chief Executive Officer



**William J. Taylor
MBE**
General Manager
Corporate Services
Group



Dr Dean Myburgh
General Manager
District Services
Group



Darren Edwards
General Manager
Strategic Planning
and Policy Group



Andy Finch
General Manager
Infrastructure
and Asset
Management
Group



Richard Edmondson
Manager
Communications



Jill Coyle
Chief People Officer
People and
Capability

Rautaki Haere • Strategic Direction



Hononga Rautaki Strategic linkages

Ngā Wāhanga e Whā o te Hauora • The Four Aspects of Wellbeing



Our Vision

HE WHENUA RANGATIRA
A DISTRICT OF SUSTAINABLE PROSPERITY & WELL-BEING

Our Mission

HE ARA TĀMATA
CREATING GREAT PLACES

Supporting our people

He Rautaki Whakaarotau • Our Strategic Priorities



Better asset management



Address affordability



Enable sustainable economic development



Adapt to climate change



Protect our water supply



Deepen our sense of place and connection

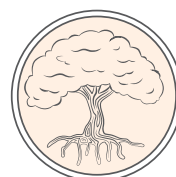
He Putanga Hapori • Our Community Outcomes



Proud, vibrant communities



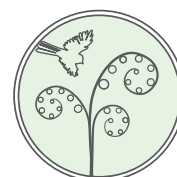
Prosperous communities supported by a sustainable economy



Communities that are healthy, safe, connected and sustainable



Connected communities that are prepared for the unexpected



A wisely managed and treasured environment that recognises the role of tangata whenua as kaitiaki



We embrace and celebrate our unique culture and heritage and value it as a source of enduring pride

Te Mahi Tahī me te Māori

Working with Māori

He Whenua Rangatira - A District of Sustainable Prosperity and Well-Being

He Ara Tāmata - Creating Great Places, Supporting Our People

Far North District Council's vision and mission illustrates the connection between people and place. This is especially so for tangata whenua who have a long and rich association with the Far North. Council recognises this long settlement and therefore the special position of tāngata whenua within this District and the significant and long-term role Māori have to play in Council's decision-making.

As important are our values by which we operate.

- Manawatōpū: Unity of purpose and working together
- Kaitiakitanga: Environmental stewardship and sustainability
- Mana tangata: Respect and fairness
- Te Tiriti o Waitangi: Partnership
- Tū tangata: Strong cultural identities
- Whanaungatanga: Family, community, connecting and sharing

Council recognises it needs to establish meaningful and enduring relationships with Māori in order to enable effective participation in decision making while at the same time achieving mutually beneficial outcomes. Our values provide a vehicle for this to occur.

Translating our vision, mission and values into tangible outcomes for and with Māori, four key areas of work have been identified to help guide and underpin our work:

- Recognising the Treaty of Waitangi and other statutory obligations
- Effective participation in council decision-making
- Understanding and valuing a Māori worldview
- Strengthening relationships and partnerships with Māori.

Understanding these goals and embedding them across all functions is crucial if Council is to be successful in building relationships with Māori founded on trust and mutual respect.

Recognising the Treaty of Waitangi and other statutory obligations

The Far North has a rich and diverse history. We have one of the largest Māori populations in New Zealand

with over half of the district identifying as Māori. The Far North is also home to the Te Tiriti o Waitangi / the Treaty of Waitangi, the founding document of Aotearoa New Zealand.

The Council acknowledges and respects the Crown's responsibility as Treaty partner and the requirement of local government to take into account the principles of Te Tiriti o Waitangi / the Treaty of Waitangi, specifically the obligations placed on Council to provide opportunities for Māori to participate in decision-making and other council processes which is meaningful to both parties.

Council also recognises the requirement on local government to contribute to the Crown's broader relationship responsibilities by ensuring engagement with Māori is meaningful.

Council also recognises the Treaty of Waitangi settlement process and outcomes, and is committed to supporting the spirit and implementation of our District's Treaty settlements and assisting negotiations between the Crown and Māori when invited.

Council will:

- Undertake an audit to assess the organisations performance in acting in accordance to Te Tiriti o Waitangi / Treaty of Waitangi statutory obligations, and to understand where opportunities for improvement exist.
- Provide Treaty of Waitangi training for all elected members and staff.
- Fulfill statutory obligations to Māori as prescribed in legislation.
- When developing policies, consider the implications of the Treaty and the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu, and other taonga.
- Provide for and implement Treaty settlement outcomes.
- Actively engage in settlement discussions and provide relevant information as requested.
- Give effect to existing Memorandum of Understanding.

Effective participation in council decision-making

Council acknowledges the unique perspective of Māori and recognise that tangata whenua are more than an interest group or stakeholder.

Therefore, we need to ensure we are including the right people, at the right time - across all levels of Council - in

order for Māori to make informed decisions about our processes and work. In doing so, we also need to ensure we maintain ongoing open discussions and interactions with Māori in order to provide relevant information to assist them to participate in our decision-making processes.

A key part in this journey is the decision by Council to establish Māori wards for the 2022 and 2025 local body elections and to develop mechanisms that allow for Māori participation in Council decisions. This evolving mechanism, that will provide for greater and broader participation by Māori across all functions and decisions of Council, will be a key focus in the coming years and will see us move away from transactional relationship agreements such as Memorandum of Understanding.

Council will:

- Work with Māori to co-design a mechanism to enable participation of Māori in decisions of Council – at a governance level. While this is being established Council may, on advice, implement interim measures that ensure participation in Council decisions at the earliest possible opportunity.
- With Māori, develop a series of workshops on RMA and LGA issues pertinent to Māori and actively promote these across the District.
- Provide an annual contestable fund to assist two Māori in the Far North to attend the Making Good Decisions Course.
- Provide annual contestable funding for the development or review of Iwi/Hapū Environmental Management Plans.

Understanding and valuing a Māori worldview

The Council recognises that having the capability and capacity to engage are issues for both Council and Māori. The Council will continue to provide opportunities for Māori to gain knowledge of Council processes and will actively assist Māori with developing their capacity to input into decision-making processes via hui and targeted training workshops.

At the same time, we recognise that we also need to look internally at our own capacity and capabilities to ensure we have the right skills. We acknowledge we need a sound understanding of Māori worldview concepts and values when undertaking our work and as a key component for building relationships with Māori. Without an understanding of these concepts and values, we will not be able to uphold our legislative obligations.

Council will:

- Develop a competency framework/tool for Council and staff to influence and enhance Far North District Councils responsiveness capabilities to Māori.

- Develop and implement a training plan to support and grow cultural competencies of staff and governance.
- Provide information sessions for council staff and elected members on legislative obligations to Māori, Treaty settlement legislation, environmental management plans and on Māori perspectives.
- Develop a database of Māori stakeholders.
- Support forum that bring Council, Māori and other agencies together.

Strengthening relationships and partnerships with Māori

Relationships need to be across the organisation - they are not the responsibility of a single person or team. In recognising that relationships are a whole of council effort, we also recognise that successful relationships are founded on how we talk to, behave toward and deal with one another. We also realise that we need to move away from one off interactions and look to build consistent and sustainable relationships for the long-term.

Council will:

- Create a Council resource for successful engagement with Māori.
- Develop a mechanism whereby Council have regular engagement opportunities with Māori, such as regular ongoing hui across the District.
- Actively participate in bodies and forum such as the Iwi, Local Government Authorities Chief Executives Forum (ILGACE) and Whai Kāinga (regional housing forum), where Māori participation as partners or, Māori outcomes are a key component of these mechanisms.
- Provide ongoing opportunities for Māori to participate in the development of the draft and proposed District Plan.
- Support the dissemination of data and information to Māori in order for their effective engagement in council activities and decisions.
- Support and participate in inter-agency training opportunities.

Looking forward

Council is looking to build a strong foundation from within and move towards long-term beneficial relationships and partnering with Māori. We have started our journey by showing our intent for greater surety for Māori in our decision making. We aim to grow from these recent decisions and are committed to do so.

Te Tautōhe Matatika • The Right Debate



Ngā mea kōrerorero i a tāua What we discussed with you

During consultation on this LTP, we asked for your feedback on three key proposals:

- Choosing a better Housing for the Elderly service by exploring the divestment of our pensioner housing portfolio to an accredited and regulated Community Housing Provider (CHP).
- Becoming a shareholder of Northland Inc to enable sustainable economic development for the Far North.
- Several potential changes to the rating system that could help us to make it more equitable, fair, and simpler to administer and understand.

We also consulted on the following non-key but still important (or legislatively required) items:

- Our annual adjustment of fees and charges
- Our updated Significance and Engagement Policy
- Changes to our rates remission and postponement policies following an internal review and in response to legislation changes to the rating of Whenua Māori.

740 submissions were received from members of the public, organisations, groups and businesses, and more than 100 submitters spoke at hearings in Kaitiāia and Kaikohe. In addition to the issues we asked for your feedback on, submitters raised others that are of importance to them. For many of these, Council's decision was not to make any change to the LTP, but this does not mean that the topics and issues raised were not considered important.

Decisions made on the key issues

Housing for the Elderly

Council owns and manages a portfolio of 147 units in 12 locations across the Far North that need significant investment to make sure they remain fit for purpose into the future. We also have increasing demand, with a waiting list of more than 100 people in need of accommodation. Rather than simply invest substantial money, Council decided to investigate the possibility that accredited third parties may be better equipped to provide this service than Council. The options we considered included outsourcing the day-to-day management but keeping the assets, and partnering with or divesting to one or more CHPs, with strict conditions to protect existing tenant arrangements and to maintain or increase the number of units over time.

Council's decision

While feedback indicated concerns that divestment of Council's housing portfolio would result in existing tenants' rights being unprotected if ownership is

no longer with ratepayers, many also felt that other providers could deliver a better service than Council. In debating the issue Councillors acknowledged that Community Housing Providers (CHPs) are subject to a high level of regulation in the provision of social housing (that includes pensioner housing), and are better resourced to deliver a service that is much more sustainable and financially viable. CHPs can also provide wraparound support services that Council is not resourced to provide and can access Government funding sources that Council cannot.

For these reasons, Council decided to start the process of identifying one or more providers that would enable the best option for partially or fully divesting the assets, with strict requirements to protect existing tenant arrangements and maintain or increase the number of units and level of service available in the District over time. The sale of the units will only progress if Council is confident it will be in the best interests of tenants and the wider community in the long run.

Sustainable economic development

Northland Inc is the economic development agency for Tai Tokerau, and at present it is a Council Controlled Organisation (CCO) of the Northland Regional Council (NRC). While Northland Inc is the driver behind a variety of very valuable initiatives in our District, we think more could be achieved if the Far North and Kaipara District Councils also become shareholders. This would give the Far North better representation and improved access to expertise and resources to support the sustainable development of the District's economy.

Council's decision

While consultation results for and against the proposal were reasonably close, Council acknowledges that stimulating sustainable economic development locally, regionally and nationally - particularly in the wake of COVID-19 lockdowns - is of growing importance for central and local government sectors. Local Government New Zealand has economic development as one of their five key priorities.

Council decided to go ahead with investing in a 33% shareholding in Northland Inc. The remaining shareholding will be equally divided between the Kaipara District Council the Northland Regional Council. Council feels this will provide the Far North with significant benefits including making sure the Far North perspective is embedded in the work programme, ensuring greater focus and resourcing for Māori economic development and sustainability, and the promotion of all aspects of community wellbeing.

Changes to the rating system

We have a growing affordability issue in the District, and for the past few years Councillors have been considering what changes could be made to our rating system to spread the cost burden in a more equitable way to avoid situations where people cannot afford to live where and how they choose because their rates consume an unreasonable portion of their household income. We came up with several potential changes that we asked for feedback on, including changing our rating basis from land value to capital value, moving away from scheme-based targeted rates for water and wastewater towards a district-wide funding approach, absorbing all uniform annual general charges into the general rate and a few other minor changes, some of which were intended to simplify the complexity of our rating system.

Council's decision

Community feedback was not supportive of the proposed changes, in particular the removal of uniform annual general charges and transition to capital value-based rating. Council debated each of the seven proposed changes at length and agreed to:

- No change to the rating basis. The basis for calculating the general rate remains as land value.
- No change to uniform annual general charges (UAGCs). Both the general UAGC and the roading UAGC remain, as do the current differentials for roading.
- No change to targeted rates for water and wastewater. These rates continue to be scheme-based.
- No change to the availability rate for water and wastewater connections. The connection rate remains at 100%.
- No change to the commercial differential. Commercial ratepayers will continue to be levied at a differential of 2.75.
- The targeted rate for stormwater will increase so that 90% of urban stormwater costs are levied on urban ratepayers based on capital value and the remainder funded through the general rate.
- A public good charge of \$15 per rateable property for water and \$15 per rateable property for wastewater is to be introduced.

In debating public feedback, Council acknowledged that it set out to improve the equitability of the rating system but in making these decisions has made little change. However, also front-of-mind for Councillors is the inquiry into the future of local government that may result in changes to funding and financing options for councils. Further, the impacts of the Resource Management Act review and Three Waters Reform are likely to change core business and purpose. It was decided that Council should continue to look for ways to ease the affordability issue. The community can expect further discussion on the matter.

Fees and charges

Fees and charges were adopted as proposed.

Significance and Engagement policy

The policy was adopted with one small amendment relating to a proposal's significance in relation to the impact on the wellbeing of iwi/hapū/whanau. The threshold for items of specific interest to Māori was amended to include the word 'wellbeing'. It now reads The proposal has a major and long-term impact on the wellbeing of iwi/hapū/whanau and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

Rates remission and postponement policies

The Rate Relief Policies that were adopted in 2018 were reviewed to ensure they were fit for purpose and able to be applied fairly and consistently. Following commencement of consultation on these changes the Government passed the Rating of Whenua Māori Amendment Bill. The effect of this is that further changes are needed to the policies in relation to Māori Freehold Land. Council agreed to the following:

The remission policy for Unused Māori Freehold Land now only applies to rating units that are subject to either a 'licence to occupy' or 'informal arrangement'. In both cases, a separate rating unit is not created, therefore the rating on the balance of the land does not automatically become non-rateable under the amendments to the Local Government (Rating) Act 2002. The policy will provide for the balance of land to be considered as non-rateable if it meets the criteria.

The policy for new users of Māori Freehold land is revoked as the amendments to the Local Government (Rating) Act 2002 provides for the write-off of rates by the Chief Executive.

Other budget adjustments made as a result of consultation

Roading and footpaths

Kerikeri roading network. A strong call to Council to 'get on with' resolving traffic congestion in Kerikeri area resulted in Council requesting more information on funding and route options, risk profile and delivery timescales for the Kerikeri Western Bypass. Because we cannot expect subsidy from Waka Kotahi NZ Transport Agency without a comprehensive and compelling business case that takes into account the current and long-term need, accelerating the project to meet public expectation will likely require Council to fully fund it with no help from the Government. Council responds positively to community submissions on this and commits to considering all options for advancing the project.

Rāwene footpath. The local community expressed their desire to see progress made on improving the safety and usability of the footpath from the ferry terminal in Rāwene up to the hospital. Council re-committed to seeing this situation resolved and has asked the Northland Transportation Alliance to work with the Kaikohe-Hokianga Community Board and the Rāwene community to investigate further and determine options for progressing the project. Waka Kotahi NZ Transport Agency subsidies are stretched, and footpath allocations are being reduced across the country, so there is no guarantee that Council will receive assistance to fund a solution. Should additional funding be required further Council discussion will be necessary.

Pou Herenga Tai (Twin Coast Cycle Trail). Council agreed three budget changes relating to the cycle trail. The budget to provide a community pump track at Kaikohe was increased to enable a second pump track at Moerewa. Capital funding allocated to asbestos pipe removal was removed and the Trust and staff instructed to incorporate removal of these types of hazards into future planned capital work on the cycle trail. Planned work on the Imms Road bridge has been substituted with more urgent work to resolve safety and visibility issues in the Kaikohe rail tunnel.

Ahipara seawall. Additional funding of \$30,000 has been allocated to the maintenance of the seawall in year one of the LTP.

Water and wastewater

Council acknowledges submissions from Kerikeri/Waipapa residents asking that consideration be given to future wastewater and water infrastructure options for the Waipapa area in alignment with the Kerikeri/Waipapa Structure Plan. \$75,000 per annum has been allocated for each of the first two years of the LTP to resource this study.

District Facilities

Broadwood Swing Bridge. The swing bridge at Broadwood, a popular tourist attraction, was recently removed due to its poor condition. The Broadwood community wants to build a new one and has progressed some design work and prelim costings. Council resolved to engage with the Broadwood community to review the design and costings for a repaired/replaced bridge and to help the community secure funding for the project. To assist, the capital works programme was amended to allocate \$100,000 to the project.

Public toilets. Public toilets are always a topic of conversation during consultation, particularly here in the Far North where tourism season puts pressure on what we've got and highlights areas where facilities are needed. Condition assessment of all public toilets across the District is nearing completion and this may result in a revision of all public toilet programmed work. In the meantime, Council allocated \$200,000 for additional toilets to be included in year three of the LTP to avoid

adverse environmental effects from high tourism activities and high use. Council also acknowledges the importance of engaging with the Department of Conservation and local mana whenua about the funding and location of the planned toilets at Ahipara.

Ōpononi War Memorial Hall. The community's concerns regarding the timing of renewals funding for the War Memorial hall resulted in Council moving the project forward from years four and five to years one and two of the LTP. Staff acknowledge that roof repairs and toilet and accessibility amenity renewals and upgrades are urgently required.

Far North Holdings Limited. Two budget amendments were made as a result of Far North Holding's submission. Capital funding of \$90,000 for a section of seawall needed at Taipā to protect a reserve area and abutment to the jetty and ramp has been allocated with work expected to be scheduled for year two of the LTP. Funding for renewal of the Pukenui carpark has also been brought forward to year one of the LTP so that the work can be completed at the same time as the wharf project that Far North Holdings is managing.

Tsunami network. Council has allocated \$400,000 per year for the first three years of the LTP to address a much-needed tsunami siren renewals programme and to extend the siren network.

Funding requests. Council agreed to grants to the following in year one of the LTP:

- Mangōnui information centre \$15,000
- Turner Centre \$50,000
- Te Ahu Charitable Trust \$50,000

Council also agreed that it needs a district-wide framework to guide decisions in response to requests for funding, particularly for those that are strategic or are of high use by local communities. Staff have been asked to commence development of a Community Operational Funding Policy and Framework within the next calendar year.

Corrections and other updates made

Capital works reforecast. Concurrent with consultation, Council carried out its annual reforecast of capital works for the current financial year to determine which projects would not be complete at the end of the year and would therefore require funding to be carried forward. Projects carried forward to 2021/22 or later totalled \$7,759,985.

New projects totalling \$975,000 were added in 2021/22 along with minor amendments to budgets in later years to include required work that was not previously identified. This includes minor repairs and upgrades that were not apparent at the time the capital works programme was consulted on. A small number of minor re-timings and budget changes were confirmed as a result of new information.

The capital reforecast includes three important amendments:

- **Funding for Mid North water.** Additional capital amendments funding of \$1.2 million was confirmed in 2021/22 to secure a preferential water take agreement for the Mid North (MN10 Matawii) water source.
- **Kaitiāia Airport.** Council recently received confirmation that LINZ intends to offer Council a 30-year lease for the Kaitiāia airport. We have been delaying capital investment on the runway and ancillary property until a lease is in place. Now that this has been secured funding of \$577,316 in 2021/22 and \$1,129,370 in 2022/23 has been confirmed.
- **Kaikohe Civic Hub.** Council chose to re-time the expenditure for the Kaikohe Civic Hub, pushing most of the funding out by one year and allowing sufficient time for planning.

Funding for land disposal consents. Following a resolution at Council's Infrastructure Committee in May, \$330,000 was allocated to operational budgets to investigate future potential disposal-to-land options for Kaikohe and Kaitiāia.

Whenua Māori rating changes. Council confirmed the amendments made to the rating base and operational budgets in response to the changes to the Local Government (Rating) Act 2002 arising from the Rating of Whenua Māori Amendment Bill.

Budget to enable Māori participation in Council decision-making. The recent decision to establish Māori wards for the 2022-25 elections and to enable Māori participation in Council committees and Community Boards comes with budgetary requirement. Council agreed to a funding allocation of \$50,000 in year one of the LTP to enable the resolutions to establish Māori wards and enable Māori participation in Council committees and Community Boards.

General updates

Capital achievability. While Council acknowledges that the construction market has tightened across the country, and that all councils are competing for constrained engineering and construction resources, to maximise local availability we are working with contracting partners by packaging projects to encourage them to take on more experienced and trainee staff over longer terms. We also continue to help tier 2 and 3 local suppliers become Site Safe accredited so that they can bid for work that they would not normally have considered.

Asset information reliability. While Council continues to be confident that the asset data used to develop asset renewals programmes is reliable, condition information for some individual assets is limited. In this LTP Council confirms its intention to continue its condition assessment programme to validate the renewals model and to enable a higher level of confidence in three waters asset data. Refer to the Infrastructure Strategy Asset Information assumption on page 60.

Roading subsidies. While Council adopts its LTP in June, Waka Kotahi NZ Transport Agency do not make their final decision until September, so we adopt the LTP with some uncertainty about the level of subsidy funding we will receive.

Just prior to adoption, Waka Kotahi NZ Transport Agency announced interim funding allocations, indicating that the final decision is likely to allocate at a lower level than most councils were expecting.

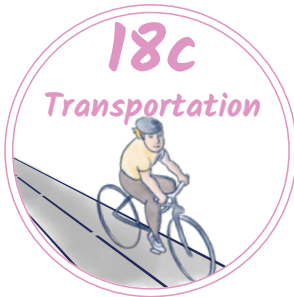
The Northland Transportation Alliance (NTA) and Council have assessed the situation and determined that with the shortfall indicated there is still sufficient funding available to maintain levels of service at the same level as the current year. Council has received an indicative allocation for maintenance and renewal work which is \$17m less over three years than the original bid made. Council has decided to reduce the renewal budget evenly across the first three years of the plan in the absence of any clear detail from Waka Kotahi NZ Transport Agency. The work programme will be revisited once final allocations are notified by Waka Kotahi NZ Transport Agency and projects prioritised by Council to determine if planned work is to proceed and how it could be funded.

Three waters reform. In July last year, the Government launched the Three Waters Reform Programme – a three-year programme to rethink service delivery arrangements for water, wastewater, and stormwater. This means that affected councils would be included in one of the new water service delivery entities by default but can decide not to participate (in consultation with their communities). If we choose not to opt out the transfer of responsibilities and assets will likely occur from 2024/25. While we anticipate change to the ownership and delivery of three waters in the next 10 years, we are not able to say with certainty what those changes will be. This LTP has therefore been adopted on the basis that it is business as usual for the delivery of water, wastewater, and stormwater.

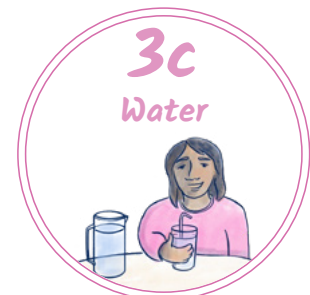
Local Government reform. The Government recently launched a two-year inquiry into the future of local government, with the aim of reimagining the role and function of local government towards the delivery of enhanced wellbeing outcomes for our communities. This comes at the same time as an overhaul of the Resource Management Act that could result in regionalised arrangements for land-use planning and regulatory activities, and a review of how water, wastewater and (perhaps) stormwater infrastructure and services will be delivered into the future. These review programmes will undoubtedly alter the shape and function of councils. At this point, it's a 'watch and wait' situation in which we continue to deliver business as usual.

Anei ngā āhua i wā koutou moni reiti
This is what your rates dollar contributes to

General rates



Targeted rates



Ngā Rautaki • Strategies



Tā Tātou Rautaki ā-Pūtea Our Financial Strategy

This strategy aims to:

- Achieve a balanced budget each year, ensuring that projected operating revenues are set at a level sufficient to meet that year's projected operating expenses
- Moderate the impact of funding depreciation on strategic assets
- Include the impact of Economic Stimulus and Employment Opportunity (ESEO) Crown-funded projects
- Ensure that no more than 90% of revenue will come from rates, with the balance coming from other sources such as subsidies from Government agencies including Waka Kotahi, and user fees and charges
- Limit annual overall rates increases to inflation (Local Government Cost Index) plus 3.5%
- Ensure that net debt does not exceed 175% of total income until year 4 of the plan and then does not exceed 280% of revenue from there to the end of the plan. The change is due to the planned process to obtain a credit rating when debt increases to a level that makes it cost effective.
- Maintain interest costs at less than 10% of rates revenue.

Council has, over the past several years, taken stock of gaps in services and infrastructure following a period where maintenance and operational spending was cut, and new capital projects curtailed in response to the global financial crisis. This resulted in a decline in asset condition and internal capacity to plan for and manage those assets that the District is still recovering from.

The 2018 Financial Strategy recognised that a step change in the quality of asset management, maintenance and planning is required to ensure sustainable provision of service now and into the future. The 2018-28 Long Term Plan therefore allocated significant resources to an initiative known as Programme Darwin. Programme Darwin is underway and is expected to continue over the first two years of the 2021-31 Long Term Plan.

Programme Darwin is about evolving asset management so that Council has an enterprise-wide view (ie. from strategy to operation) of how we manage the assets we own. The intention of Programme Darwin is to move Council from reactive asset management and into proactive asset management. This will be done by:

- Implementing an asset management system that will integrate with our other core systems
- Analysing the data in the system to provide better

information to decision makers so that we make the best financial decisions and ensure better outcomes for our communities

- Having an asset condition programme, so our assets are regularly inspected, and we know how our assets are functioning at any point in time
- Delivering a Living Asset Management Plan which is easy to navigate, uses real time data and informs the plans for our assets
- Establishing an enterprise management culture, where roles and responsibilities regarding assets are clear across the organisation.

The approach for the 2021 Financial Strategy is:

- Acknowledge the current and likely future financial disruption caused by the COVID-19 pandemic and to plan in such a way as to encourage and assist economic recovery across the District and the Northland region
- Recognise the financial implications of climate change and sea level rise in planning decisions, and provide sufficient funding to local and regional adaptation initiatives
- Work alongside local, regional and national partners to deliver infrastructure projects that intended to stimulate the economy and create jobs
- Engage with the government on the development of a three waters reform process that will provide high quality services for our communities
- Adequately fund the development of long-term resilient and secure water supply and storage facilities, and short-term or temporary strategies to assist the District to be more resilient should drought conditions arise.
- Continue to invest in the continuous improvement of core processes and tools to enhance infrastructure and service investment decisions and delivery in the short, medium and long-term
- Protect past investment in assets by using key decision criteria that weights capital renewal projects ahead of initiatives to increase levels of service or provide additional capacity for growth
- Replace or renew infrastructure assets where it is reasonable and economic to do so, acknowledging that as we move through our programme of asset condition assessments the renewals proposed in this LTP for the 3 waters assets are based on a hybrid model. This

model uses condition and maintenance information where it is available rather than age as an indicator for renewal. Transport asset renewals are based on condition as that information is more readily available and has a high degree of accuracy.

- Maintain the core services we currently provide as cost-effectively and efficiently as possible, ensuring that finding operational efficiencies remains of paramount importance
- Continue to use the method of funding the net depreciation value to provide for renewals. Once condition and capacity data is reliably available from Programme Darwin, Council will consider the future funding of renewals using rates and borrowing in place of funding depreciation
- Use borrowing to spread the cost of new capital expenditure over time to ensure that the cost of infrastructure today is spread equitably between the ratepayers of today and tomorrow.

Towards sustainability, affordability and economic recovery

The overall focus of our Financial Strategy is financial sustainability, affordability and economic recovery within the context of community wellbeing.

The change of purpose for Local Government in May 2019, re-introduced the obligation on councils to promote the social, economic, environmental and cultural well-being of their communities.

To the Far North, taking a sustainable development approach means that our commitments to deliver infrastructure and services are funded in a way that is affordable for the community and that meet Council's obligation to be effective stewards of the District's assets now and into the future. Council has a good understanding of how its daily business contributes to and promotes community wellbeing, and as part of the work programme for the next 10 years will seek to more strongly embed the checks and balances that help Council to enhance and protect community wellbeing in decision-making and daily business.

In developing this Financial Strategy, Council reflected on several challenges the District faces:

- The security and resilience of water supply and storage
- Sustainable economic development, particularly in the wake of the COVID-19 pandemic
- Better asset management leading to enhanced delivery of core infrastructure
- Adaptation to the effects of climate change and sea level rise on communities and infrastructure
- Deepening sense of place and connection in the many communities, towns and settlements across the District
- Providing infrastructure and services in a way that is affordable to the District's ratepayers.

These challenges form the strategic priorities for the next 10 years. Although we recognise that it may not be possible to resolve all of these issues, and that progress is likely to be lengthy, Council commits to appropriately prioritised work programmes, careful decision-making and collaboration across all district and regional partners and stakeholders, and residents and ratepayers.

Where possible, this strategy ensures that:

- Revenues are sufficient to cover expenses (we have balanced our budget every year)
- Current service level targets are achievable within the funding envelope
- Subsidies and grants are used effectively to complete projects that benefit the community
- Funding allows for major capital projects the community wants, within reason
- The needs of current and future ratepayers have been considered.

Council acknowledges that:

- There will be economic disruption in our communities for at least 12 months as the impacts of COVID-19 become evident and that the community will need Council's assistance to navigate the short and medium term
- With affordability a big issue for many, ratepayers cannot afford continuing escalating costs
- The cost of providing services will not reduce without significant intervention
- Council will need to continue to make difficult trade-off decisions, compromise on delivering 'nice to haves' to ensure essential services are provided and costs are kept down
- Council will have to balance the affordability and prudence of increasing debt levels. Too much debt now could compromise future development projects.

Although we acknowledge that there is a lot of work to be done, we consider this Strategy to be a solid starting position, and prudent given our current situation.

Whenua Māori amendment bill – Impact on rates

In April 2021 Central Government passed the Rating of Whenua Māori Amendment Bill. This Bill makes amendments to the Local Government (Rating) Act 2002 specifically relating to unused and unoccupied Māori Freehold Land. Land that is identified as unused/unoccupied now becomes non-rateable. Council have reviewed all Māori Freehold Land accounts and identified those that are already under remission as unused/unoccupied, along with those that are identified as indigenous forest or have an improvement value of \$15,000 or less. These accounts will all be made non-rateable at the start of the 2021/22 rating year and will reduce the rating base by approximately \$3 million. To

limit the impact of this change, remission budgets along with provision for bad or doubtful debts have been reduced by \$3 million.

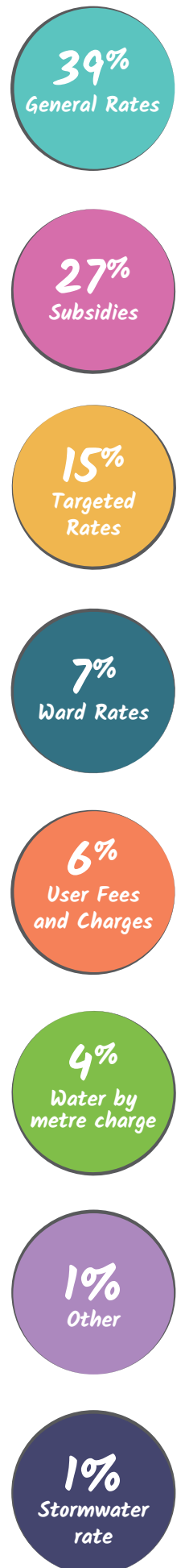
When looking at the total rate increase for 2021/22 it will appear to be lower than expected at 3.44%, however, due to the corresponding reduction in the number of rateable units, it will remain an actual increase to ratepayers of 6.74%.

Funding sources

Council’s main source of funding is from rates. While we try to maximise Government subsidies and grants and have adopted a ‘user pays’ policy (exercised through targeted rates and consumption and user charges), for many services and assets the bulk is funded by rates.

It has long been acknowledged that rates in general in New Zealand are high; the table below shows how we compared in 2019.

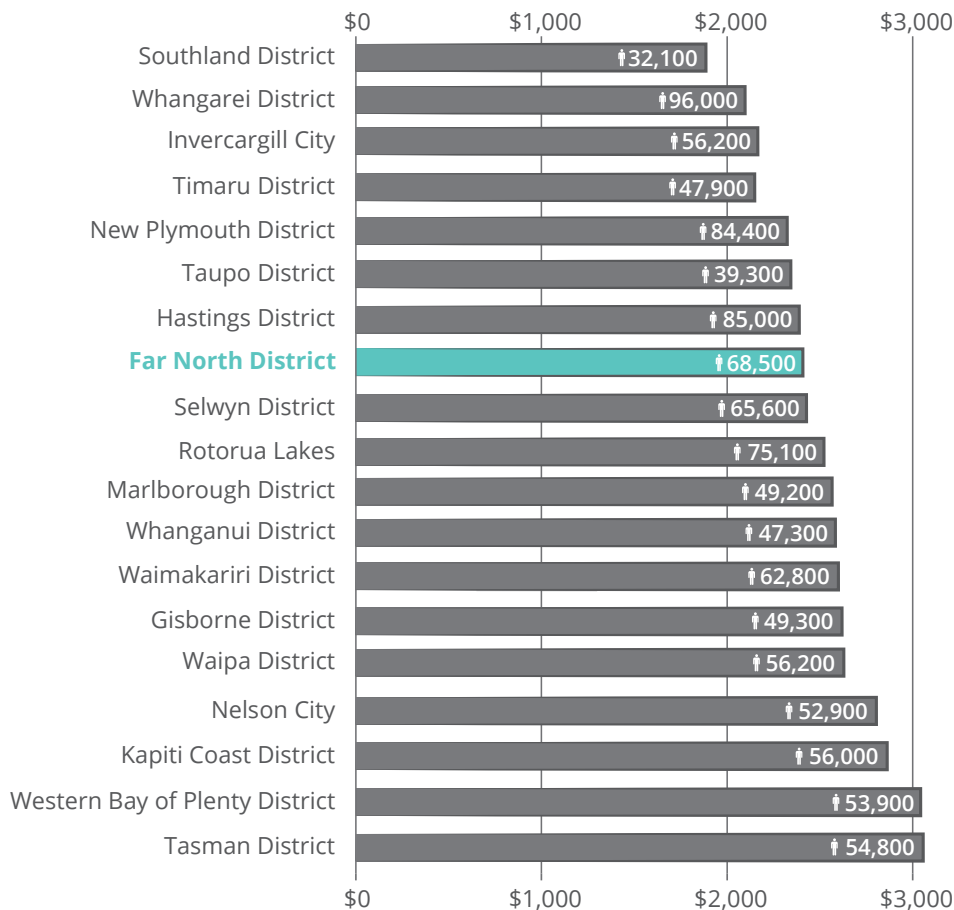
Funding sources



Average residential rates*

Far North District	Average for provincial councils	National average
\$2,428	\$2,258	\$2,445

*Average residential rates include compulsory user charges (such as water)
 Source: New Zealand Taxpayers Union Report 2020 (www.taxpayers.org.nz)



Rates review

Since the last local body election, Council has reviewed its rates structure, and recently carried out soft consultation to see if there is an appetite by the community for changes to improve fairness and equity across the District. Council then decided to formally consult on all options. The consultation sought feedback on several potential rating changes:

- Transition over the next 10 years to capital value as the basis for calculating the general rate. **DECLINED**
- Changing the urban stormwater targeted rate to target 90% to urban areas based on CV with the remaining 10% being charged through the general rate. **APPROVED**
- Remove the current roading targeted rate. **DECLINED**
- Consult on changing the targeted water and wastewater rates to a District-wide rate and include a small 'public good' charge of \$15 per rating unit for water and for wastewater. **APPROVED**
- Reduce the availability charge by 40% for those who could connect to a reticulated system but choose not to. **DECLINED**
- Reduce the commercial differential from 2.75 to 1.75. **DECLINED**
- Disestablish uniform charges (the uniform annual general charge and the roading uniform charge). **DECLINED**

The outcome of the consultation showed that many ratepayers supported a change in rates but were undecided about what part of the rating system should change. This is likely linked to the complexity of rates in general. In debating public feedback, Council acknowledged that it set out to improve the equitability of the rating system but in making these decisions has made little change. However, also front-of-mind for Councillors is the inquiry into the future of local government that may result in changes to funding and financing options for councils. Further, the impacts of the Resource Management Act review and Three Waters Reform are likely to change core business and purpose. It was decided that Council should continue to look for ways to ease the affordability issue. The community can expect further discussion on the matter.

General rates

General rates are currently made up of two elements: a Uniform Annual General Charge (UAGC), which is a fixed amount that is charged for all Separately Used or Inhabited Parts of a rating unit (SUIPs), and a 'rate in the dollar' amount which is based on the land value of each rateable unit.

Targeted rates

Targeted rates include operating and a combination of capital and operating rates. Council has several targeted rates, including:

Ward rates

Council levies a targeted rate to all SUIPs in each ward to fund urban, recreational and other local services and activities within the ward. The ward rate is set on a differential basis according to the ward in which the rating unit is located:

- Bay of Islands-Whangaroa 47%
- Kaikohe-Hokianga 23%
- Te Hiku 30%

Roading rates

Consisting of two elements: a UAGC, which is a fixed amount charged for all SUIPs, and a 'rate in the dollar' amount, which is based on the land value of each rateable unit, with differentials as follows:

Residential	29%
Lifestyle	20%
Commercial	7%
Industrial	2%
Farming General	16%
Dairy	7%
Horticulture	1%
Forestry	13%
Mining/quarry	4%
Other	1%

Stormwater rates

Council levies a stormwater rate to fund specific stormwater capital developments within urban areas across the District. All urban ratepayers are levied this rate, with commercial are charged a differential of 2 (meaning that they are charged twice as much for stormwater as are other rating categories).

Urban areas subject to the stormwater rate are:

Ahipara	Kaikohe
Awanui	Kaimaumu
East Coast	Kaitāia
Kohukohu	Paihia / Te Haumi
Moerewa	Rāwene
Ngāwhā	Russell
Haruru Falls	Kawakawa
Hihi	Karikari communities
Houhora / Pukenui	Kerikeri / Waipapa
Ōkaihau	Taupō Bay
Ōpononi / Ōmāpere	Tauranga Bay
Ōpua / Okiato	Whangaroa / Kāeo

As a result of consultation

Council has decided to target 90% of stormwater charges to urban areas based on Capital value with the remaining 10% being charged District-wide based on land value.

Sewerage rates

Council's policy on funding wastewater infrastructure is that each scheme must pay its own capital costs.

To ensure this, we levy two targeted rates that fund the provision and availability of sewerage services from each of the District's 16 sewerage schemes:

- Capital rate: Each scheme has a targeted rate to fund capital costs (interest and depreciation) levied against all properties (SUIPs) connected to the scheme or properties where connection to the scheme is available.
- Operational rate: Operating costs for all schemes are charged district-wide to all properties (SUIPs) connected to any Council wastewater scheme.

Council also imposes a pan change on any property (SUIP) with more than three toilets (pans). This is a flat fee per additional pan.

Water rates and charges

As for wastewater, Council's policy on funding water infrastructure is that each scheme must pay its own costs.

Capital costs are funded through a targeted rate levied on all properties connected to (or capable of being connected to) a Council water scheme. Capital costs consist of interest and depreciation.

Operational costs for each scheme, however, are funded through a per cubic metre volumetric charge which is determined by meter or an assumed amount for those who do not have a meter.

Targeted improvement rates

We levy several targeted rates to fund improvement projects that have been requested across the District:

- Paihia Central Business District Development: used to fund Paihia central business area improvements. The rate is charged per SUIP in the area defined (see Council's Funding Impact Statement for more details). The rate is set on a differential basis, with all rating units assessed as commercial being charged a differential of 3 (300%) on the general differential.

- Kaitiāia Business Improvement Development (BID): Allows for the Kaitiāia Business Association to undertake improvement works in the Kaitiāia business area. The rate is set on land value and is charged to commercial rating units in Kaitiāia.
- Bay of Islands Recreation Centre: This is a targeted rate to provide funding for an operational grant to support the Bay of Islands Recreation Centre in Kawakawa. The Centre (formerly the ASB Recreation Centre) was built by the community on Ministry of Education land at Bay of Islands College in the 1970s and was initially run by a community trust that was wound up in 2004. Council ran the facility to 2017 when Sports Northland took over the management and maintenance of the centre which has a heated pool, squash court, fitness centre and gym and is used by about 33,000 people a year.

Private roading contributions

Council's Community-Initiated Infrastructure Rooding Contribution Policy provides a mechanism for residents to co-fund the sealing of their unsealed road (or part thereof). Provided that 75% of affected ratepayers agree, the resident's share is funded through lump sum contributions or targeted rates for a specific area of benefit. The remainder is funded through the general rate.

Public Good rate

Council has decided, following consultation with the public, to introduce a public good rate of \$15 per rating unit for water and for wastewater. Even though properties within the district may not be connected to services, they do place some burden on the systems. For water, Council must consider the volume of water required to fill private water tanks when considering capacity for each scheme. The same applies to properties that have septic tanks that need to be emptied as the waste from those systems is deposited into one of the existing wastewater schemes. Council decided that a small rate of \$15 would be charged to all ratepayers to recognise these issues.

Increases to rates

Due to the cost of infrastructure and service provision, which continues to rise faster than general inflation, Council assumes that its costs will increase in accordance with the Local Government Cost Index (LGCI). In the 2021-31 Long Term Plan, we intend to increase the general rate beyond the level of inflation, as shown in the table below.

Financial Year ended 30 June	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
LGCI	3.6%	2.9%	2.5%	2.5%	2.5%	2.5%	2.6%	2.7%	2.7%	2.6%
Increase (decrease)	-0.2%	2.1%	0.6%	3.2%	1.3%	1.6%	0.9%	0.5%	0.9%	-1.1%
Proposed rates increase	3.4%	5.0%	3.1%	5.7%	3.8%	4.1%	3.5%	3.2%	3.6%	1.5%

Forecast rates \$m

Financial Year ended 30 June	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Proposed rates \$m	\$95	\$99	\$103	\$108	\$113	\$117	\$121	\$125	\$130	\$131

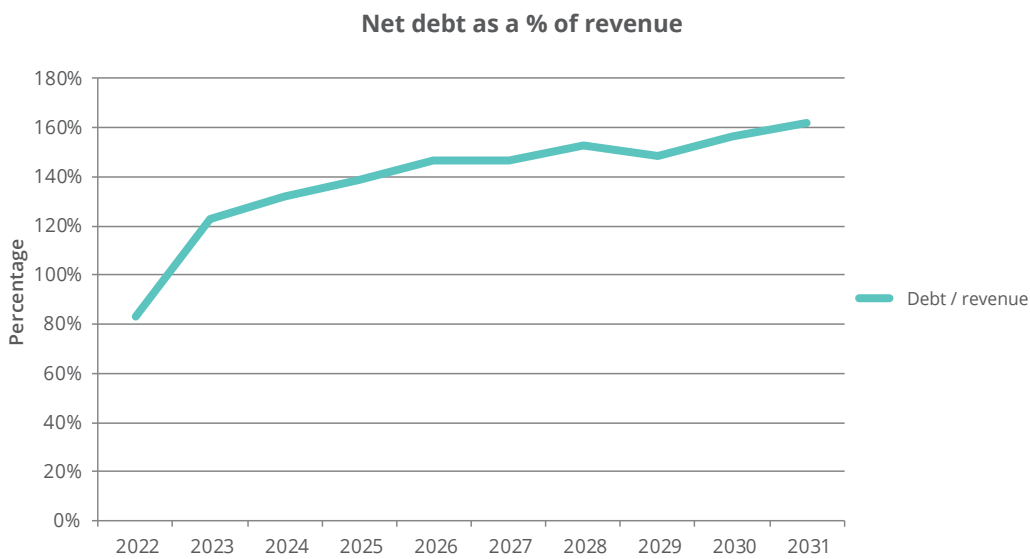
The projected number of rateable properties within the District at the end of each proceeding financial year is shown in the following table.

Projected rating base information

2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
35,252	35,428	35,605	35,748	35,891	36,034	36,142	36,251	36,360	36,469

Debt, interest and internal funding

External debt is planned to be \$159 million at the end of the first year of this plan and is anticipated trend upwards to \$331 million at the end of the 2031. The chart below compares net debt to revenue.



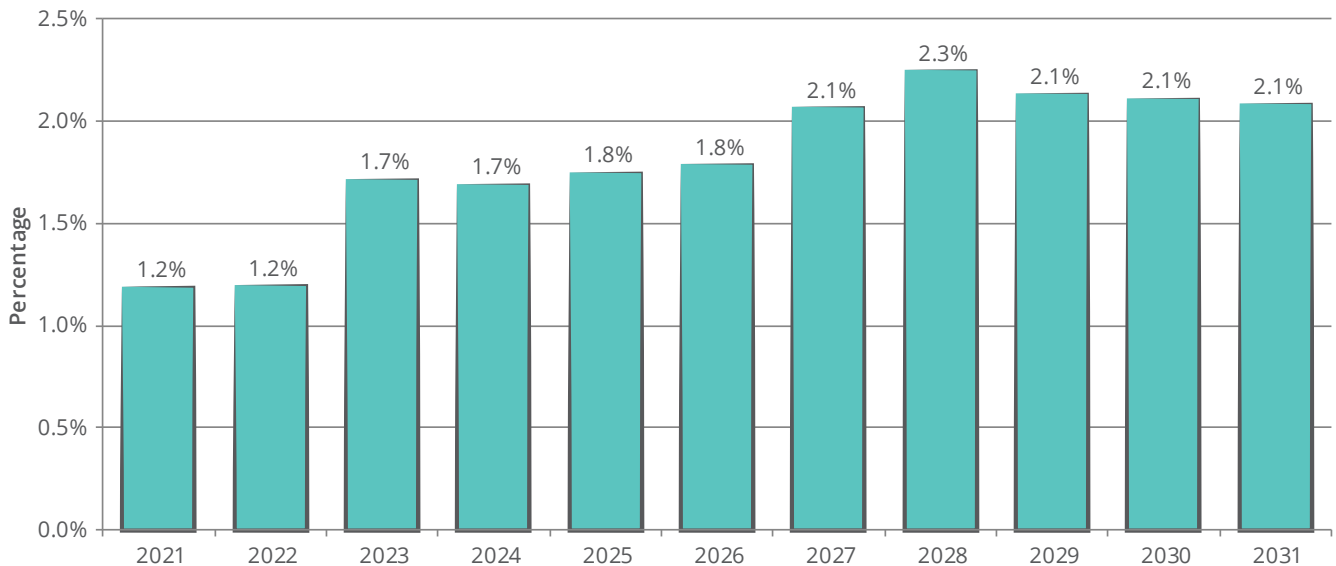
Council's intention is to ensure that net debt does not exceed 175% of total income until year 4 of the plan and then does not exceed 280% of revenue from there to the end of the plan. The change is due to the planned process to obtain a credit rating when debt increases to a level that makes it cost effective. Council has also considered the impacts of its borrowing against the debt servicing benchmark.

Council plans to continue to secure its borrowing and interest rate risk management instruments against rates and rates revenue as this lowers the cost of borrowing.

Council minimises its financing costs as a member of the Local Government Funding Agency (LGFA). This means that we can borrow at better rates than those available through direct lending from trading banks.

The 2021-31 Long Term Plan assumes an interest rate averaging 1.6%.

Debt servicing



As part of treasury management, Council seeks to reduce overall interest costs by using funds held in reserve. Where Council has a cash surplus, rather than hold funds on deposit and borrowing all funds needed for capital works, reserve funds are used as short-term funding. Internal interest is not charged for this funding.

Fees and charges

Most fees and charges will be adjusted annually to align with the Local Government Cost Index inflation factor (LGCI) which is expected to be relatively stable between 2.6% and 3.6% over the 2021-31 period. In some areas, actual costs will be recovered in accordance with the Revenue and Financing Policy. This may exceed the rate of LGCI. All fees and charges are reviewed annually.

Subsidies

Government subsidies via Waka Kotahi NZ Transport Agency provide a significant source of funding for our transportation activities. In 2021/22 we expect to receive operating and capital subsidies of \$43.5 million, representing 69% of the gross cost of both operating and capital expenditure on a wide range of approved items. At the time of completing this Strategy, Waka Kotahi NZ Transport Agency had provided an indicative allocation of \$88.4m for maintenance and renewals for the first three years of the plan. No confirmation of the allocation for new capital works had been received.

Crown Infrastructure grants

In response to the economic impact of the COVID-19 pandemic and subsequent lockdowns, Central Government allocated a large amount of funding to local authorities to invest in infrastructure projects that would create jobs and stimulate the economy. The Far North District Council applied for a range of funding from this source and was successful in securing money for the following projects:

- Rangitāne boat ramp parking
- Unahi maritime renewals

- Mangōnui boardwalk extension
- Paihia waterfront storm mitigation - breakwater
- Pukenui maritime asset renewals
- Bay of Islands sports facilities development
- Te Hiku o te Ika revitalisation programme
- Lindvart Park pavilion upgrade in Kaikohe

Central Government reform programme for the 'three waters'

Over the past three years, central and local government have been considering solutions to challenges facing delivery of water, wastewater and stormwater services to communities.

This has seen the development of new legislation and the creation of Taumata Arowai, a new water services regulator with the mandate to oversee and enforce a new drinking water regulatory framework, with an additional oversight role for wastewater and stormwater networks.

While addressing the regulatory issues, both central and local government acknowledge that there are broader challenges facing local government water services and infrastructure, and the communities that fund and rely on these services.

There has been underinvestment in what is referred to as 'three waters infrastructure' in parts of the country, and persistent affordability issues in many; along with the need for additional investment to meet improvements in freshwater outcomes, increase resilience with respect to climate change and natural hazards, and enhance community wellbeing.

In July 2020, the Government announced a funding package of \$761 million to provide immediate post-COVID-19 stimulus to local authorities to maintain and improve three waters infrastructure, and to support a three-year programme of reform of local government water services delivery arrangements.

The Government has indicated that its starting intention is public multi-regional models for water service delivery to realise the benefits of scale for communities and reflect neighbouring catchments and communities of interest. There is a preference that entities will be in shared ownership of local authorities. Design of the proposed new arrangements will be informed by discussion with the local government sector.

There is a shared understanding that a partnership approach between Central and Local Government will best support the wider community interests and ensure that any transition to new service delivery arrangements is well managed and as smooth as possible. This has led to the formation of a joint Three Waters Steering Committee to provide oversight and guidance on three waters services delivery and infrastructure reform

Central and Local Government consider it is timely to apply targeted infrastructure stimulus investment to enable improvements to water service delivery, progress reform in partnership, and ensure the period of economic recovery following COVID-19 supports a transition to a productive, sustainable economy.

Initial funding will be made available immediately to those councils that sign a Memorandum of Understanding (MoU) and associated funding agreement and delivery plan for the first stage of the Three Waters Services Reform Programme. The Far North District Council sign the MOU in August 2020 to enable funds to be received for the benefit of our communities. This is a non-binding MOU that doesn't in any way commit Council to agreement on future actions. The Government expects to make substantive decisions regarding the level of reform during April/May 2021. Council will be asked to participate in the new service delivery system in late 2021, in the form of an 'opt out' approach. This means that affected councils would be included in one of the new water service delivery entities by default but can decide not to participate (in consultation with their communities). We expect to consult with the community separately to this Long Term Plan on the opt-out decision. For councils that participate in the reform, transfer of responsibilities and assets is likely to occur from 2023/24.

Our community needs three water services regardless of what happens. As such we have included three waters in our financial and infrastructure strategies.

The Reform Programme is designed to support economic recovery post COVID-19 and address persistent systemic issues facing the three waters sector, through a combination of:

- stimulating investment, to assist economic recovery through job creation, and maintain investment in water infrastructure renewals and maintenance; and
- reforming current water service delivery, into larger scale providers, to realise significant economic, public health, environmental, and other benefits over the medium to long term.

Development Contributions

In 2003, a Development Contributions policy was introduced to assist with funding new infrastructure that is needed as a result of growth in the District. Over the years, we have invested more than \$22 million in providing infrastructure for anticipated developments which would use and pay for this infrastructure. However due to many factors, including the global financial crisis, growth slowed dramatically, and Council decided in 2014 that it was not justifiable to continue to charge Development Contributions.

Sustainable growth has again become evident in some locations in the Far North, and to ensure that the implications of growth are funded in a fair and balanced way, Council intends to introduce a new policy and charges as soon as possible. This can only be achieved in concert with Programme Darwin's delivery of core asset capacity and condition data, which will not be available until June 2021, too late to implement a new policy and charges for 1 July 2021.

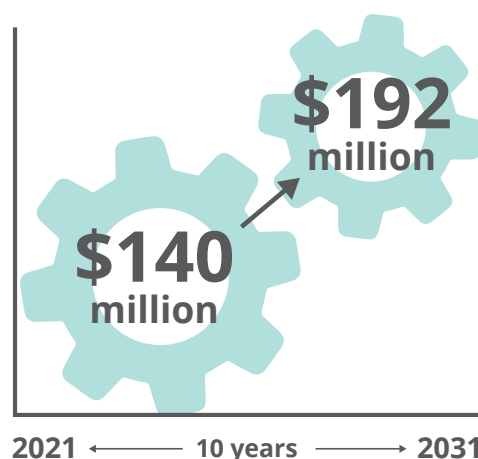
Given that a Development Contributions policy can only be adopted alongside a Long-Term Plan, Council plans to amend its 2021-31 Long Term Plan in its first year to consult on and adopt a policy for implementation on 1 July 2022.

Expenditure

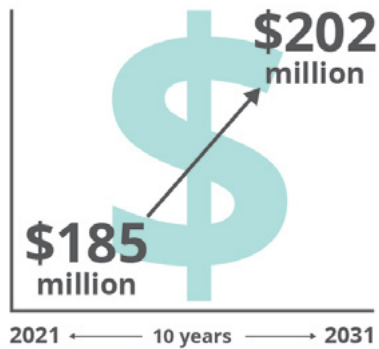
Note that total operating expenditure is net of remissions which range from \$2.1 million to \$2.5 million annually over the 10 years of the 2021-31 LTP. This expenditure is netted against rate income.

Operating expenditure

Total annual operational expenditure is forecast to increase from



Total annual revenue is forecast to increase from



The forecast levels of operating expenditure and revenue across the 10 years of the Plan. This provides for an operating surplus in every year of the Plan sufficient to balance the budget in accordance with Section 100 of the Local Government Act 2002.

The following tables show the split of total forecast operating costs for each activity and expenditure type for the planning period.

Breakdown by activity

Breakdown by activity	\$m	% of total
Network		
Roading and Footpaths	557,942	33.2%
Water Supply	192,136	11.4%
Wastewater	126,682	7.5%
Stormwater	63,255	3.8%
Solid Waste Management	62,427	3.7%
Total	1,002,442	59.7%
Other		
District Facilities	205,110	12.2%
Customer Services	166,076	9.9%
Environmental Management	115,922	6.9%
Strategic Planning and Policy	103,353	6.2%
Governance and Strategic Administration	85,519	5.1%
Total	675,980	40.3%
Total activity expenditure	1,678,422	100.0%

Capital expenditure

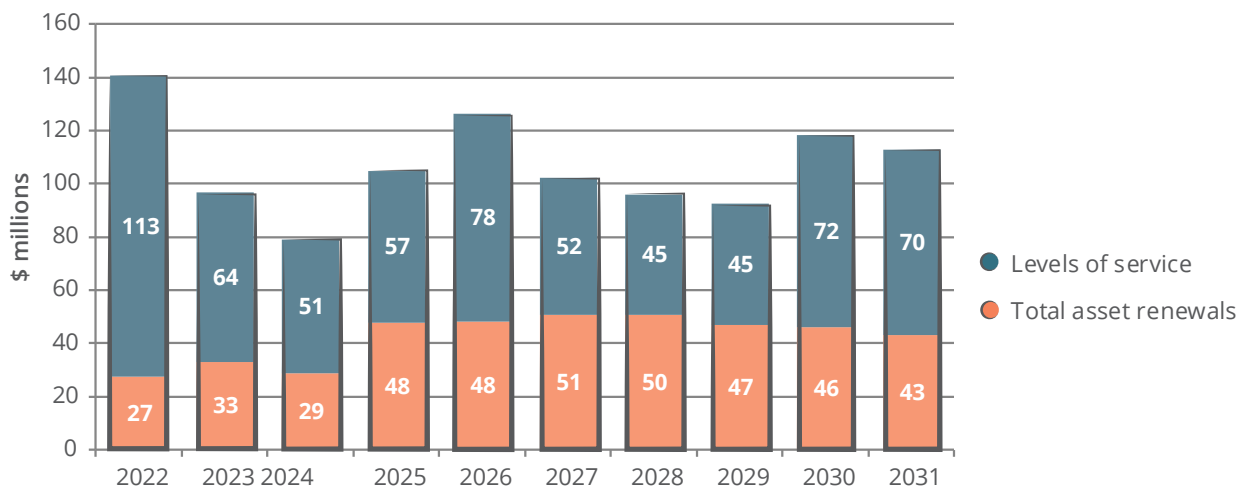
Total annual spend on capital projects ranges from \$96 million to \$140 million.

Expenditure is funded by:

- a combination of operating surpluses;
- rates collected for depreciation; and
- Government subsidies and debt.

The graph below illustrates planned capital expenditure over the 10 years of the Plan of \$1.1 billion. 39% of total expenditure is for the renewal of existing assets, with 61% for improving levels of service.

Capital expenditure per year



Council has undertaken a comprehensive review of all funding mechanisms (including rates). We have committed to developing an Asset Management System to ensure that asset information is provided that will allow for improved planning for asset replacement. Until the work required to implement the system has been completed, Council is planning a business-as-usual approach which includes funding depreciation rather than renewals.

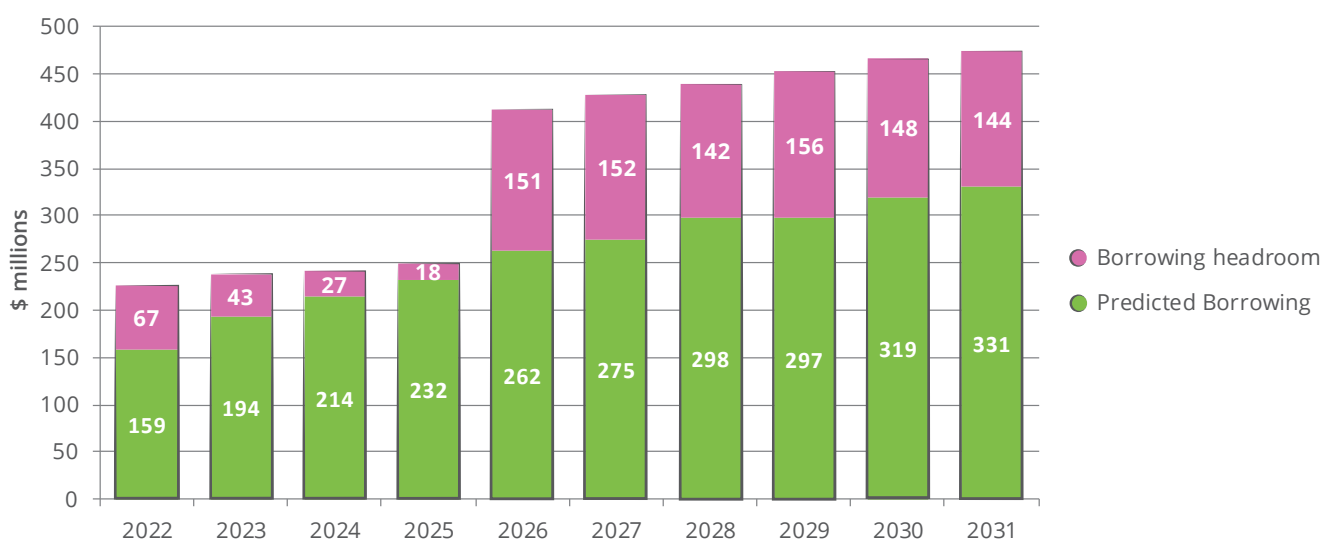
Limiting our capital works programme

Council remains committed to strengthening its capacity and capability to maintain and renew assets, to ensure that the continued provision of effective service now and into the future. This is imperative in proposing a capital works programme that is affordable, realistic and achievable.

Council's commitment to capital works delivery is an average annual programme of \$82.9 million in the first 10 years of the plan across network infrastructure groups. This includes work that is subject to Government support.

Breakdown by activity	\$M	Average
Network		
Roading and Footpaths	493,081	-
Wastewater	177,174	-
Stormwater	42,575	-
Solid Waste Management	11,225	-
Water Supply	105,250	-
Total	829,304	82,930
Other		
District Facilities	189,568	-
Environmental Management	1,961	-
Governance and Strategy Administration	28,717	-
Customer Services	18,942	-
Strategic Planning and Policy	285	-
Total	239,475	23,947
Total activity expenditure	1,068,779	106,878

Borrowing levels



Renewals and depreciation

Council recovers the expense of depreciation through rates. The depreciation expense is determined by spreading the value of the asset being depreciated across its useful remaining life. For complex assets such as a wastewater system, depreciation is calculated for each category of the component parts that make up the complete system, as each category of component asset may have a different useful life.

Council maintains its assets on an annual basis and periodically renews (replaces or overhauls) the assets that make up the component parts of the larger systems so that, generally, the asset is kept in a condition to provide the required level of service over the long term.

Over the lifetime of our assets, the amount of depreciation charged, and the amount spent on renewals should be equal.

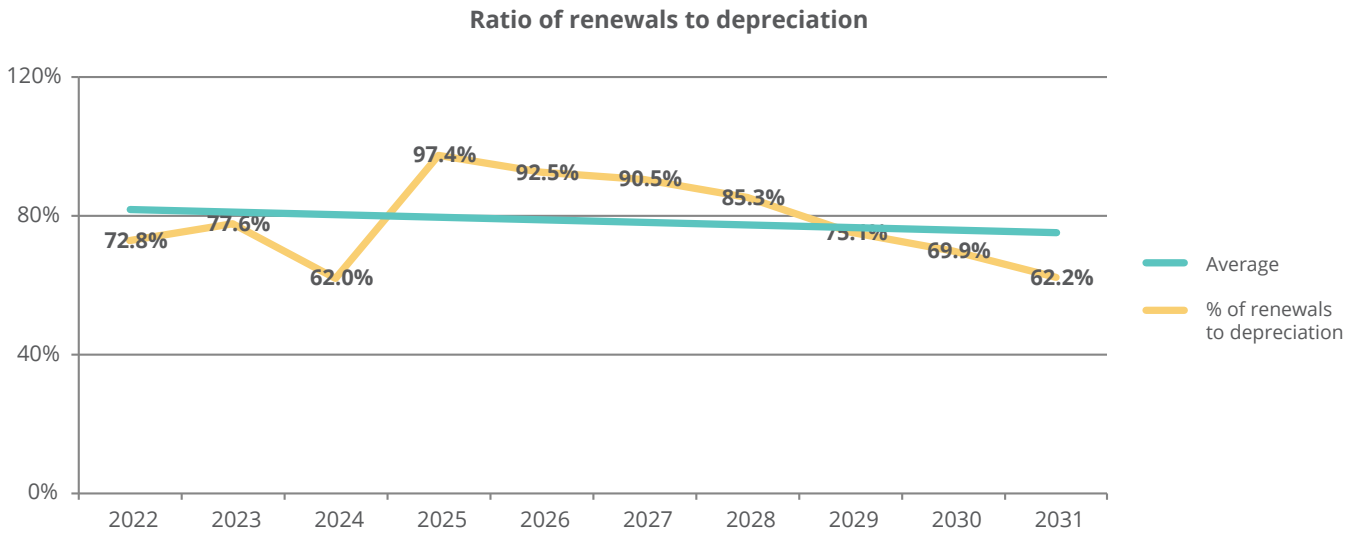
As part of the 2020-21 Annual Plan, Council agreed not to fund 24% of the depreciation charge for strategic assets (predominantly water and wastewater assets) to assist the communities that were facing significant impacts resulting from COVID-19. As part of the 2021-31 LTP, Council will continue to modify the funding policy relating to the rate impact of depreciation for the first three years of the plan. The basis for this is twofold:

1. Programme Darwin is on track to provide asset information on which future renewal of assets can be based. This could see a move away from funding depreciation, to funding renewals through rates and/or borrowing.

2. The economic impact of COVID-19 will continue to be felt by the business community and the targeting of this change to strategic assets will reduce the rate impact for all connected services, including commercial ratepayers, and help to ease the economic downturn resulting from the closure of the borders to offshore travellers.

The below chart shows the average ratio of renewals to depreciation is expected to be 98.4% for the 10 years of this Plan.

Renewals to depreciation



Capital expenditure by activity type is allocated as shown in the following table. This shows that over the 10-year period 77.6% of capital expenditure is focussed on network infrastructure.

It is also recognised that our community facilities such as playgrounds and reserves are important to our District promoting the vision of Creating Great Places, Supporting Our People. To that end, our proposed capital expenditure includes District Facilities spend of 17.7% of the remaining total capital budget in the 'other' category.

Breakdown by activity

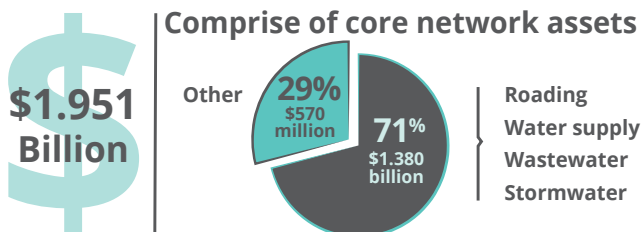
Breakdown by activity	\$M	% of total
Network		
Roading and Footpaths	493,081	46.1%
Wastewater	177,174	16.6%
Stormwater	42,575	4.0%
Solid Waste Management	11,125	1.1%
Water Supply	105,250	9.8%
Total	829,304	77.6%
Other		
District Facilities	189,568	17.7%
Environmental Management	1,961	0.2%
Governance and Strategy	28,717	2.7%
Customer Services	18,942	1.8%
Strategic Planning and Policy	285	0.0%
Total	239,475	22.4%
Total activity expenditure	1,068,779	100.0%

Major capital projects

Key	Project	Timing	Estimated cost \$m
Water	Development of the Sweetwater borefield and pipeline	Year 1	4.90
	Upgrade watermain, Heritage Bypass, Kerikeri	Year 5	9.69
Wastewater	Reducing wastewater overflows in Kaitāia	Years 1 to 6	11.30
	Kaikohe wastewater upgrade	Years 3 to 5	13.53
	Kaitāia wastewater scheme improvements	Years 4 to 5	6.66
	Kerikeri wastewater treatment plant upgrade	Years 8 to 10	35.24
	Taipā wastewater treatment plant upgrade	Years 1 to 6	8.26
Stormwater	Upgrade to Kaikohe stormwater lines	Years 5 to 7	4.11
	Moerewa stormwater upgrade	Years 1 to 2	2.26
Transport	Dust sealing of critical risk roads (unsubsidied)	Years 1 to 5	15.20

Assets

Fixed assets valued as at 30 June 2020



Asset Management Plans have been prepared for infrastructure assets, setting out required maintenance and renewal expenditure to ensure they are appropriately managed and maintained to provide our targeted levels of service.

Council also holds a number of operational and investment assets including property (land, buildings and ground leases) and small forestry blocks held for sewage soakage/ponds.

Assets are revalued according to the accounting policies set by Council.

Minimising risk

Council carries comprehensive insurance for reasonably foreseeable risks for infrastructure (other than underground assets, which are generally undamaged by weather events). The premiums remain high and we have a \$100,000 excess for weather related events to help keep the premiums more affordable. For significant storm-related roading damage, we are generally able to access emergency funding through central government which helps to offset the costs of restoration and rehabilitation, but there can be substantial delays in receiving funds and they are not always enough to return services to the state they were in before the event.

In previous years, Council prudently decided to rate 1% for emergency flood related works, and that rate has been continued in this plan. The funds raised contribute to the emergency roading works subsidy received, and where possible, provide funds for replacement of other damaged assets. Where costs arising from a major event exceed available funding, we re-prioritise our work programmes as necessary to address the short-fall.

Limits and policies

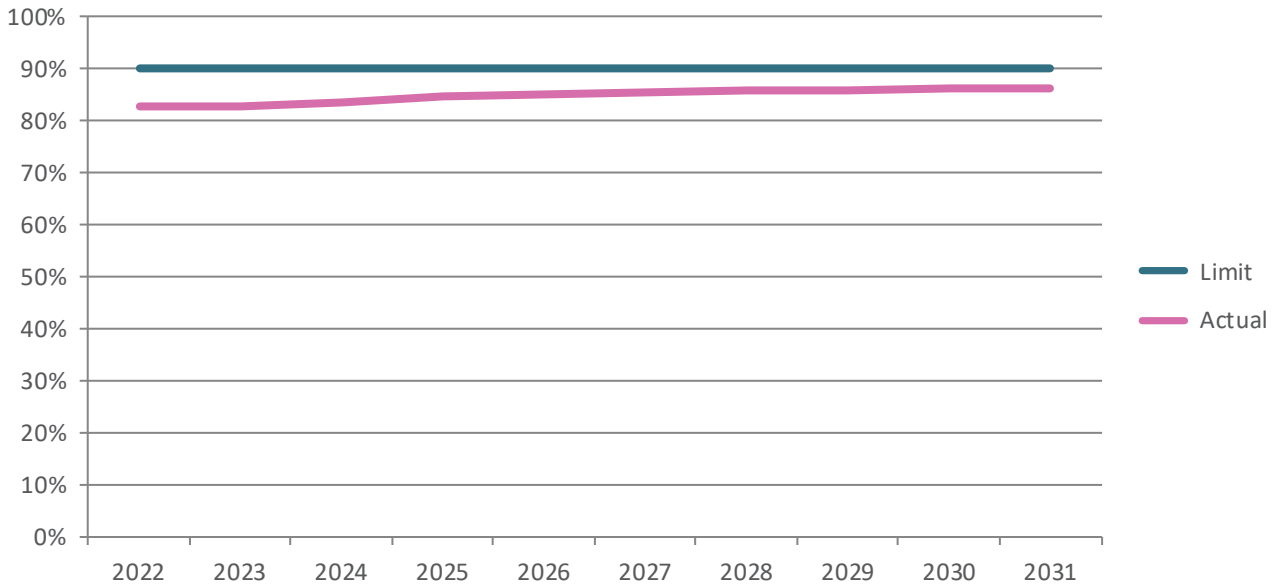
Limit on rates (excluding water) as a percentage of revenue

Council does not have a diverse income stream, with the main source being rates and contributions from fees and charges and government subsidies (e.g. transportation).

Council will limit rates (excluding water) collected each year to a maximum of 90% of total Council revenue.

As part of every Annual Plan and LTP this limit will be reviewed to ensure it remains appropriate considering Council's financial position and the global economic conditions at that time.

Rates as a percentage of revenue

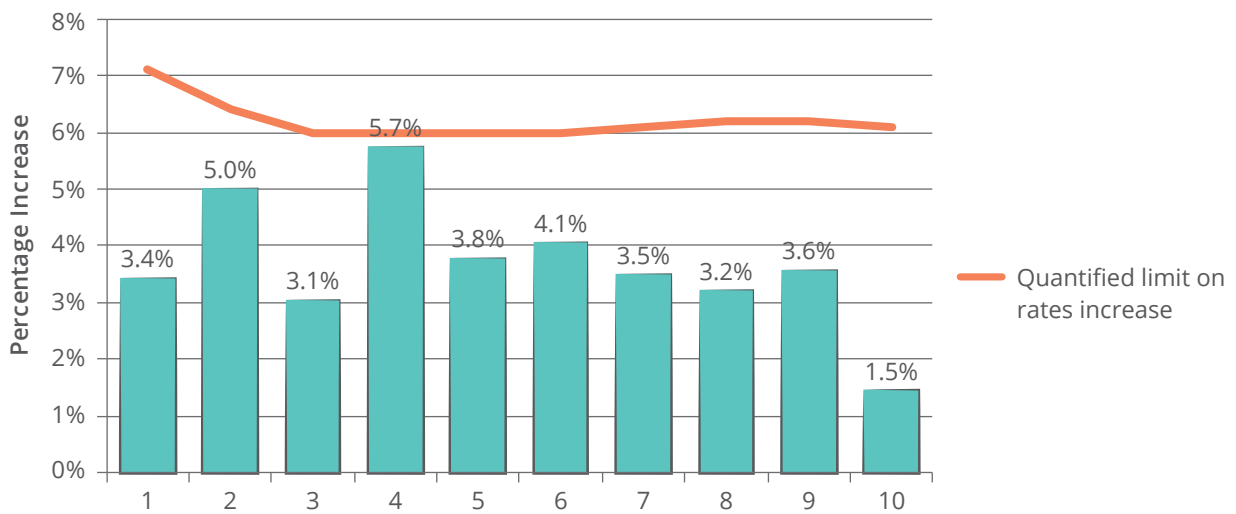


Limit on rates increases

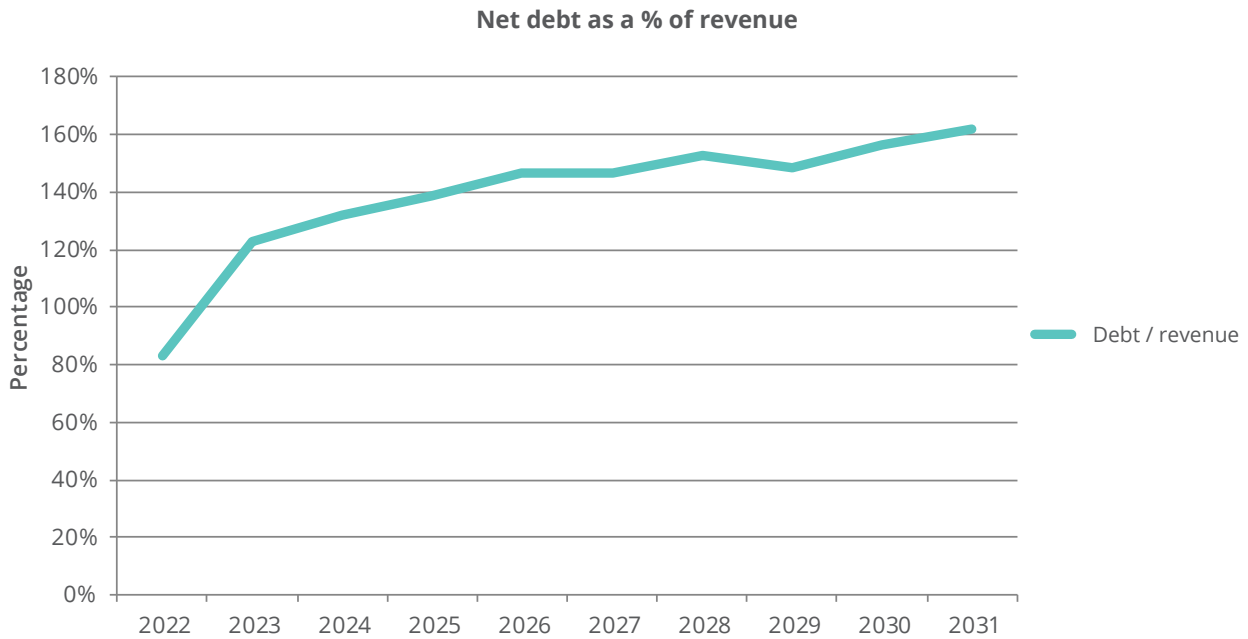
The limit on rates increases is set at LGCI plus 3.5% for the entire plan.

There may be extraordinary circumstances in which Council may choose to go outside this limit, for example, funding a clean-up from a catastrophic event. These occasions are considered unlikely and therefore have not been provided for in this Plan.

Rates (increase) affordability



Limits on borrowing



External debt is planned to be \$158.8m at the start of this plan and then peak at \$330.8m by 2030/31. Council has also considered the impacts of its borrowing against the debt servicing benchmark.

Securities for borrowing

Council currently secures its external borrowing against the total of rates revenue via a registered Debenture Trust Deed.

Council organisations

The Council-Controlled Trading Organisation (CCTO) Far North Holdings Limited (FNHL) is a wholly owned subsidiary of Council. FNHL serves as Council's commercial function, therefore facilitating and developing commercial and infrastructural assets with the aim of maximising profit for its shareholder, the Council.

FNHL's income from investments is paid to Council in the form of a dividend. In the past two years, Council has allowed FNHL to reinvest the net profit (after tax), minus the dividend, in new commercial projects. Future opportunities for this re-investment will be considered by Council based on merit.

While we acknowledge that the amount of return on financial investment is the responsibility of the lender and therefore outside of Council's control, it is a legal requirement to identify targets for the returns received on its investments and equity securities. In keeping with Council's objective: 'To invest in a secure, low risk vehicle which will result in lower return in investment but does not compromise on the principle', the quantified financial investment target is to achieve a return equivalent to the five-year government stock rate. Targeting returns for equity securities is not applicable.

The 2020 Coronavirus pandemic created a downturn in income for FNHL. The closure of the border to cruise ships

and tourists has significantly impacted the business, and revenues from the Bay of Islands Airport in the form of landing fees and these have been disrupted, sometimes at very short notice, as New Zealand continues to be substantively locked down to international tourists.

Dividend returns to Council are therefore forecast to be disrupted for at least the next few years until such time as the borders open and international tourism rebounds. Treasury and Business and Economic Research Limited (BERL) assume this to be no earlier than January 2022.

Monitoring and reviewing the strategy

As part of business as usual we constantly scan both the financial environment and our own performance to monitor:

- The sustainability of our financial performance and position
- Any emerging risks
- Whether the Strategy is being implemented as intended
- Any trends in the community's ability to pay.

The Strategy will be reviewed tri-annually as part of the LTP process. Consideration will also be given to the impacts of any significant changes in local, national or global economic conditions during each year's Annual Plan process.

Supporting information

The strategies and policies listed have been developed in conjunction with the LTP and can be obtained from our website:

- Revenue and Financing Policy
- Treasury Policies
- Infrastructure Strategy

Long Term Plan disclosure statement for the period commencing 1 July 2021

The purpose of this statement

The purpose of this statement is to disclose Council’s planned financial performance to enable the assessment of whether we are prudently managing revenues, expenses, assets, liabilities and general financial dealings. We are required to make this disclosure under the Financial Reporting and Prudence Regulations 2014. Refer to these regulations for more detail, including definitions of some of the terms used in this statement (www.legislation.govt.nz).

For the period spanning 2021 to 2031, we expect to meet all of these benchmarks, and by doing so, debt ratios will remain low, along with limits on rates revenue, rates increases and borrowing will stay within our self-imposed limits, demonstrating a strong and prudent financial position.

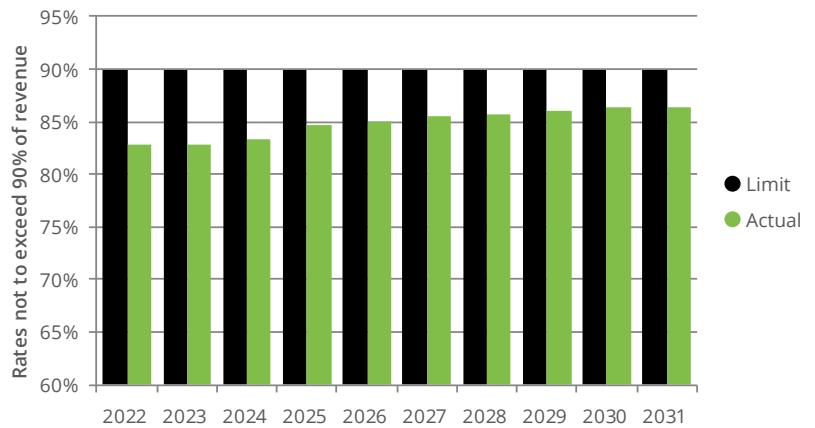
Rates affordability benchmarks

We meet the rates affordability benchmark if:

- Planned rates income equals or is less than each quantified limit on rates; and
- Planned rates increases equal or are less than each quantified limit on rates increases.

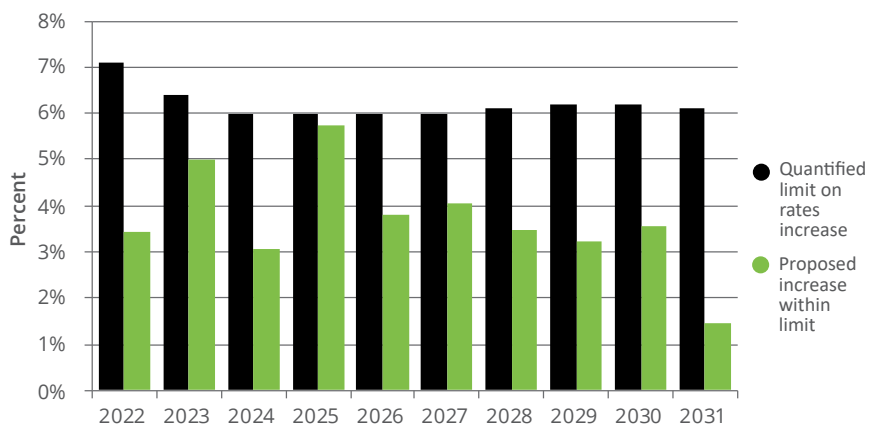
Rates (income) affordability

This graph compares planned rates with a quantified limit on rates contained in the Financial Strategy included in this Long Term Plan. The quantified limit is that rates income (excluding water) will not exceed 90% of total revenue. Council forecasts rates income within this limit for the period of the LTP.



Rates (increases) affordability

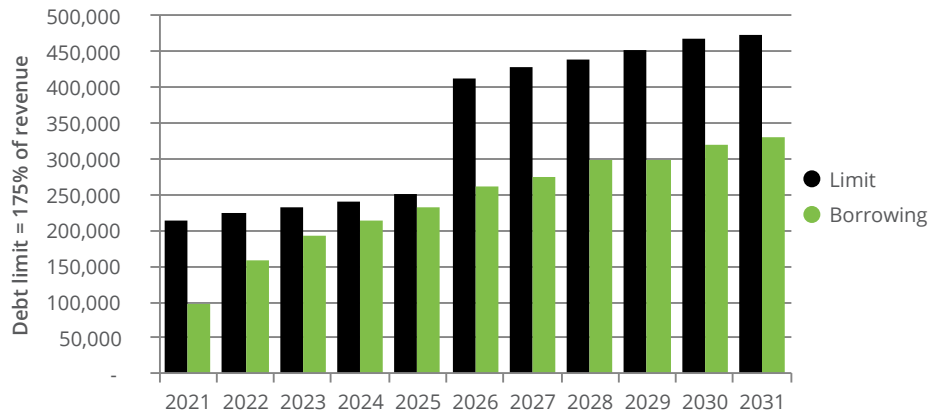
This graph compares planned rates increases with a quantified limit on rates increases contained in the Financial Strategy included in this Long Term Plan. The quantified limit is that the rates increase should not exceed LGCI plus 3.5%. Council forecasts rates increases within this limit in all years of the LTP.



Debt affordability benchmarks

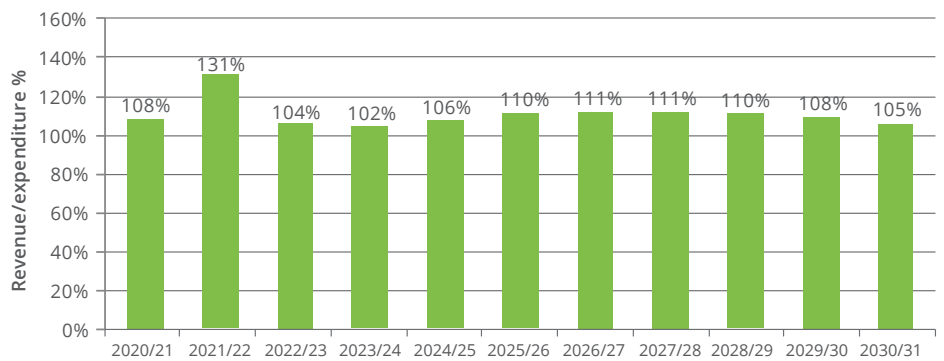
External debt

This graph compares planned debt with a quantified limit on borrowing contained in the Financial Strategy included in this Long Term Plan. The quantified limit is that net debt be no higher than 175% of total revenue excluding capital subsidies until 2024/25. After 2024/25 it is expected to increase to 280% of revenue excluding capital subsidies as Council expects to have secured a credit rating. Council forecasts external debt levels within this limit for the period of the LTP.



Balanced budget benchmark

The following graph displays our planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative vested assets, gains on derivative financial instruments, and revaluations of property, plant and equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant and equipment).



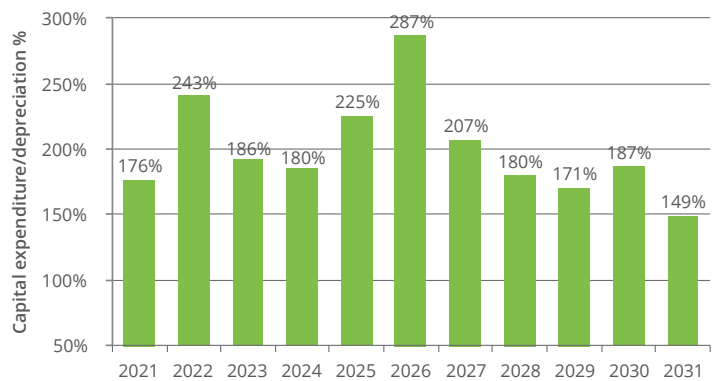
We meet the balanced budget benchmark if planned revenue equals or is greater than planned operating expenses. Council will achieve this benchmark in all years of the LTP.

Essential services benchmark

The following graph displays our planned capital expenditure on network services as a proportion of expected depreciation on those same network services.

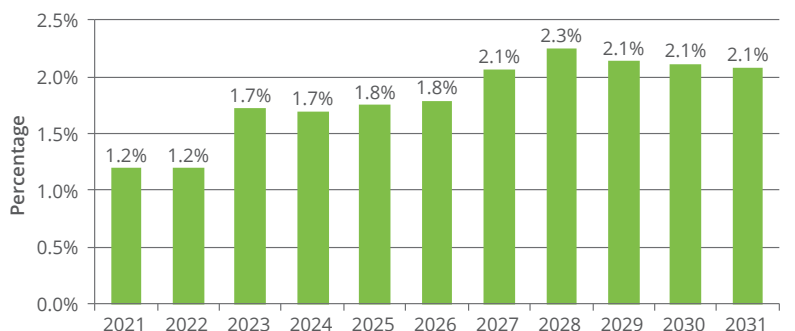
We meet the essential services benchmark if planned capital expenditure on network services equals or is greater than expected depreciation on network services.

Council will achieve this benchmark in all years of the LTP.



Debt servicing benchmark

The following graph displays 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 and equipment). Council meets the debt servicing benchmark if planned borrowing costs equal or are less 10% of planned revenue. Council expects to achieve this benchmark in all years of the LTP.



Tā Tātou Rautaki ā-Tūāpapa Our Infrastructure Strategy

The Far North District Council (Council) is the steward of stormwater, wastewater, water and transport assets that are vital for households, businesses and communities. These assets represent a major investment by today's communities and future generations.

Roads that make up the Far North transport network are vital lifelines for communities and provide important networks for road freight. The three waters infrastructure (water, wastewater and stormwater) is critical for providing for the wellbeing of communities and supporting urban growth. The management of these assets is long term, with the lifespan of much of the infrastructure spanning generations.

This Infrastructure Strategy has been prepared in accordance with the requirements of Section 101B of the Local Government Act 2002 (LGA) and:

- Identifies our significant infrastructure issues for transport, water, wastewater and stormwater over the next 30 years (2021-2051)
- Summarises the main options we have for managing those issues, our strategic response and likely course of action
- Sets out the likely cost implications of managing infrastructure over the next 30 years.

Council prepares an Infrastructure Strategy every three years as part of the Long Term Plan (LTP) process. This is Council's third Infrastructure Strategy and serves as an update to the version prepared in 2018 during the LTP 2018-2028 process. This strategy covers water, wastewater, stormwater, and transport assets owned by Council.

Strategic framework

Infrastructure plays a vital role in promoting the wellbeing of our communities. How we invest in and manage our assets now will have implications for future generations. This document sets out our infrastructure management approach for the next 30 years, considering any likely significant challenges ahead of us.

This document serves as a connection between the 10-year financial planning horizon of the LTP and Council's longer-term strategic asset delivery approach. This strategy is part of a suite of long, medium and short-term strategies, plans and policies that contribute to the long-term sustainable management of Council's infrastructure. The Strategy sits above the asset management system and asset management plans and is a key supporting document for the LTP 2021-31, reflecting the contribution to our vision and the outcomes we aspire to achieve for our communities. Key strategic links are shown in 2.1 - 2.3.

Our vision

Council has adopted the District-wide vision: *He Whenua Rangatira - a district of sustainable prosperity and wellbeing*. He Whenua Rangatira was developed collaboratively with the Far North community.

Infrastructure is a key platform on which community wellbeing is provided for. The goal of this strategy is to support our District-wide vision through the provision of infrastructure.

Our community outcomes

Council's community outcomes are set out below. Council acknowledges these as aspirational long-term goals that Council aims to help its communities to achieve. The provision of core infrastructure is an essential part of achieving these goals. The 30-year Infrastructure Strategy is therefore a key document to map out the long-term issues and opportunities that may affect these aspirations.

The community outcomes we believe our District needs to grow and succeed are:



Communities that are healthy, safe, connected and sustainable

Our aspiration is that communities have access to everything that they need to have a good quality of life. We have the freedom of opportunity and choice in the way that we live. We know our communities and can participate in all that they have to offer.



Connected and engaged communities prepared for the unexpected

Our communities are aware, informed and well-equipped to be able to respond to an unexpected event. We are resilient and know that we can look to each other to get through whatever comes our way. This is our strength.



Proud, vibrant communities

Our communities celebrate who they are and where they live. We embrace and respect the diversity within our communities and take pride in our unique places and spaces. We are working together to achieve our aspirations.



Prosperous communities supported by a sustainable economy

Our communities are unlocking the potential of our district and are empowered to pursue opportunities. We are leveraging our valuable resources and producing quality products that will directly support our communities. Our communities are known for quality, for manaakitanga and for prosperity



A wisely managed and treasured environment that recognises the special role of tangata whenua as kaitiaki

Our natural resources are valued and are thriving. We are safeguarding them for the future and ensuring that they are being used sustainably. We are actively seeking balance in the environment to maintain its life-sustaining properties for everybody to enjoy.



We embrace and celebrate our unique culture and heritage and value it as a source of enduring pride

Our unique culture and heritage define our journey as a district. We embrace and respect all cultures without our communities, and we are proud of our unique history.

Long Term Plan Strategic Priorities

The Long Term Plan 2021-31 is focused on addressing seven strategic priorities intended to provide for the wellbeing of our communities and achieve the community outcomes we have identified. These strategic priorities are:



Protecting our water supplies

This priority is about improving the resilience of our water supplies during periods of extended dry weather. The importance of this priority was made all too clear during the severe drought event that affected Northland during the 2020/21 summer.



Enable sustainable economic development

This priority is about acknowledging the role Council can play in supporting economic wellbeing, which is particularly important as a result of the impacts of the COVID-19 pandemic on the tourism sector – one of the biggest contributors to our local economy.



Better asset management

Our district is large, and our communities are dispersed. Providing water and roading infrastructure to many, small communities places a heavy burden on our limited resources. Our decision making around how we renew and upgrade our assets is limited by the way we gather and store our asset information. This strategic priority is about continuing to invest in our asset management approach in order to optimise our infrastructure investment, improving both the reliability of our services and their overall cost.



Deepen our sense of place and connection

Our communities are diverse and spread across our District. It is important that each of our communities feel that sense of belonging and connection that will build future resilience and ensure our communities can and are able to connect across our District and region.



Adapt to climate change

Council recognises that climate change is one of the biggest risks we face in the Far North. The Council has adopted a Climate Change Roadmap and will soon engage with the community on its goals and principles. The first stages of the roadmap will be implemented during the period covered by the Long Term Plan 2021-31.



Address affordability

A significant challenge we face is paying for the public services our communities require to maintain a quality standard of living. Most of the money that pays for these services comes from individual households through rates. Balancing the cost of services against a relatively low number of ratepayers is a significant challenge. In the Long Term Plan 2021-31, Council is looking at options that could lessen the burden on those who can least afford it.

The Far North

The place we live in

The Far North District is the northernmost territorial local authority in New Zealand. Compared to other districts, the Far North ranks as the 14th largest district by land area. Figure 1 depicts the Far North District land area.

Figure 1. The Far North District



Around half of the population reside in small urban settlements located throughout the District, the largest of which are Kerikeri and Paihia on the east coast, Kaitiāia to the north and Kaikohe, located between the east and west coast. The populations within these larger urban areas range from approximately 4,000 to 6,500 people. The rest of the population lives in rural or semi-rural settlements. Our population density is around nine people per km², which is average for provincial New Zealand.

The coastline of the Far North is one of the District's defining geographic features - it is unique, diverse and extensive. The coast, along with the District's unique biodiversity¹, and rich heritage, make the Far North an attractive place to live and visit.

With a lengthy history of Māori and Pakeha settlement, the Far North District has a rich and nationally significant heritage. Key examples include the Hokianga Harbour (Hokianga-nui-a-Kupe) on the west coast which according to tradition was the landing place of Kupe, who is regarded as the first to set foot on Aotearoa; and on the east coast, the Bay of Islands is home to the Waitangi Treaty House and Okiato, which was the nation's first capital.

We generally have high rainfall during autumn and winter with prolonged dry spells during summer. This seasonal rainfall can lead to low flows in our smaller river catchments and although it doesn't typically affect our groundwater, long periods without rain affect the amount of water that is available to supply communities and commercial and industrial activities. Water quality can be affected by rainfall and low flows, as well as temperature, surrounding land use, and discharges (including those from our infrastructure, such as roads, stormwater and wastewater). High (and intense) rainfall can also cause flooding. Our air quality is generally good but dust from heavy vehicles travelling on unsealed roads is a problem in rural communities during dry summer periods. We have a diverse range of soils and rock strata, including highly productive soils, and much of our land is prone to erosion which affects our infrastructure.

Our population

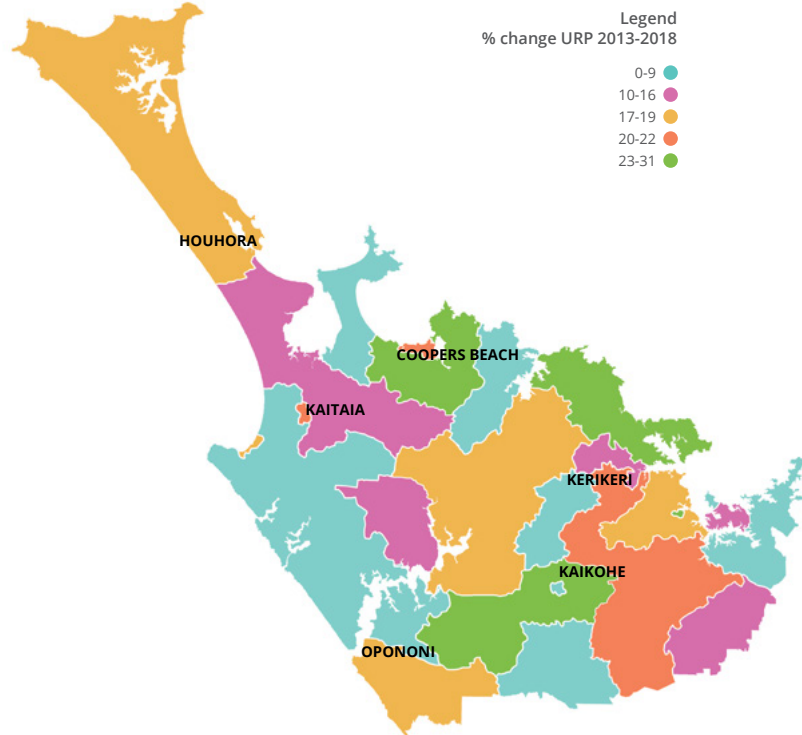
Estimated resident population of the Far North is 71,000². Population growth since the 2013 Census has been above the national average, with an average annual increase of approximately 2% between 2013 to 2020.

Percentage change in usual resident population is shown in Figure 2.

¹ The Far North is considered a biodiversity hotspot, hosting unique habitats such as coastal dune lakes and harbouring extensive tracts of public conservation land and native forests.

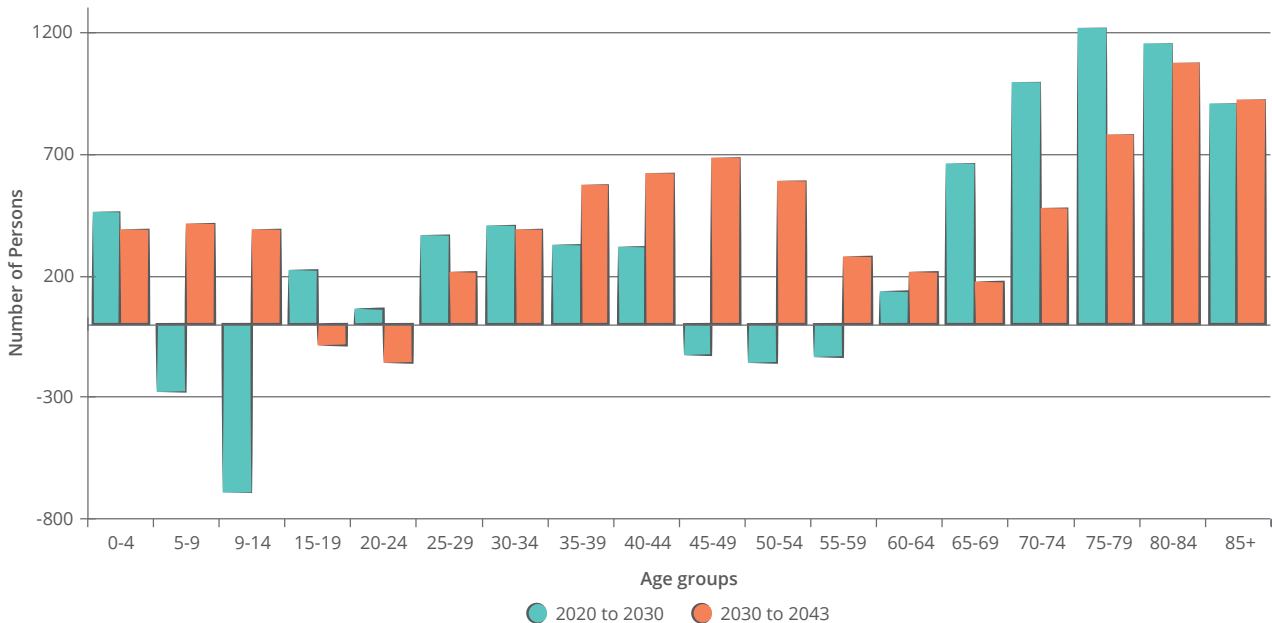
² StatsNZ Subnational Population Estimates: at June 2020 (provisional)

Figure 2. Percentage change in Usual Resident Population (URP) between 2013-2018 based on Census URP population counts



The population is forecast to increase at a rate of approximately 0.5% per annum between now and 2043, resulting in a total population of approximately 78,000 people³ by 2043. Most of this growth is projected to occur in the Far North's main urban centres (Kaitāia, Kaikohe, Kerikeri and Paihia) and the Doubtless Bay area. Importantly, the age structure of the Far North District is forecast to change substantially. The 65+ demographic is predicted to represent a big component of population change over the next 20 years (Figure 3) with the demographic representing 32-37% of the population along several east coast communities between the Bay of Islands to Doubtless Bay. We have one of the highest deprivation rates⁴ in the country. The most deprived areas are located on the west coast and the northern tip of the district, north of Pukenui. The least deprived areas located on the east coast, including Kerikeri, Paihia and Kāpiro.

Figure 3. Population and household forecasts for the Far North District 2020 to 2043



Source: Forecast source data obtained from .id

3 Population and household forecasts, 2013 to 2043, prepared by .id, February 2020

4 Broadly speaking, deprivation can be described as lack of access to benefits considered to be basic necessities in society. The University of Otago in collaboration with the New Zealand Department of Public Health, has undertaken a study to assess and map deprivation throughout New Zealand. www.otago.ac.nz/wellington/research/hirp/otago020194.html

Our economy

Economic growth in the Far North District averaged 2% per annum over the 10-year period 2009-2019 compared with an average of 2.5% per annum in the national economy. The District accounts for 0.8% of the national economy and 31% of the Northland regional economy. Tourism and Primary Production (agriculture, forestry and fishing) are by far the greatest contributors to the local economy, with these sectors combined contributing 25% to the Gross Domestic Product in 2019. By comparison the contribution of these sectors to the national GDP is around 11%⁵.

Māori are making an increasing contribution to the economy of the Far North District. Over the past ten years (2009-2019), the number of filled jobs (both employed and self-employed) held by Māori grew at an average rate of 1.5% per year, more than twice the average annual growth in filled jobs held by non-Māori in the district (0.7%). Māori account for 38% of total filled jobs in the Far North District in 2019 compared to 36% in 2009. The main industries in which Māori hold filled jobs are education and training; agriculture, forestry and fishing; health care and social assistance; accommodation and food services; and construction. These five industries account for 56% of all Māori employed in the Far North and 78% of the increase in filled jobs held by Māori between 2009 and 2019. The average income of Māori receiving wages and salary in the Far North was \$32,174 in 2009 representing 86% of the average income received by a wage and salary earner in the Far North. By 2019, this had increase to \$46,651, equivalent to 95% of the district average.

Key strategic links

Capital achievability

While Council acknowledges that the construction market has tightened across the country, and that all councils are competing for constrained engineering and construction resources, to maximise local availability we are working with contracting partners by packaging projects to encourage them to take on more experienced and trainee staff over longer terms. We also continue to help tier 2 and 3 local suppliers become Site Safe accredited so that they can bid for work that they would not normally have considered.

Asset information reliability

While Council continues to be confident that the asset data used to develop asset renewals programmes is reliable, condition information for some individual assets is limited. In this LTP Council confirms its intention to continue its condition assessment programme to validate the renewals model and to enable a higher level of confidence in three waters asset data. Refer to the Infrastructure Strategy Asset Information assumption on page 60.

Roading subsidies

While Council adopts its LTP in June, Waka Kotahi NZ

Transport Agency do not make their final decision until September, so we adopt the LTP with some uncertainty about the level of subsidy funding we will receive. Just prior to adoption, Waka Kotahi NZ Transport Agency announced interim funding allocations, indicating that the final decision is likely to allocate at a lower level than most councils were expecting.

The Northland Transportation Alliance (NTA) and Council have assessed the situation and determined that with the shortfall indicated there is still sufficient funding available to maintain levels of service at the same level as the current year. Council has received an indicative allocation for maintenance and renewal work which is \$17m less over three years than the original bid made. Council has decided to reduce the renewal budget evenly across the first three years of the plan in the absence of any clear detail from Waka Kotahi NZ Transport Agency. The work programme will be revisited once final allocations are notified by Waka Kotahi NZ Transport Agency and projects prioritised by Council to determine if planned work is to proceed and how it could be funded.

Far North 2100

Far North 2100 (FN2100) is a high-level strategy which will be implemented via placemaking and spatial planning initiatives, including area plans. The strategy covers a period of 80 years and is intended to guide the implementation of the District's vision - setting direction for Council's various functions, while acknowledging the role Council plays in shaping the district. FN2100 is, at the time of writing this document, in draft and will be consulted on at the same time as this Infrastructure Strategy.

Because the Infrastructure Strategy is being developed concurrently with FN2100, full alignment of both will be evident in the next iteration of the Infrastructure Strategy in 2023. That said, the vision FN2100 seeks to achieve is He Whenua Rangatira- a district of sustainable prosperity and wellbeing.

Far North District Plan Review

A full review of the Far North District Plan is presently underway and is entering the final phase of the drafting process. The District Plan review has a strong focus on linking land use activities with the need to enable sustainable and resilient infrastructure. This focus is being driven in part by Section 31 of the Resource Management Act 1991 (RMA) which, among other things, requires a district plan to ensure that there is sufficient development capacity to meet the expected demands of the District. In addition, the District Plan objectives framework has been developed to address a number of significant resource management issues inherently linked to the long-term provision of infrastructure. Key relevant objectives identified as part of the District Plan review are summarised as follows:

- **Urban sustainability:** the scale, type and design of urban development will be applied to the availability

⁵ Source: Far North District Economic Profile, Infometrics, <https://ecoprofile.infometrics.co.nz/Far%2bNorth%2bDistrict>

or provision of infrastructure, servicing urban areas to enhance wellbeing.

- **Affordable infrastructure:** optimise and protect the use, development and operation of existing infrastructure and ensure new infrastructure is resilient to meet the needs of the community
- **Hazard resilience and climate change:** climate change hazards are recognised and managed, promoting healthy, safe and resilient communities.

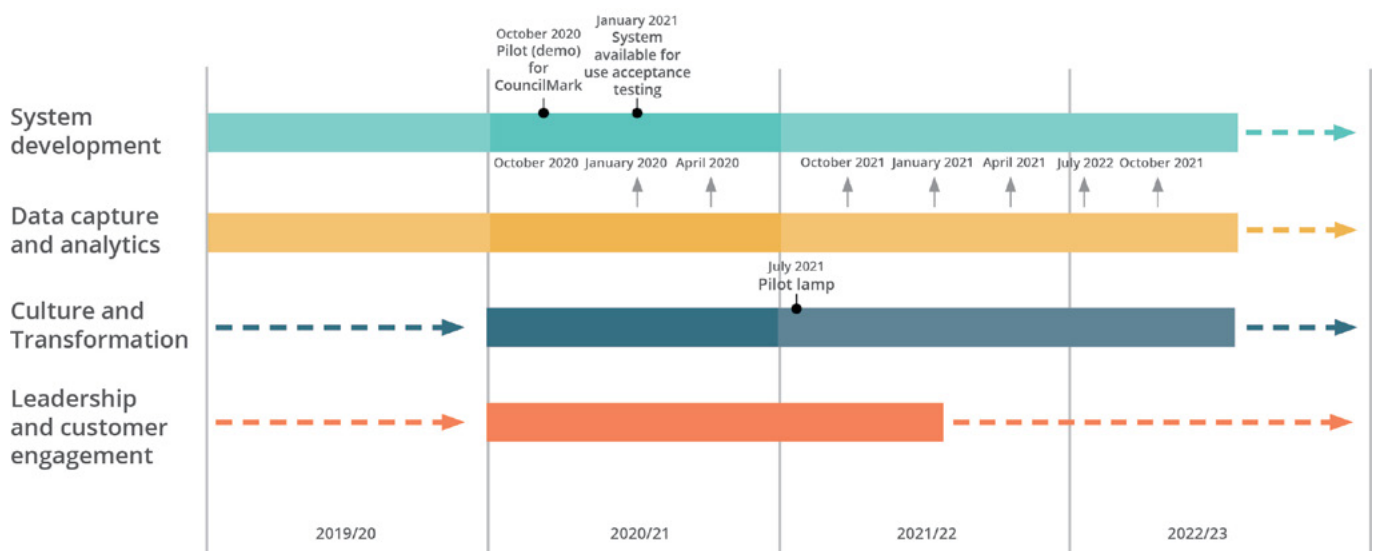
The draft District Plan will be released for public feedback in early 2021 and a proposed version notified in the last quarter of 2021. The District Plan review represents a key opportunity to achieve alignment between land use activities and the direction of this Strategy.

District Transport Strategy

The Integrated Transport Strategy addresses key transport problems faced by the District. These issues include safety and network resilience, addressing levels of service and climate change risks, planning for growth, community connectivity, and a shift to a multimodal transport response in urban areas. The Integrated Transport Strategy was formally endorsed by Council in December 2020 and has been used to inform the transport investment portfolio for the 2021-2024 Regional Land Transport Plan (RLTP) and the upcoming Long Term Plan 2021-31 (LTP). The strategic direction of the Integrated Transport Strategy has informed long-term direction of this strategy in respect of transport infrastructure.

The timeline for the delivery of the above milestones is presented in Figure 4.

Figure 4. Programme Darwin milestones and timing



To ensure the effective delivery of the programme, Council has a team dedicated to the delivery of the programme. System development of the new asset management system (INFOR) commenced in early 2019 and user acceptance and testing are expected to

Programme Darwin

The current Infrastructure Strategy (2018-48) identified the need to improve the way we manage our assets as a strategic priority. Consequently, Council implemented a programmed approach to fundamentally transform our asset management. Programme Darwin was initiated in 2019 and contains four distinct work streams:

- **System development,** including full data cleaning and migration into the new system (INFOR) and integration with FNDC’s existing IT infrastructure. **Data capture and analytics,** including ongoing condition assessment of assets in accordance with agreed prioritisation criteria and on-going analytic and reporting of INFOR data.
- **Culture and transformation,** integrating our improved asset management approach across the Council so that it becomes part of the culture of what we do. A key deliverable for this component is the development of living asset management plans (LAMPs).
- **Leadership and engagement,** ensuring the new asset management system is appropriately resourced, staff are given adequate training and key external stakeholders and elected members are engaged such that they are directly benefiting from the programme investment.

commence in early 2021. Data capture and condition assessment of critical assets is presently underway, and Council will develop a maintenance programme to enable the resourcing of on-going asset condition assessments to optimise asset life cycle management via a revised

asset management approach. A budget of \$9M over 10 years is being proposed via the Long Term Plan 2021-31 to resource asset condition for three waters assets. That budget will be part of the next Long Term Plan process once the condition assessment programme has been underway for several years.

COVID-19 Economic Impact

The global economic and health crisis caused by the COVID-19 pandemic is expected to have long-lasting effects on New Zealanders' way of life. Recent modelling undertaken by Business and Economic Research Limited (BERL⁶) indicates that while most industries are expected to recover over the next 10 years, the industries that make up much of the tourism sector (accommodation and food services, and arts and recreation) are unlikely to recover employment back to their pre-pandemic state for some time beyond 2030.

Even under the best-case scenario, the modelling predicts key tourism industries will be employing around 40% fewer people in 2030 compared to 2020. This has potentially significant implications for the Far North District, given the significant contribution tourism plays in supporting the local economy.

Post the level 4 lockdown, BERL worked with Treasury to determine the likely course of recovery for New Zealand. All acknowledge a far greater level of uncertainty this time around, which has led to departure from an assumed single scenario.

BERL projected three potential scenarios:

- Mid-scenario likely 5 to 7 year recovery (the most realistic)
- Faster rebuild likely 2 to 3 year recovery (unlikely)
- Stalled rebuild likely 7 years (worst case scenario)

The Local Government sector has been advised by BERL to plan for the mid-scenario.

The main Treasury assumptions built into the adjusters are:

- Borders remain closed until 1 Jan 2022 with possible safe zones/travel bubbles.
- Unemployment will likely peak at 7.8% between June 2021 and March 2022, with a recovery of at least two years but more likely four+ years.

While this seems at odds with the short-term effects on the economy, which have benefited from being community COVID-19 free, summer and Christmas, Treasury base their adjusters on a long-term view of the economy. For the Far North District, the biggest impact has and will continue to be on tourism, especially those reliant on the international market. Again, the impact over the high season will be lessened by increased domestic numbers. The Far North primary sector, especially food production, is seen to be very resilient to

the detrimental effects on international trade and remains a growth industry.

However, the roll out of vaccines and both supply and public uptake will be the determinants for reopening borders around the world and enable the distribution of goods and services to return to pre-COVID levels.

Water and Wastewater Reform Programme

The Department of Internal Affairs (DIA) is leading a major reform programme for drinking water, wastewater and potentially stormwater. The reform was initiated to address challenges across the country associated with service delivery, including improving the reliability of asset information and addressing gaps in renewals funding. This has seen the development of new legislation and the creation of Taumata Arowai, a new water services regulator with the mandate to oversee and enforce a new drinking water regulatory framework, with an additional oversight role for wastewater and stormwater networks.

The reform process includes a national \$761 million package designed to stimulate the economy for those councils that sign-up to a non-binding memorandum of understanding (MOU) in support of the reform programme. Council has signed the MOU and has secured \$11.8M of this funding. Council plans to use this funding to establish new water sources for the Kaitiāia and Kaikohe water supply schemes and update network modelling for our water, wastewater and stormwater assets. These three projects make up over \$7M of the \$11.8M grant funding. The remainder of the funding is proposed to be used for a few minor operational initiatives (such as professional fees for water safety plan development, and wastewater treatment management plans, contract services for leak detection and staff salaries for fixed term positions).

The next stage of the reform programme is likely to ask councils to opt-in to multi-regional groups which may form the basis for a new ownership and management model. The intention is for any new entities to commence operation in 2023, although this is by no means a certainty. The reform programme represents a significant shift in the way water infrastructure is managed in the long-term. Short-term, the stimulus package will go some way to minimising the financial impact of expenditure on the ratepayer while stimulating an economy that has suffered as a result of the water shortages and the pandemic.

Our significant challenges

This section identifies the significant infrastructure challenges the Far North District faces, our responses for managing the challenges, and what the responses mean for our communities. Infrastructure is the platform on which community wellbeing is built. Therefore, the way we manage and deliver infrastructure will play an important role in achieving the district vision - *He Whenua Rangatira*. Our goal for this strategy is to provide strategic

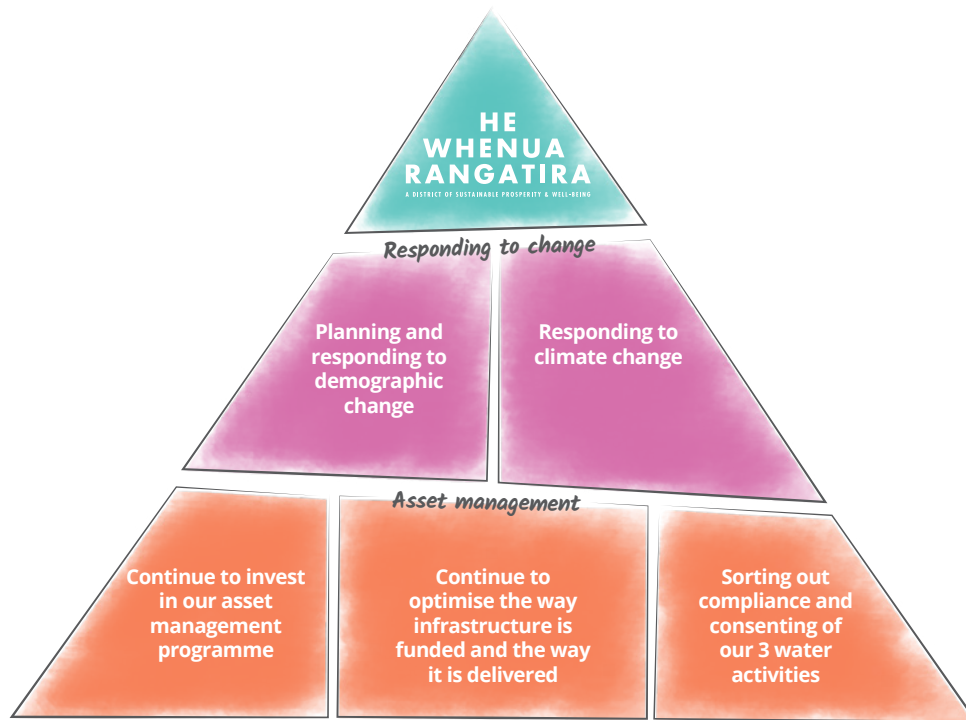
6 Economic scenarios to 2030 - The post-COVID-19 scene. Prepared by Business and Economic Research Ltd, Hōngongoi 2020.

direction for the long-term delivery of infrastructure that will support the district vision. Our responses to the challenges we have identified have been developed with that goal in mind.

Our District’s significant challenges can be grouped into two key themes: managing our assets and managing change. Setting strategic responses that will enable

Council to be better stewards of the assets we manage on behalf our communities is the foundation of this strategy. Good asset management paves the way for addressing our second key theme: managing change. Our responses to managing change inherently rely upon our ability to make good decisions about how to invest in and manage our assets. The key challenges, how we intend to respond to these challenges and how these responses pave the way to achieve our District vision is depicted in Figure 5.

Figure 5. A visual guide on how our asset management challenge, and the associated responses, contribute to achieving the District vision



Managing our assets

Our three waters assets (drinking water, wastewater and stormwater) have historically been subject to a (largely) age-based approach to asset renewals, with limited strategic planning to optimise renewals alongside key externalities such as demographic change, natural hazard resilience, economic growth and land use change. This approach, coupled with low confidence in asset condition information (especially for underground assets), has made it difficult to make strategic decisions around infrastructure investment, leading to a poorly optimised approach to asset renewals. A key strategic response to this issue is for Council to undertake an ongoing condition assessment and network modelling programme for Council’s three waters assets. The condition assessment programme will take time and the renewals proposed in this LTP for the three waters assets are based on a hybrid model. This model uses condition and maintenance information where it is available rather than age as an indicator for renewal. Likewise, the lack of network modelling has affected our ability to develop non-rate-based infrastructure funding mechanisms (e.g. development contributions). Council has prioritised network modelling across its key growth areas (Doubtless Bay, Paihia and Kerikeri) in order to allow

growth related investment requirements for these areas to be determined and associated alternative (non-rate based) funding arrangements to be considered as soon as practicable.

Asset information for our transport network is in substantially better shape. Transport asset renewals are based on condition as that information is more readily available and has a high degree of accuracy. However, improved investment decision-making around proactive road strengthening and maintenance is needed in order to enhance road condition, safety and resilience.

Council’s infrastructure represents a considerable investment and plays a major role in providing for the wellbeing of Far North communities. Infrastructure enables communities to lead meaningful and productive lives, grow businesses, and connect with each other. The way we make our decisions will have a direct and lasting impact on the wellbeing of our communities and sound investment decisions hinge on good asset management. To support community wellbeing in the best way possible, we need to ensure our asset management practices are aligned with best practice. Programme Darwin’s vision

is to lead best practice enterprise asset management in New Zealand. This strategy needs to align with that vision because it is critical to achieving the community outcomes identified by Council and it will require a long-term investment in gathering asset information, resourcing the ongoing management and integration of our asset management system, and continuing to enhance our asset management culture.

Response 1: Continue to invest in our asset management programme

The 2018 Infrastructure Strategy signalled the need for a shift in the way asset management is implemented, pointing to sound asset management as the foundation to addressing the other significant infrastructure issues set out in that same strategy. This remains the case for this iteration of the Strategy. Council has acted on the direction set by the 2018 strategy, initiating substantive steps to improve asset management practices through Programme Darwin.

Broadly there are two themes to the programme: developing tools to support sound asset management practices; and improving our asset management culture. The former is nearing completion with the finalisation of a new enterprise asset management system (INFOR), with data migration completed towards the end of 2020. 2021 will see ongoing integration with Council's systems, including the development of a living asset management plan (LAMP) for our three waters assets and district facilities (such as halls, sports grounds and open spaces). The LAMP will draw data directly from INFOR, significantly reducing the labour requirements for asset management plan development and ensuring consistency with council's asset management data. Over the same year, the programme includes a full suite of people and culture initiatives aligned with the new data management and reporting system. This includes development of an on-going asset condition assessment to improve the data quality and integrity of the asset management system.

Despite the various initiatives that have been put in place to improve our asset management approach, asset management will remain a significant issue for Council until the benefits of the programme have been fully realised. Realistically, these benefits will not start to become apparent until the next Infrastructure Strategy in 2024. Accordingly, it is considered essential that asset management remain a strategic priority considering the fundamental role sound asset management planning contributes to addressing other significant infrastructure issues and ultimately achieving the community outcomes identified by Council.

Key Strategic Responses

These are the key significant decisions Council has made to respond to the continued need to invest in our asset management programme.

Condition assessment programme

At present Council has low confidence in underground asset condition, particularly for stormwater. Condition information that has been collected has typically been in the form of one-off reports or surveys used for short term decision making rather than building a picture of overall asset condition across our networks. Good information about our assets is the foundation to lifecycle management, allowing for more resilient and cost-effective infrastructure.

With the deployment of our new INFOR asset management system, we now have a robust platform on which we can store and analyse asset information. Council intends to commit expenditure towards an on-going programme of condition assessment for our three waters assets over the 10 year period of the LTP 2021-31. The purpose of this work is to enable better decision making around when we replace our assets in accordance with the asset management approach developed as part of Programme Darwin. As better data and information is gathered, the strategy is to optimise lifecycle management and improve integration between asset management, district planning and our financial strategy.

What it means for our communities

This decision will enable Council to optimise the way we invest in infrastructure, focusing on lifecycles and whole-of-life costs, resulting in a more cost-effective infrastructure delivery approach and more resilient assets. Council intends to commit \$10M over the 10 year period of the LTP towards conditions assessment for our three waters assets. It is assumed that the condition assessment programme will be required throughout the term of the strategy at an equivalent amount to that which has been budgeted for years 1-10.

Network modelling programme

Three waters reticulation networks comprise of many kilometres of underground pipes of varying sizes. Network modelling enables Council to understand how these assets perform now and how they will perform in the future as various catchments within each network grow. Network modelling allows Council to make informed decisions about when it is best to replace assets and to what specification considering growth trends. Modelling is a critical component of asset lifecycle management and for supporting district planning, particularly within the ambit of Section 31 of the Resource Management Act 1991⁷. Network modelling will allow us to predict investment requirements to service future growth, which is essential to implementing non-rate based funding mechanisms for future infrastructure delivery.

What it means for our communities

Council has identified \$3M is intended to be allocated to network modelling from the \$11.8M grant funding that is available under the Three Waters Reform stimulus

⁷ Section 31 requires Councils implement and review policies and methods for ensure that there is sufficient development capacity in respect of housing and business land.

package. Should funding be approved, Council will be required to spend the funding by the end of year one of this strategy. This is a very limited timeframe and there is a risk that some of the modelling work will not be delivered within that timeframe due to the number of schemes that require modelling, the resourcing requirements to project manage \$3M of expenditure, and the availability of contractors to undertake the work. Should that be the case, any outstanding modelling work may need to be funded from Council's rates income.

Network modelling is an on-going process and each model needs to be updated periodically to consider the latest information (e.g. growth data, population forecasting information, new condition information). Network modelling should be treated as an on-going programme of work that continues beyond the completion of the modelling work undertaken as part of the stimulus package.

Beyond Programme Darwin

Programme Darwin commenced in 2018 and represents a series of projects that make up a continuous improvement programme for Council's asset management approach. The projects under the programme include initiatives to capture, store and analyse asset data to enhance the basis for making investment decisions; in addition to initiatives intended to ensure improvements in the culture and staff resourcing for asset management. The programme has made substantial headway insofar as developing an enterprise asset management system and resourcing the personal required to successfully migrate our asset data into the new system. However, the programme represents a long-term investment in the continuous improvement of council's asset management approach, and the resourcing of personal, data capture, and training will be required beyond the conclusion of the programme implementation.

What it means for our communities

The long-term follow through with Programme Darwin's initiatives will result in increased operational expenditure as Council continuously improves its asset management approach. Whilst this operational expenditure will have an impact on rates, it is expected the improvements in Council's asset management approach brought about by this investment will result in savings elsewhere (e.g. through lifecycle optimisations), potentially new funding streams (e.g. development contributions) and a more resilient infrastructure network.

Response 2: Optimise the way infrastructure is funded and delivered

At present, rates are the primary means of funding infrastructure. The 2021 Financial Strategy has assumed that the costs of infrastructure services will continue to rise faster than general inflation over the 10 year term of the Long Term Plan 2021-31 in accordance with the Local Government Cost Index (LGCI). This means rates will increase above the level of inflation over the term of the Long Term Plan 2021-31.

The Integrated Transport Strategy also identifies limited funding to deliver on the district transport requirements as a key strategic problem that requires addressing through the transport strategy. As identified, the Far North District has high levels of deprivation, suggesting that many parts of the community may find sustained rates increases difficult to afford. This issue has the potential to become acute over the term of the 10-year financial strategy because of the forecast decrease in tourism spending and unemployment caused by the COVID-19 pandemic. Moreover, towards the latter parts of this strategy, population aging is forecast to become more pronounced, further exacerbating the issues around people's ability to pay for infrastructure. The implications of climate change are predicted to impact on our levels of service without substantial investment.

Our strategic response to these changes has two broad themes, optimising the way we fund infrastructure; and working with communities to change the way we provide services whilst supporting community wellbeing. The former theme is something that we plan to work towards over the first five years of this strategy, with the intention of initiating changes as part of the LTP 2024-34 process. The second theme represents a gradual shift in the way services are delivered. To be successful, we acknowledge it is important to work with communities, other local authorities, and central government to ensure decisions achieve the best balance between supporting community wellbeing and optimising the cost of infrastructure delivery on communities.

Key Strategic Responses

Revenue Review

A significant challenge we face is paying for the public services our communities require to maintain a quality standard of living. Most of the money that pays for these services comes from individual households through rates. Balancing the cost of delivering infrastructure services across a large geographic area with a low population density is a significant challenge – particularly considering the high levels of deprivation across much of the district.

The financial strategy identifies that rates increases above inflation will be required year on year to meet the rising costs of providing infrastructure. It is not possible to maintain current levels of service without significant capital and operating expenditure. A shift in the way infrastructure is funded is likely to be required to maintain sustainable levels of rates whilst delivering the ongoing infrastructure investment required to support community wellbeing.

As part of developing the LTP 2021-2031, Council consulted the community on several rating changes that could lessen the financial burden on those who can least afford it. This included a shift from a general rate calculated on a property's land value to a general rate based on capital value, removing uniform annual general charges, and moving away from scheme-based targeted rates for water and wastewater schemes towards district-wide targeted rates. Consultation revealed mixed feelings

in the community, and as part of decision-making for this LTP Council decided not to make those changes. This concludes the current revenue review but Council has committed to looking into rates further, with a view to using more differentials to attempt to ease affordability issues.

In addition, as better asset data and modelling comes in, Council will be in a better position to consider non-rate based funding mechanisms, such as development contributions. Council intends to introduce a new development contributions policy and charges as soon as possible. This can only be achieved in concert with Programme Darwin's delivery of core asset capacity and condition data, which will not be available until after this Long Term Plan is adopted. Given that a Development Contributions policy can only be adopted alongside a Long Term Plan, Council plans to amend its Long Term Plan 2021-31 in its first year to consult on and adopt a policy for implementation on 1 July 2022 if the required information can be sourced in time.

What it means for our communities

The purpose of the reviewing rates and other potential funding sources is to enable the development of a more equitable method of recovering the costs of Council services. In effect it is a means of determining the most appropriate way to distribute the rates burden taking into account the socioeconomic challenges many of our ratepayers and communities face.

Work with communities around level of service changes

Levels of service are the service outcomes for a particular activity or service area against which performance can be measured. A number of these service levels reflect statutory requirements. For example, compliance with drinking water standards or resource consent conditions. Others link back to how customers receive the service, for example how frequently customers experience unplanned interruptions with the transport network or how quickly Council responds to water supply outages.

Capital expenditure in the Long Term Plan 2021-31 (i.e. the first 10 years of the Infrastructure Strategy) is focused on maintaining levels of service to which the Far North communities have come to expect from core infrastructure. These levels of service are described in the LTP. The approach to maintaining levels of service reflects the direction of the 2020 Asset Management Plans, which identify an investment strategy which focuses on maintaining legal requirements and existing service delivery levels.

The foundation of this strategy – managing our assets – is expected to enable Council to optimise our investment decisions to ensure our infrastructure investments provide for a more resilient infrastructure network that is managed in a fiscally responsible way. Despite this workstream, and even assuming significant Government investment as part of the three waters reform, it is unlikely that it will be affordable to provide the same levels of service that our community receive now in 30 years' time. This is due in large part to the implications of

climate change on the services we provide: low lying roads will be subject to an increased frequency of inundation, water supply schemes will be subject to a greater duration of restrictions, and our stormwater network may not have the capacity to achieve the levels of service we are accustomed to today.

Our strategy is to work with our community to understand the levels of service required to support their wellbeing, taking into account population ageing and the inevitability of climate change and its effects on service delivery.

What it means for our communities

A gradual shift in level of service provision can be expected towards the later years of this strategy, although it is not possible to meaningfully predict specifically what these changes will look like. This option is not about making these decisions now, but rather to engage with and to prepare our communities for the changes ahead because there remains time to adapt to these changes provided we invest in planning and research throughout the early years of this strategy.

Response 3: Sorting out our statutory requirements

A number of Council's wastewater treatment plants do not comply with the resource consents authorising the discharge activities. Examples include Taipā, Ahipara, Kaikohe, Paihia and Ōpononi-Ōmāpere wastewater treatment plants, all of which do not meet one or more treatment quality requirements. Moreover, a number of Council's water supplies are river takes and the resource consents for these include minimum flow requirements intended to protect downstream aquatic habitat. It is not uncommon for the minimum flow requirements set down in the resource consents to be breached each summer at a number of our water supply sources.

Council's response is to invest in its water and wastewater infrastructure to improve levels of compliance and the resilience of these assets. Financial consideration for these investments will need to take into account changes in the statutory setting created by the recently released National Policy Statement for Freshwater Management 2020 (NPS Freshwater 2020) and central government's reforms to potable water supply delivery and the broader reforms to three waters services.

The NPS Freshwater 2020 in particular has created additional financial uncertainty for three waters providers, representing the latest iteration of a policy statement that has been in a state of flux since it was first introduced in 2011. Northland Regional Council (NRC) has partially given effect to earlier versions of the NPS through its recent plan review process which is nearing the conclusion of its appeals phase. Although the current regional plan review process is able to give a sense of direction that the implementation of the NPS Freshwater 2020 will take, because NRC need to bring the implementation of the NPS through the Te Mana o te Wai provisions of the NPS and the Schedule 1 requirements of the RMA, there will remain uncertainty around the specific implications of the NPS Freshwater 2020 until the plan review process has been notified. The notification of the plan review is expected to

be towards the end of 2024. The investment requirements identified in this Strategy to address the non-compliance issues have been done so taking assumed standards required as part of the NPS Freshwater 2020 for financial planning purposes. Investment requirements will be further refined through future options analyses.

Key Strategic Responses

Investing in our three waters assets to improve compliance

Council proposes to undertake upgrades at several wastewater treatment plants in order to meet resource consent requirements during the first several years of this strategy. These investments include:

- Upgrading the Taipā wastewater treatment plant in 2021 (\$7M)
- Upgrading the Ōpononi Wastewater treatment plant in 2021/22 (\$4.8M)
- Reducing wastewater overflows in Kaitiāia between 2021 and 2025 (\$10M) and upgrading the wastewater treatment plant (\$11M)
- Upgrading the Kaikohe wastewater treatment plant over 2022-24 (\$9M)
- Constructing a new Hihi wastewater treatment plant in over 2021/22(\$5.9M)

What it means for our communities

Investing in our wastewater schemes to improve compliance will ensure Council operates in a manner that meets environmental regulations, ensuring that our wastewater treatment activities result in appropriate environmental outcomes. Whilst these investments represent substantial capital investment over the early years of this Strategy, the investment is required to meet legal obligations relating to wastewater treatment quality.

Planning for investments required to address future statutory requirements

In addition to the immediate investment requirements needed to improve our resource consent compliance it is likely the implementation of the NPS Freshwater 2020 will result in the need to invest in both our water and wastewater schemes to achieve the regulatory framework of the Regional Plan once it has given effect to the NPS. Because the specifics around these requirements are not yet known, it is not possible to develop any meaningful assumptions other than any new regulatory requirements are unlikely to come into effect until the end of 2024. Even after that time, the new regulatory framework will not have immediate effect on our schemes because they will continue to be able to operate under their existing resource consents until those consents expire.

What it means for our communities

Council will be working closely with Northland Regional

Council as it advances its regional plan review to give effect to NPS Freshwater 2020. Doing so will allow Council to develop well informed assumptions as it develops the next iteration of the 30-year infrastructure strategy. Council's continued focus on improving its asset management processes and culture will also enable better financial planning around likely investment requirements for future resource consent applications, enabling Council to improve our budgeting process for future upgrade requirements.

Managing Change

The Far North will experience significant changes over the 30-year term of this strategy. Changes in the climate caused by global warming is predicated to result in a greater frequency of weather extremes (drought, extreme rainfall, flood events) and exposure to coastal hazards associated with rising sea levels. Owing to the historic rate of greenhouse gas emissions, and the current emission trajectories, global warming and its effects on climate change, will affect our communities well beyond the 30-year term of the Strategy. Those effects will become more acute towards the end of this century. The infrastructure planning, and associated investment decisions, we make throughout the term of the Strategy will have a bearing on the resilience of our core infrastructure and the associated resilience of our communities towards the later part of this century.

The National Climate Change Risk Assessment for New Zealand⁸ concludes that the risk of maladaptation due to the application of practices, processes and tools that do not account for uncertainty and change over long timeframes is an extreme risk that requires urgent attention. The 30-year Infrastructure Strategy has a role to play through giving Council and communities a platform for setting the direction of future planning and infrastructure delivery including considering the National Climate Change Risk Assessment for New Zealand.

Preparing for and supporting future demographic changes is a further area that requires a strategic response through this Strategy. Our east coast communities are forecast to grow disproportionality faster than other built areas in the Far North, while a number of our more isolated rural communities are forecast to experience population decline. In addition, changes in our population structure over the term of this strategy as a result of population aging will result in communities with a higher proportion of people on fixed incomes and with differing needs compared to today's populations. The forecasted change in population structure will place a greater emphasis on the need to deliver infrastructure that is as cost effective whilst optimising levels of service to cater for the needs of changing populations. Our more isolated rural communities also tend to be areas with higher levels of deprivation compared to our east coast communities which, in combination with population decline and ageing, can make these communities inherently less resilient to the effects of climate change. Ensuring that the right

8 Ministry for the Environment. 2020. National Climate Change Risk Assessment for Aotearoa New Zealand: Main report – Arotakenga Tūraru mō te Huringa Āhuarangi o Āotearoa: Pūrongo whakatōpū. Wellington: Ministry for the Environment.

infrastructure is delivered at the right place and at the right time to support growth and adapt to demographic change is critical to our economic development and the wellbeing of our communities.

Response 1: Responding to climate change

Climate change is predicted to result in rising sea levels and marked changes in weather patterns. Whilst the effects of climate change are being experienced now, there remains time to plan for climate change with our communities so we can support adaptive responses to a phenomenon that has the potential to fundamentally change the way many of our communities live.

Adaptation approaches will potentially bring significant financial implications or drastically changed levels of service for some communities. An important response to climate change and hazard management in general, is building resilience into the infrastructure network. Fundamentally, resilience is about the ability to absorb the effects of a disruptive event, recover, and adapt to mitigate adverse impacts of future events. This definition of resilience can apply equally to infrastructure or community resilience.

An important point, however, is that a resilient community relies on resilient infrastructure.

Key Strategic Responses

Implement the Climate Change Roadmap

In 2020 Council adopted a Climate Change Roadmap. Two key goals of the roadmap are to achieve more resilient infrastructure taking into account the effects of climate change and working with Far North communities to prepare for and adapt to the impacts of climate change. The Climate Change Roadmap includes initiatives intended to deliver on these goals over the 10-year LTP period in addition to long term goals that are intended to be fulfilled within the period covered by the Strategy. Addressing the implications of climate change is also a key driver within Council's 80-year strategy (FN2100), and so is seen as one of FNDC's key strategic responses to achieving the district Vision: He Whenua Rangatira - a district of sustainable prosperity and wellbeing.

What it means for our communities

Implementing the Climate Change Roadmap is the principal means by which Council intends to prepare for climate change. It will enable Council to respond rapidly to future requirements set down by the Climate Change Commission under the Climate Change Response Act 2002. Work to be completed early in the roadmap programme includes substantial development of research and policy to inform decision making around infrastructure delivery and land use planning, along with the development of community engagement plans intended to work with communities to advance responses to climate change. Future iterations of the Infrastructure Strategy will be able to draw from this work – enabling Council to improve its long-term investment decisions considering the implications of climate change.

Response 2: Planning for and responding to demographic change

Projected structural changes in the Far North's population have the potential to affect productivity due to reduced levels of labour force participation caused by population aging. This can have consequences for the long-term affordability of infrastructure delivery because there is a risk of the economy (and people's income) stagnating compared to the long-term costs of constructing, renewing and operating infrastructure. Supporting productivity growth by encouraging the right development in the right place is a key strategic response to the challenges presented by our changing demographics because productivity growth can sustainably off-set the effects on economy associated with reduced labour force participation. Moreover, predicting and, where possible, influencing future demographic change is a key ingredient for optimising the affordability of our infrastructure because it ensures we can better deliver infrastructure that meets the needs of communities throughout the entire asset lifecycle.

Key Strategic Responses

Integrate strategic infrastructure delivery with land use planning

Council has a substantial role to play when it comes to influencing growth and development in the District. Through the District Plan, Council can enable certain types of development in places where it is considered most appropriate and discourage inappropriate development in areas where such development is poorly suited to achieving desired environmental outcomes. Our second strategic response is to support development in the right places by better integrating land use provisions with infrastructure, and to discourage development that relies on infrastructure in locations where those services cannot be delivered, or where services may be compromised in the future due to hazards (e.g. sea level rise, flooding, drought). In addition, as part of the plan making process, Council is required to make sure the plan enables enough development capacity to meet expected demands. This process includes making sure our infrastructure has sufficient capacity to service future demand and any zone changes intended to provide additional development capacity. Programme Darwin also has a major role to play in our integration of land use planning with infrastructure because the outcomes of that work programme are intended to enable informed decision making around infrastructure delivery including network capacity, lifecycle optimisation and demand.

What it means for our communities

Council is currently undertaking a full review of its District Plan. The plan review process will update the policy direction and rules that influence where development occurs. The review presents a significant opportunity to line up our infrastructure delivery with land use planning.

This integration will help us to better time when we deliver major capital projects needed to support

development because we will be able to forecast development changes with greater confidence. In addition, the district plan review provides an opportunity to start signalling to communities where changes in levels of service, or servicing limitations, may occur towards the end of the strategy term, enabling people to start making more informed decisions around investments taking into account future servicing constraints.

Importantly, the District Plan review process to date has highlighted that there is a need to consolidate urban growth to existing urban zoned land. As a result of this focus area, it is likely that we will see more enabling provisions for compact urban development in existing urban zones compared to the current plan.

Managing our assets over the next 30 years

Section 101B of the LGA requires that councils outline the most likely scenario for managing infrastructure assets over the term of the Strategy. The most likely scenarios for water, wastewater, stormwater and the transport infrastructure are set out in the following sections. As has been outlined in the previous section, Council has a major challenge to address in respect of improving our asset management approach. We have set out our responses to addressing this challenge and we anticipate future versions of our Infrastructure Strategy, in light of the responses we are implementing, will reflect these improvements in terms of providing more certainty around significant investment decisions to address our significant infrastructure issues. Moreover, once the timing, costs and details of options are better defined, Council will be in a good position to consult over the expenditure we anticipate will be required to address our significant issues.

The following sections sets out the most likely scenario taking into account the information we currently have available. Forecasts over years 1-10 of the Strategy are based on those contained within the LTP 2021-31. Investment decisions over years 1-3 have the highest levels of certainty and confidence. Decisions between years 4 to 10 have less certainty and timing and costs associated with those investments may change as a result of future financial planning decisions undertaken as part of future long term plans.

Years 1-3 of Council's capital works programme has been developed taking into account our delivery capacity in previous years. As a general guide, our starting point for annual capital project delivery has been estimated to be \$50M taking into account what we have been able to deliver in recent years. There are practical constraints to delivering projects above this limit because of internal resourcing limitations and because of the number of local contractors available to complete work at any one time. We have, however, made adjustments to above the \$50M limit to ensure appropriate levels of funding are made available from Waka Kotahi and to provide for projects awarded funding under COVID-19 recovery legislation. Council has resourced a separate delivery team to

address the internal resourcing constraints associated with COVID-19 recovery projects and given transport is our single largest capital expenditure activity our internal resourcing and contractors are not subject to the same limitations as our three waters delivery projects.

Investment decisions beyond year 10 have high levels of uncertainty and should be treated as indicative only. This uncertainty is largely because the assumptions Council uses to forecast investment requirements (e.g. population change, development trends, asset replacement timing) become very uncertain. For these reasons, the indicative estimates provided beyond year 10 should not be considered a budget. These figures represent Council's best estimate taking into account the uncertainty inherent in forecasting investment requirements several decades into the future and so represent indicative costs only. As our asset management approach matures it can be expected that levels of certainty around future investment requirements will be improved. Information relating to asset lives is provided in Appendix 2.

Please note all financial information is inflation-adjusted.

Water supply activity

Council-owned water supply assets include eight schemes that deliver potable water for domestic, commercial and industrial use. Four major towns in the district account for 70% of the reticulation network. The sources of raw water include surface water (five schemes), underground water via bores (three schemes), and one scheme utilises both surface water and underground water sources. Key assets across the eight schemes include nine treatment plants, 32 reservoirs, 333km pipelines and 18 pumping stations, servicing nearly half the district population (around 25,000 people). All schemes are universally metered with the metered volume being the basis for the recovery of the operational portion of the costs associated with the water supplies. The capital associated costs are recovered via a targeted water capital rate. The optimised replacement cost of our water supply schemes is \$126.75M.

Asset performance

Water supply schemes are performing well in terms of quality. Bacteriological and protozoa water quality standards are met consistently, apart from where users are connected to raw water supplies before the treatment plants. The majority of the reticulation meets fire flow standards, however increasing main size is required in some locations. A number of the schemes that rely on surface water takes are sensitive to dry weather conditions because the resource consents authorising these takes usually require taking to cease at mean low flow. Investment in our water supply schemes is required to improve resilience. In addition, major renewals investment is required.

Significant issues and decisions

We have highlighted our significant infrastructure issues, our water supply activity and the principal options for managing those issues and the implications of those options. The preferred option is highlighted.

Issue	Options	Implications
Limited raw water sources, and/or contingency supply during dry weather poses a risk to meeting demand and breaching resource consent requirements.	Option 1: Do nothing	This option will increase the risk of non-compliant water supply schemes that lack resilience to dry weather conditions. This issue is likely to become more acute that future consents give effect to the National Policy Statement for Freshwater Water 2020 and the effects climate change increase drought frequency.
	Option 2: Water source improvements	This option involves improving the resilience of the water sources for our water supply schemes. Council has estimated \$39M will be required between years 10 to 30 of this strategy to improve water source resilience. Further work to confirm options, feasibility, and cost/benefit of improvements is required. These will be consulted on as part of future iterations of this strategy or future Long Term Plans.

Anticipated response - Option 2

This option incorporates better resilience into our water supply schemes, enabling our water supplies to continue to provide the necessary levels of service despite the prospect of increased drought frequency, a more stringent regulatory framework around water allocation and population change. Specific options will be subject to options analysis and practical considerations for each scheme and further consultation may be required depending on the outcome of Council's investment decisions as part of that work.

Issue	Options	Implications
Major investment is required over the term of this strategy to replace aging water assets.	Option 1: Do nothing	Doing nothing will result an increased frequency of asset failure.
	Option 2: Reactive repair and maintenance	This option would result in a reactive approach to asset renewals. Because Council is yet to fully develop its database of critical assets, this approach has the potential to reduce levels of service below those identified in the Long Term Plan due to the increased risk of asset failure.
	Option 3: Proactive repairs and maintenance	Councils preferred option is for the renewals proposed for the three waters assets to be based on a hybrid model. This model uses condition and maintenance information where it is available rather than age as an indicator for renewal. Forecast renewals expenditure over the next 30 years is identified below. As our asset information improves as a result of our response to our asset management challenge, Council will have greater accuracy with the timing of its forecasted renewals expenditure and timing.

Anticipated response - Option 3

A proactive response, based on good data, will enable Council to optimise lifecycle management and provide more resilience services. Council remains at the beginning of its journey to responding to its asset management challenge. It can be expected that the renewals forecasting will change as our asset management approach matures and integrates with land use planning and responding to the significant changes that are expected to affect the district over the term of this strategy (e.g. climate change, demographic change).

Indicative expenditure estimates

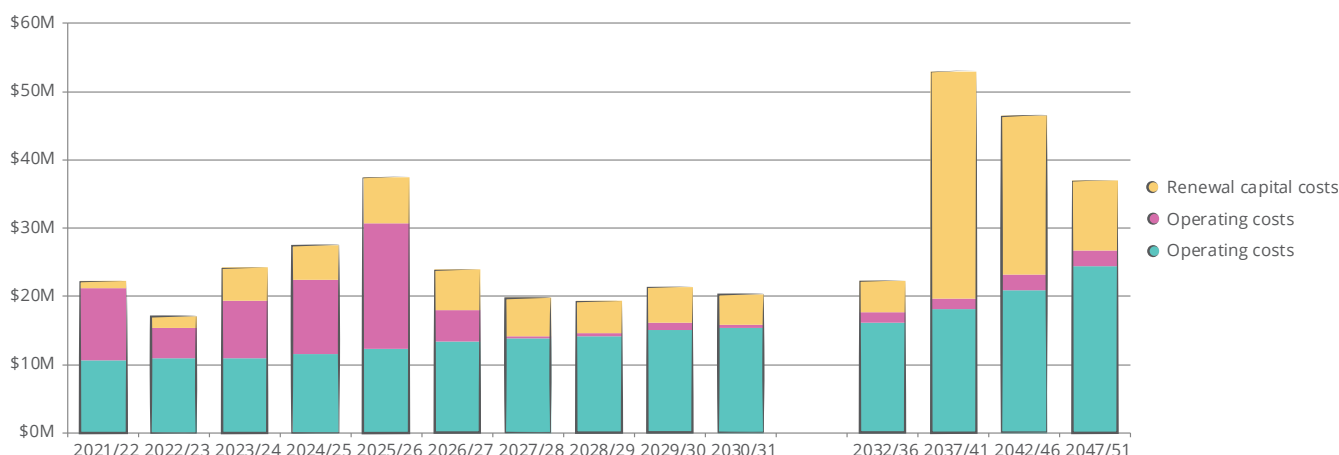
The estimated expenditure for Council's water supply activity is set out below. The forecast expenditure from year ending 30 June 2021 to 2031 is provided in Figure 6 at one-year intervals. Estimates from 2032 to 2051 are provided in five yearly increments and depict average estimated expenditure over the five year periods.

Asset life assumptions is are as follows:

- Assumed average asset life for all water assets is approximately 62 years
- Water pipes average lifespan is 70 years
- Water treatment plants average lifespan is 30 years.

These asset life assumptions have been used to forecast our asset renewals.

Figure 6. Forecast capital and operating expenditure Council water supply activity from 2021 to 2051. Note costs for years 2032 to 2051 represent indicative estimates of average annual expenditure within each five-year period.



Note: New capital works do not include any growth related project

Wastewater

There are 16 Council owned and operated wastewater schemes (with 15 treatment plants) within the District that provide wastewater collection, treatment and disposal services for domestic, commercial and industrial customers. There is also one non-operating scheme at Matauri Bay. The 16 schemes combined include 409 km of pipelines and 155 major pumping stations. Generally, the network is performing adequately, but there are significant challenges in meeting consent compliance and inflow and infiltration is significant at a number of our schemes (notably Kaitāia and Kawakawa). The optimised replacement cost to our wastewater supply schemes is \$200.48M

Asset performance

Generally, the network is performing adequately, but there are significant challenges in meeting consent compliance and anticipated future consent standards.

Significant issues and decisions

We have highlighted our significant infrastructure issues in our wastewater activity below and the principal options for managing those issues and the implications of those options. The preferred option is highlighted.

Issue	Options	Implications
A number of wastewater treatment plants are not capable of complying with the treatment quality standards required by the discharge resource consents. Ongoing compliance issues are occurring at Paihia, Ōpononi, Ahipara, Taipā and Kaikohe wastewater treatment plants.	Option 1: Do nothing	This option will result in our wastewater treatment plants continuing to breach the requirements of the resource consents. This option is not considered acceptable.
	Option 2: Upgrading our wastewater treatment plants to improve compliance	Council proposes to undertake upgrades at several wastewater treatment plants in order to meet resource consent requirements during the first several years of this strategy. These investments include: <ul style="list-style-type: none"> Upgrading the Taipā wastewater treatment plant in 2021 (\$7M) Upgrading the Ōpononi Wastewater treatment plant in 202/22 (\$4.8M) Reducing wastewater overflows in Kaitāia between 2021 and 2025 (\$10M) and upgrading the wastewater treatment plant (\$11M) Upgrading the Kaikohe wastewater treatment plant over 2022-24 (\$9M) Constructing a new Hihi wastewater treatment plant in over 2021/22(\$5.9M)

Anticipated response - Option 2

Investing in our wastewater schemes to improve compliance will ensure Council operates in a manner that meets environmental regulations, ensuring that our wastewater treatment activities result in appropriate environmental outcomes. Whilst these investments represent substantial capital expenditure over the early years of this Strategy, the investment is required to meet legal obligations relating to wastewater treatment quality.

Issue	Options	Implications								
Major investment is required over the term of this strategy to replace aging wastewater assets.	Option 1: Do nothing	Doing nothing will result an increased frequency of asset failure.								
	Option 2: Reactive repair and maintenance	This option would result in a reactive approach to asset renewals. Because Council is yet to fully develop its database of critical assets, this approach has the potential to reduce levels of service below those identified in the Long Term Plan due to the increased risk of asset failure								
	Option 3: Proactive repairs and maintenance	Councils preferred option is for the renewals proposed for the three waters assets to be based on a hybrid model. This model uses condition and maintenance information where it is available rather than age as an indicator for renewal. Forecast renewals expenditure over the next 30 years is identified below. As our asset information improves as a result of our response to our asset management challenge, Council will have greater accuracy with the timing of its forested renewals expenditure and timing.								
		<table border="1"> <thead> <tr> <th>Asset Class</th> <th>Year 1-10</th> <th>Year 11-20</th> <th>Year 21-30</th> </tr> </thead> <tbody> <tr> <td>Wastewater</td> <td>\$62M</td> <td>\$97M</td> <td>\$479M</td> </tr> </tbody> </table>	Asset Class	Year 1-10	Year 11-20	Year 21-30	Wastewater	\$62M	\$97M	\$479M
Asset Class	Year 1-10	Year 11-20	Year 21-30							
Wastewater	\$62M	\$97M	\$479M							

Anticipated response - Option 3

A proactive response, based on good data, will enable Council to optimise lifecycle management and provide more resilience services. Council remains at the beginning of its journey to responding to its asset management challenge. It can be expected that the renewals forecasting will change as our asset management approach matures and integrates with land use planning and responding to the significant changes that are expected to affect the district over the term of this strategy (e.g. climate change, demographic change).

Issue	Options	Implications
Kerikeri is experiencing major urban growth. The current treatment plant is expected to be able to support urban development in Kerikeri in the short to medium term. However, and upgrade to the treatment plant is required to support future residential development in Kerikeri.	Option 1: Do nothing	Doing nothing will mean Council is unable to support urban growth in areas promoted by the Far North District Plan due to lack of wastewater servicing. This outcome will severely affect the ability for the urban environment to develop, which will have lasting implications for the community.
	Option 2: Upgrade the wastewater treatment plant to service growth as required.	This option will require a major capital investment. However, it will enable urban development to occur within Kerikeri in accordance with land use development promoted within both the Operative and Draft proposed Far North District Plan.

Anticipated Response - Option 2

Council recently commissioned a new treatment plant alongside an expanded reticulation network in Kerikeri. This upgrade is expected to service growth for the next 10 to 20 years. Further work is required to understand land use patterns on Kerikeri and to better forecast wastewater demand. Doing so will enable Council to better predict the timing and upgrade requirements for a treatment plan capacity upgrade. Council estimates the upgrade will costs approximately \$35M and may be required by years 7 to 10 of this strategy. As our asset management programme matures, Council will be able to provide more certainty as to costs and timing for this upgrade and it is expected this will consulted upon in future Long Term Plans.

Issue	Options	Implications
The Draft Proposed Far North District Plan has signalled the need to further industrial and commercial development in Waipapa. The existing urban environment is not currently serviced with wastewater reticulation, which is affecting the sustainable development of the current and proposed urban environment.	Option 1: Do nothing	Doing nothing will mean Council is unable to the existing urban environment and the proposed future urban environment in Waipapa. due to lack of wastewater servicing. This outcome will severely affect the ability for the urban environment to develop, which will have lasting implications for the community.
	Option 2: Invest in reticulation and wastewater treatment to service Waipapa.	The preferred option will require significant investment and will enable sustainable urban development to occur in the areas that the Draft Proposed and Operative District Plan is promoting such development to occur. This option will provide for the social, economic and environmental wellbeing of the community.

Anticipated response - Option 2

Waipapa is a major service hub for the District, comprising significant tracts of commercial and industrial development. The industrial zoned land is currently not serviced by reticulated wastewater and this is significantly affecting the type of industrial development that can occur in that area. In addition, the on-site treatment servicing the existing urban environment in significantly constrained in terms of onsite disposal, this is a particular issue for the fully development residential land to immediate north of the main industrial/commercial that relies on ageing on-site treatment systems. The estimated costs to service Waipapa is \$96M and council plans this investment over years 15 to 18 of this Strategy. The timing and capital expenditure requirements are highly uncertain at the time of writing. Council expects to have a much better understanding of options, costs and timing as our response to our asset management challenge mature and we will be consulting of options for servicing Waipapa as part of future Long Term Plans.

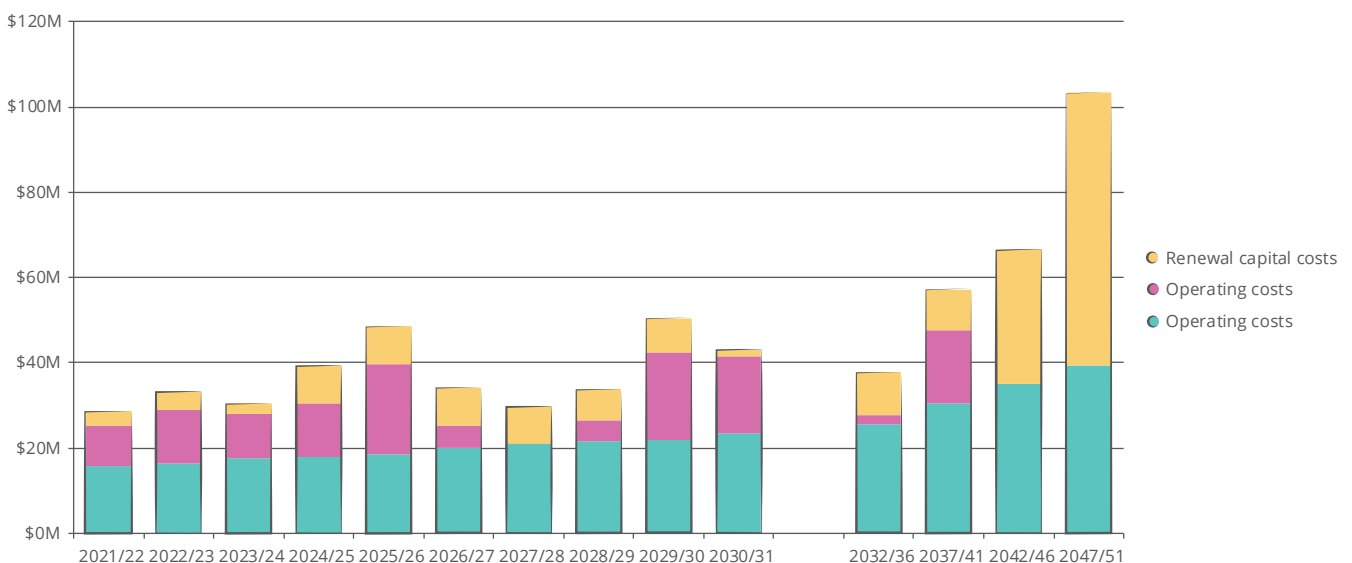
Indicative expenditure estimates

The estimated expenditure for Council's wastewater activity are set out below. The forecast expenditure from year ending 30 June 2021 to 2031 is provided in Figure 7 at one-year intervals. Estimates from 2031 to 2051 are provided in five yearly increments and provide average estimated expenditure over the five years covered.

Asset life assumptions is are as follows:

- Assumed average asset life for all water assets is approximately 60 years
- Water pipes average lifespan is 76 years
- Water treatment plants average lifespan is 34 years.

Figure 7. Forecast capital and operating expenditure Council wastewater activity from 2021 to 2051. Note costs for years 2032 to 2051 represent indicative estimates of average annual expenditure within each five-year period.



Note: New capital works do not include any growth related project.

Summary of key projects

The key wastewater projects council is planning over the term of this strategy to improve levels of service are set out in Table 2.

Table 2 Key projects for Councils wastewater activity associated with projects to improve levels of service

Project	Description	Timing	Estimated cost
Ōpononi wastewater treatment plant upgrade	It is anticipated a higher quality of treated effluent will be required as a result of the renewing of the discharge consent in 2019. Until the consent is granted, the extent of works and final costs cannot be accurately determined.	Years 1-2	\$4.9M
Hihi wastewater treatment	The main concrete structure is in poor condition and requires replacement. There is an unacceptable risk of failure.	Years 1-2	\$6M
Taipā wastewater treatment plant upgrade	Upgrade to the Taipā wastewater treatment plant to meet the requirements of a new resource consent.	Years 1 - 3	\$7.6M
Kaikohe wastewater upgrade	It is anticipated a higher quality of treated effluent will be required as a result of the renewing of the discharge consent in 2021. Until the consent is granted, the extent of works and final costs cannot be accurately determined	Years 2-5	\$13.5M
Kaitāia wastewater scheme improvements	Improve the treatment quality in line with the likely treatment quality set down in a new resource consent.	Years 3-5	\$13.1M
Reducing wastewater overflows in Kaitāia	Major investment is required to upgrade the Kaitāia scheme in order to reduce the frequency of untreated wastewater overflows	Years 1-5	\$10.7
Kerikeri wastewater upgrade	Upgrade to the wastewater treatment plant to service growth.	Years 7-10	\$35M
Ahipara wastewater treatment plant upgrade	Upgrade to the Ahipara wastewater treatment plant to meet the anticipated future resource consent requirements.	Years 8 - 9	\$7.4M
Supporting growth in and around Kerikeri / Waipapa	Expand the Kerikeri wastewater scheme and/or Waipapa scheme to service all residential, commercial and industrial land within Waipapa (phase 3 of above project).	Year 15-18	\$96M

Stormwater

The Council maintains and manages stormwater schemes within 22 defined urban areas in the Far North, servicing approximately 15,000 properties. The stormwater management systems include approximately 132km of pipes (predominantly concrete), approximately 37km of open drains and overland flow paths and 14 detention ponds.

Asset performance

Generally the stormwater network can be considered fit for purpose. However, there are some large-scale river-generated flooding issues at Waipapa, Kaitāia, Kāeo and Moerewa that require a combined response from Council and Northland Regional Council.

Significant issues and decisions

We have highlighted our significant infrastructure issues in our stormwater supply activity and the principal options for managing those issues and the implications of those options. The preferred option is highlighted.

Issue	Options	Implications
Our stormwater network has lacked investment and requires an ongoing programme of work to improve resilience.	Option 1: Do nothing	This option will result in a gradual reduction in levels of service over time as stormwater generation increases as a result of urban development and climate change.
	Option 2: Year on year investment in stormwater infrastructure.	This option recognises that more investment in our stormwater network is required in order to service development and, support existing levels of service and provide for improved resilience in our critical stormwater assets.

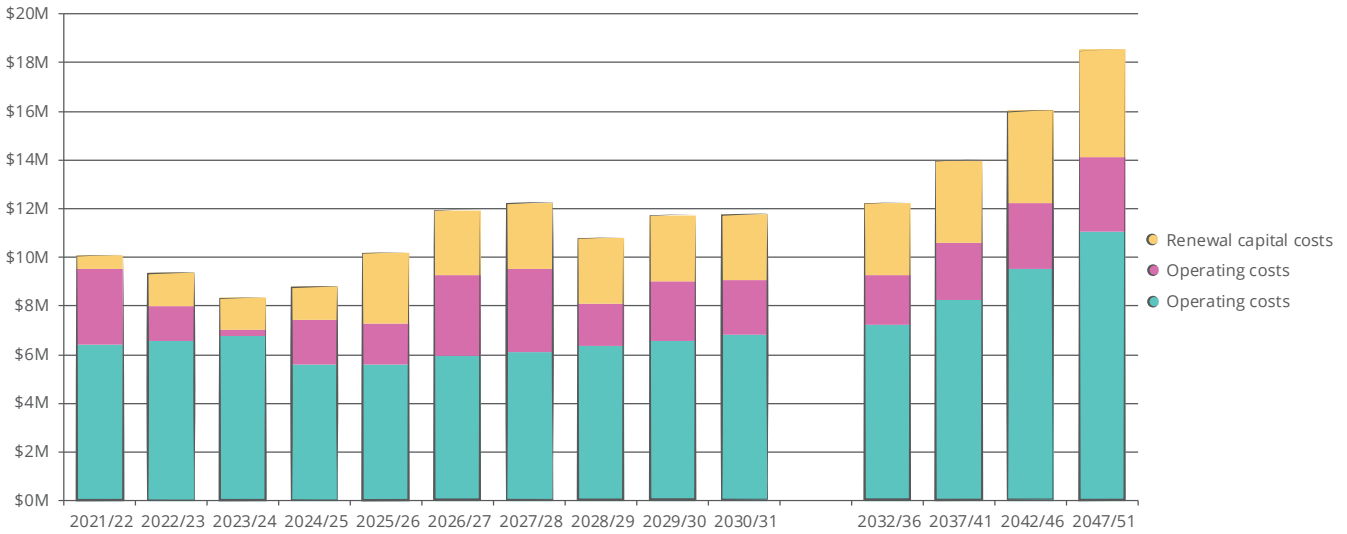
Anticipated response - Option 2

Council plans to invest in the network year on year to improve resilience of critical stormwater networks and assets to enable better preparedness and resilience to adverse weather events. Council plans to spend \$61M over a 30 year period to achieve this. Investment requirements beyond year 10 are uncertain and Council expects these will change in future strategies as our response to our asset management challenge provides for better asset information and better optimised investment approaches.

Indicative capital expenditure estimates

The estimated capital expenditure for Council’s stormwater activity are set out below. The forecast capital expenditure from year ending 30 June 2021 to 2031 is provided in Figure 8 at one-year intervals. Estimates from 2031 to 2051 are provided in five yearly increments and provide average annual estimated expenditure over the five years covered.

Figure 8. Forecast capital and operating expenditure Council stormwater activity from 2021 to 2051. Note costs for years 2032 to 2051 represent indicative estimates of average annual expenditure within each five-year period.



Note: New capital works do not include any growth related project

Significant expenditure decisions

The key wastewater projects council is planning over the term of this strategy to improve levels of service are set out in Table 2. Renewals expenditure is forecast to be relatively consistent year on year, with average annual renewals expenditure forecast to be promptly \$5.5 million per annum over the term of this strategy.

Table 3 Key projects for Councils stormwater activity associated with projects to improve levels of service.

Project	Description	Timing	Estimated cost
Kaitāia upgrade	Kaitāia stormwater upgrade	Years 1-4	\$1.67M
Moerewa stormwater improvements	Moerewa stormwater upgrade	Years 1-4	\$2M
Kaikohe upgrade	Kaikohe stormwater lines	Years 4-6	\$4.1M
Districtwide stormwater improvements	An average year on year investment of \$0.68M over the term of the strategy to improve the stormwater network.	Years 1-30	\$61M

Transport

Transportation forms Council’s largest asset group with roading, footpaths and car park assets accounting for 81% of Council’s core assets. Key transport assets include 2,507 km of roads (34% sealed and 66% are unsealed), 723 bridges, 217km of footpaths, 87km of cycleways and a vehicle ferry service across the Hokianga Harbour.

Asset performance

Generally, the transport activity group’s performance is acceptable, but there are a number of areas that could be improved, particularly in around safety, resilience, bridge renewals, and freight efficiency.

Significant Issues and Decisions

We have highlighted our significant infrastructure issues our transport activity on the next page and the principal options for managing those issues and the implications of those options. The preferred option is highlighted.

Issue	Options	Implications
There are a high number of weight restricted bridges and roads that require renewing. These weight restricted bridges limiting the efficiency of the freight network	Option 1: Do nothing	This option would severely limit the resilience of the transport network and could result in an increased frequency of road closures due to
	Option 2: Renew without strengthening	This option would limit the efficiency of the freight network because it would mean transport routes of more efficient vehicles would be limited to those sections of the network that are capable of supporting high productivity motor vehicles.
	Option 3: Improve freight productivity to improve productivity growth.	Upgrading infrastructure and making accessible to these classes of vehicles will align or drive freight movement with increased productivity. Will play our part in the movement of freight through the rest of Northland to markets.

Anticipated response - Option 3

Council plans to invest in the network year on year to improve resilience of critical stormwater networks and assets to enable better preparedness and resilience to adverse weather events. Council plans to spend \$61M over a 30 year period to achieve this. Investment requirements beyond year 10 are uncertain and Council expects these will change in future strategies as our response to our asset management challenge provides for better asset information and better optimised investment approaches.

Issue	Options	Implications
Development in and around Kerikeri, in addition to the use of Kerikeri and Waipapa as major service hubs, has placed pressure on the transport network, resulting in increased congestion and reduced safety.	Option 1: Do nothing	Lack of strategic connection to growing areas limits efficient movement of people and vehicles and could result in on-going safety concerns.
	Option 2: Improvements to the network capacity in response to growth in and around Kerikeri	This option involves improving the transport network to better service growth in and around Kerikeri and Waipapa, reducing connections, improving safety and enabling more efficient transport that is better integrated with land use planning.

Anticipated response - Option 2

Kerikeri and Waipapa are expected to account for most of the District's population growth over the next 30 years. Research suggests that the road network in and around Kerikeri will need investment over the next 20 years to improve its capacity and to support growth. Improvements are likely to be staged to match growth. Implementation of these transport improvements will be staged between years 4 and 24 of this strategy and are estimated to cost \$80M. Specific improvements will be subject to business case development and further community consultation on the preferred options.

Issue	Options	Implications
The Far North district has a poor safety record and there is and there has been an increasing trend of fatal and serious injury crashes on the local road network have over the last 10 years.	Option 1: Do nothing	This option will offer no improvements in the Far North's safety record and may result in the current trend on increasing fatal and serious crash frequency increasing.
	Option 2: Non-engineering solutions	This option includes education campaigns to improve driver awareness of the far north's challenging roads in a bid to change driver behaviour. This option has merits but is not the preferred option because Council considers significant investment in physical safety improvements will bring about a greater benefit to the community.
	Option 3: Initiate an on-going programme of safety improvements.	Council's preferred option involves the implementation of an on-going programme of work targeting speed management, delineation improvements such as audible tactile profile, and signage, traction seals as well as hazard protection through the Safe Network Programme.

Anticipated response - Option 3

Council's preferred option involves the implementation of an on-going programme of work to improve safety over the term of this strategy. Council estimates the expenditure required to implement this programme is \$140 Million of the next 30 years. The benefit of this investment is expected to be a reduction in the frequency of fatal and serious crashes and a reversal of the increasing trend of this issue.

Issue	Options	Implications
Urban Far North communities lack sustainable transport choices, limiting the efficiency of the network and creating safety issues.	Option 1: Do nothing	For our main urban areas, this option would result in a lack of strategic connections with alternative transport modes. This means our transport network
	Option 2: Initiate an on-going programme of work to improve the condition of existing cycle paths and provided new facilities	Council's preferred option will result in better provision for active modes in terms of footpath and cycle lane quality and connections which improves network safety and efficiency experienced by these users.

Anticipated response - Option 2

Council plans to invest \$140M on cycleways over the next 30 years to fund its preferred option. This will more efficient and safer connectivity to strategic facilities (e.g. schools, sporting facilities, main centres).

Issue	Options	Implications								
Major investment is required over the term of this strategy to renew our transport infrastructure.	Option 1: Do nothing	Doing nothing will result an increased frequency of asset failure and reduced levels of service.								
	Option 2: Reactive repair and maintenance	This option would result in a reactive approach to asset renewals. Because Council is yet to fully develop its database of critical assets, this approach has the potential to reduce levels of service below those identified in the Long Term Plan due to the increased risk of asset failure								
	Option 3: Proactive repairs and maintenance	Councils preferred option is for the renewals to be proactive and optimised in accordance with our transport renewals modelling. This ensures that our assets are resilient and provide an appropriate level of service throughout the term of this strategy. It should noted that renewals of our drainage assets and unsealed road network require further optimisation and so future strategies will provide a more accurate representation of renewals forecast.								
		<table border="1"> <thead> <tr> <th>Asset Class</th> <th>Year 1-10</th> <th>Year 11-20</th> <th>Year 21-30</th> </tr> </thead> <tbody> <tr> <td>Transport</td> <td>\$203M</td> <td>\$253M</td> <td>\$334M</td> </tr> </tbody> </table>	Asset Class	Year 1-10	Year 11-20	Year 21-30	Transport	\$203M	\$253M	\$334M
Asset Class	Year 1-10	Year 11-20	Year 21-30							
Transport	\$203M	\$253M	\$334M							

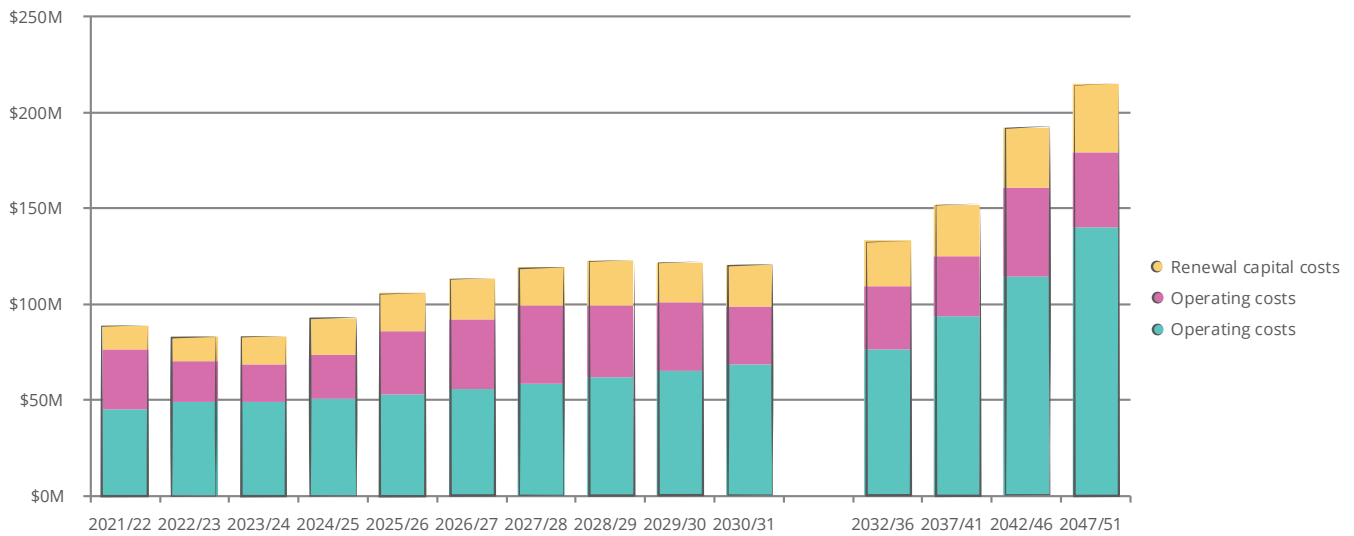
Anticipated response - Option 3

A proactive response, based on good data, will enable optimise lifecycle management and more resilience services. Council remains at the beginning of its journey to responding to its asset management challenge. It can be expected that the renewals forecasting will change as our asset management approach matures and integrates with land use planning and responding to the significant changes that are expected to affect the district over the term of this strategy (e.g. climate change, demographic change).

Indicative capital expenditure estimates

The estimated capital expenditure for Council's transport activity is set out below. The forecast capital expenditure from year ending 30 June 2021 to 2031 is provided in Figure 8 at one-year intervals.

Figure 9. Forecast yearly capital expenditure for Council's transport activity from June 30 June 2021 to 2031



Note: New capital works do not include any growth related project

Significant expenditure decisions

The key transport projects council is planning over the term of this strategy to improve levels of service are set out in Table 4. Average annual renewals expenditure over the first 10 years of this strategy is forecast to be approximately \$20M per annum. Renewals expenditure is estimated to increase to an average of approximately \$35M per annum in the last five years of this strategy. The majority of this expenditure is for road resurfacing, unsealed road metaling, sealed road rehabilitation and structure replacements (mainly bridges).

Table 4. Key projects for Councils transport activity associated with projects to improve levels of service

Project	Description	Timing	Estimated cost
Unsubsidised dust seals	Sealing of critical risk roads that pose a threat to public health through dust generation	Years 1-5	\$15M
Develop the Twin Coast Cycle Trail to support tourism growth	Develop the Twin Coast Cycle Trail in line with strategic case	Years 1-12	\$33M
New footpaths	Development of new footpaths over the next 30 years	Years 1-30	\$20M
Safety improvements	Safety improvements, including street lighting infills and traction seals	Years 1-30	\$140M
New cycleways	New cycleways to improve transport modes	Years 1-30	\$142M
Improve freight productivity to improve productivity growth	Strengthen and maintain key forestry routes and bridges to enable HPMV and 50MAX vehicles throughout the term of this strategy	Years 2-30	\$47M
Kerikeri transport network improvements	Improvements to the network capacity in response to growth in and around Kerikeri	Years 4-24	\$80M

Significant Assumptions

We have made assumptions in preparing this Strategy and our significant infrastructure decisions as below:

Assumption	Description	Level of Certainty
Climate change will occur	<p>Climate change projections will be generally in line with the IPCC predictions and Northland specific effects will include, by 2100:</p> <ul style="list-style-type: none"> Seasonal rainfall patterns will change - with eastern areas experiencing up to 20% less rainfall in spring and up to 10% increase in summer and autumn. It is expected drought frequency will increase by 10%. Mean annual flows in rivers will decrease. Sea levels are expected to rise by anywhere from 20cm to 1m. The frequency of storm events may decrease, although there is some uncertainty with this projection. 	<p>Medium</p> <p>Potential impact – there is a degree of certainty about the potential impacts of climate change. However, the timing for those impacts remains uncertain, particularly the magnitude of sea level rise.</p> <p>The impact of the uncertainty around the timing climate change impact is considered to be minimal provided Council asset management approach is agile enough to consider new information as it comes in, in respect to climate change impacts.</p>
Growth or decline in demand will occur in line with the forecasts prepared by .id (demographic resource), February 2020.	<p>Demographic change will follow the forecasts prepared by .id (demographic resources), February 2020. The population is forecast to increase at a rate of approximately 0.5% per annum between 2020 to 2043, resulting in a total population of approximately 78,000 people by 2043. Most of this growth is projected to occur in the Far North’s main urban centres (Kaitāia, Kaikohe, Kerikeri and Paihia). The 65+ demographic is predicted to represent a big component of population change over the next 20 years with the demographic representing 32-37% of the population along several east coast communities between the Bay of Islands to Doubtless Bay.</p>	<p>Medium</p> <p>Potential impact – there is a risk the population projections could follow high or low population projection scenarios. High scenario will result in demand increasing more rapidly than expected.</p> <p>Underestimating growth may result in insufficient capacity, affecting levels of service. Overestimating growth will result in oversupply, increasing costs.</p>
Levels of service remain static for years 1 to 10 but may need to change	<p>Levels of service will remain generally unchanged for the 10-year period covered by the 2021-2031 Long Term Plan.</p> <p>Service levels will change beyond that period in response to the need to supply cost effective infrastructure considering the constraints presented by climate change, demographic change and the socio-economic challenges the district faces.</p>	<p>Low</p> <p>Potential impact – changing levels of service will be a key response to managing several significant infrastructure issues identified in the Strategy. However, the nature, extent and timing of these changes is highly uncertain because limited research and planning has been completed to fully understand the consequences of climate change, population decline and population aging</p> <p>It is therefore not possible to factor level of service changes into financial projections.</p>

Assumption	Description	Level of Certainty
Improvements to our asset information, planning and delivery will improve our ability to optimise infrastructure lifecycles strike the best balance between maintenance, operations and renewals costs	Lifecycles of significant assets, including underground assets, is optimised to strike the best balance between maintenance, operations and renewals costs.	<p>Medium</p> <p>Potential impact – the current lifecycle management approach is not well defined, relying on a reactionary approach based on age and asset failure. Condition based information is also limited for individual underground assets. The level of certainty around the current assumption is therefore medium.</p> <p>The impact of the medium uncertainty is that the financial forecasts contained in this strategy assume we reach an optimised renewals approach over the longer term and if we do not then the cost savings assumed from improved approaches to asset management will not materialise and we may have more reactive renewals.</p>
Legislated reform of Three Waters services will take place.	FNDC will continue to collaborate with the Crown on the reform programme for the ongoing provision of water, wastewater and stormwater services that was introduced to local authorities in 2020. Draft legislation is expected to be out for public consultation in late 2021. Local authorities have been advised that any substantive change will not occur before the 2023/24 financial year.	<p>Low</p> <p>Potential impact – while we are anticipating that there will be change to the ownership and delivery of three waters in the next ten years, we are not able to say with certainty what those changes will be. This LTP has been developed on the basis that it is business as usual for the delivery of three waters, but that change is very likely over the mid-term (3-5 years).</p>
The COVID-19 pandemic will affect our communities for several years.	<p>The global economic and health crisis caused by the COVID-19 pandemic is expected to have long-lasting effects on New Zealander's way of life. Recent modelling undertaken by BERL9 indicates that while most industries are expected to recover over the next 10 years, the industries that make up much of the tourism sector (accommodation and food services, and arts and recreation) are unlikely to recover employment back to their pre-pandemic state for some time beyond 2030.</p> <p>Even under the best-case scenario, the modelling predicts key tourism industries will be employing around 40% fewer people in 2030 compared to 2020. This has potentially significant implications for the Far North District, given the significant contribution tourism plays in supporting the local economy.</p>	<p>Low</p> <p>Potential impact – the COVID-19 pandemic is a highly dynamic situation on both a global and national scale. Vaccinations will potentially see a reduction in the term of the impacts of the pandemic. New Zealand still remains at risk of future outbreaks, which can have an immediate and pronounced impact on our local economy and the wellbeing of our communities.</p>

Assumption	Description	Level of Certainty
Asset Information is generally reliable	<p>Council's confidence in the asset data used to develop our renewals models is considered to be reliable. However, condition data for individual assets is limited and a condition assessment programme is needed to validate the renewals model and enable us to gain better confidence in our three waters asset data. While we believe our asset data is reliable, there has historically been limited on-going condition assessments of our underground assets. In addition, our current asset database is currently undergoing a major data cleansing process because the way the data is stored has made it difficult to undertake detailed analyses and migrate data over to our new asset database.</p> <p>Reliability in our transport asset data is considered to be highly reliable because our condition information has a high degree of accuracy.</p>	<p>Low</p> <p>Potential impact -. The impact of the uncertainty around our condition information for our three waters assets is that it creates uncertainty with our renewals forecasts and limits our ability to optimise our renewals approach. This uncertainty will be addressed by our ongoing condition assessment programme, data migration to our new assets database and subsequent updates to our renewals model.</p>

Asset lives

Potable Water

Average for all water assets is approximately 62 years

- Water pipes average lifespan is 70 years
- Water treatment plants average lifespan is 30 years

Wastewater

Average for all wastewater assets is 60 years

- Pipes average life span is 76 years
- Pump stations average lifespan is 35 years
- Treatment plants average lifespan is 35 years

Stormwater

The average life span of all pipes is 92 years

Transport

The average of sealed roads is 30 years; unsealed 25 years

- Sealed roads have two main components: a pavement structure and a sealed surfacing. Council designs pavement structures to achieve a 30-year life; applying surfacing to the structure at the time of construction, then waterproofing at year two, resurfacing again after year 12 to optimise the lifecycle of the road.
- Unsealed roads also have a pavement structure and a surfacing treatment, but the structure has a lesser design life to achieve a 25-year life. The surfacing is a sacrificial treatment that consists of a bound granular material usually made up of aggregate that is smaller (GAP30) than the pavement structure. Accepted industry research suggests that this surfacing loses approximately 20-25mm of aggregate per year when normal maintenance practices are undertaken. The surfacing component of an unsealed road is generally

applied at 75mm thickness and is expected to last 3-5 years with the correct maintenance practices.

The life expectancies for both sealed and unsealed roads can vary, and in the Far North District are affected by the types and volumes of traffic that use the road. Heavy forestry use accelerates failure whilst lower overall traffic use extends lifecycles. The approach FNDC are taking through collaboration with the Northland Transport Alliance (NTA) should see overtime a better outcome of the lifecycle management of the district roads.

Ngā rerekētanga ki ngā aromatawai kōre me te heke para *Variations to sanitary assessments and waste minimisation*

In accordance with schedule 10 (6) of the Local Government Act, an LTP must identify any significant variations between the content of the Plan and its assessment of water and other sanitary services and adopted Waste Management and Minimisation Plan. Council's assessment was last completed in 2015.

Following are the variations to that assessment:

Water and other sanitary services

- Following water restrictions during the 2020 drought the focus for supplementing key water supplies in Kaitiāia and Kaikohe with bore upgrades, and engaging with the Tai Tokerau Water Trust on development of the Mid North water reservoir.
- Council is currently working with the Northland District Health Board to develop water safety plans for all potable water sources in the Far North.

Solid waste management

Council adopted its current Waste Management and Minimisation Plan (WMMP) in 2017. There are no significant variations between the WMMP and this LTP.

FNDC stopped accepting plastics numbered 3 to 7 in January 2019 for recycling due to the collapse of international markets for these products. We will continue to review the range of materials accepted as recycling in response to further changes to markets.

Ā mātou mahi • Our activities



Te tīmatatanga Introduction

Council's work is grouped into 10 activities in this LTP:

Activity number	Group of Activities	Activity
1	Roading and Footpaths	Roading Footpaths
2	Water Supply	Water Supply
3	Wastewater	Wastewater
4	Stormwater	Stormwater
5	Solid Waste Management	Solid Waste Management
6	District Facilities	Cemeteries Civic and community buildings Housing for the elderly Recreation Town maintenance, toilets and car parks
7	Customer Services	i-SITES Libraries Museums
8	Environmental Management	Animal control Environmental health Monitoring and enforcement District Licensing Committee Parking enforcement Resource consents Building consents
9	Strategic Planning and Policy	Strategic planning Community development Māori engagement, relationships and development Environmental policy
10	Governance and strategic administration	Governance and strategic administration

The information provided about each of the 10 groups of activities includes:

what we do, why we do it, how it relates to the community outcomes, the money we have budgeted for the activity in the next year, levels of service (what Council will provide and to what extent) and performance measures and targets for 2021-31 (how you will be able to tell whether we have done what we said we would do). Any significant negative effects arising from the activity are also noted.

Performance measures and targets will be used to report Council's achievements back to the community in Annual Reports for 2021/22, 2022/23 and 2023/24.

Mandatory measures

All councils are required to report against mandatory and highly-prescribed non-financial performance measures for roading and footpaths, waste and drainage, and water activities. We have included these measures in the level of service section for each group of activities and have shaded them so they can be easily identified.

How the aspects of wellbeing link to our activities

Activity	Social	Economic	Environmental	Cultural
1 Roothing and Footpaths				
2 Water Supply				
3 Wastewater				
4 Stormwater				
5 Solid Waste Management				
6 District Facilities				
7 Customer Services				
8 Environmental Management				
9 Strategic Planning and Policy				
10 Governance and Strategic Administration				

Ngā kaupapa haupū rawa • Capital works programme

Ngā rori me ngā ara hikoi • Roothing and Footpaths

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Building capacity for pump track	61,500	63,345	-	-	-
Cycle trail minor improvements	58,100	68,083	50,832	-	-
Footpaths - BOI-Whangaroa ward	150,000	154,500	158,520	162,645	167,040
Footpaths - Kaikohe-Hokianga ward	150,000	154,500	158,520	162,645	167,040
Footpaths - Te Hiku ward	150,000	154,500	158,520	162,645	167,040
Improvements	-	-	-	-	2,227,200
Low cost/low risk improvements	11,755,434	12,555,701	14,821,619	14,475,405	19,181,760
Kaikohe rail tunnel safety	130,000	206,000	-	-	-
Ōkiato to Russell, Aucks Road cycle route	-	-	-	-	735,805
Ōpua to Paihia (Northland Integrated Cycling Implementation Plan) - extension of the Twin Coast Cycle Trail	-	-	-	813,225	1,571,005
Ōpua to Paihia coastal walkway	-	-	-	813,225	835,200
Pou Herenga Tai (Twin Coast Cycle trail) extension	265,000	-	-	-	-
Pou Herenga Tai (Twin Coast Cycle trail) Ōpua to Taumārere replacement	3,074,808	4,633,691	1,004,763	527,947	542,213
Road improvements	800,000	824,000	951,120	2,594,730	5,233,920
Unsubsidised roading capital sealing	2,000,000	2,060,000	2,113,600	2,168,600	2,227,200
Unsubsidised roading capital sealing Unahi Wharf	320,000	-	-	-	-
Visitor experience - Taumārere to Ōpua	-	61,800	169,088	-	-
Waitangi to Kerikeri (Northland Integrated Cycling Implementation Plan)	-	-	-	1,081,047	-
Total new works	18,914,842	20,936,120	19,586,582	22,962,114	33,055,423
Renewals					
Bridges and structures renewals	1,465,000	1,447,150	1,648,608	1,523,442	1,503,360
Cycleway network renewals	-	27,127	86,776	-	-
Drainage renewals	803,000	767,350	697,488	863,103	1,224,960
Ferry renewals	130,000	344,020	87,714	130,116	133,632
Footpath renewals, BOI-Whangaroa ward	166,666	171,666	176,133	180,716	185,599
Footpath renewals, Kaikohe-Hokianga ward	166,667	171,667	176,134	180,717	185,600
Footpath renewals, Te Hiku ward	166,667	171,667	176,134	180,717	185,600
Sealed road rehabilitation	3,154,000	3,149,740	3,586,779	3,471,929	3,405,389
Sealed road resurfacing	4,477,800	4,716,941	4,944,412	4,844,852	5,327,507
Structures component replacements	1,667,000	1,717,010	1,761,686	1,149,359	1,152,576
Traffic services renewals	430,000	473,800	486,128	498,778	512,256
Unsealed road metalling	5,506,350	5,671,541	5,819,111	5,970,535	6,131,871
Waka Kotahi NZ Transport Agency at-risk	(5,666,667)	(5,666,667)	(5,666,666)	-	-
Total renewals	12,466,483	13,163,012	13,980,437	18,994,264	19,948,350
Total capital works for Roothing and Footpaths	31,381,325	34,099,132	33,567,019	41,956,378	53,003,773
Total 10-year capital works for Roothing and Footpaths	481,185,940				

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
-	-	-	-	-	Building capacity for pump track
-	-	-	-	-	Cycle trail minor improvements
171,390	176,190	181,125	186,375	191,400	Footpaths - BOI-Whangaroa ward
171,390	176,190	181,125	186,375	191,400	Footpaths - Kaikohe-Hokianga ward
171,390	176,190	181,125	186,375	191,400	Footpaths - Te Hiku ward
-	1,756,027	-	-	-	Improvements
20,983,849	19,328,044	18,722,288	19,898,640	17,709,605	Low cost/low risk improvements
-	-	-	-	-	Kaikohe rail tunnel safety
754,966	-	-	-	-	Ōkiato to Russell, Aucks Road cycle route
754,966	-	-	-	-	Ōpua to Paihia (Northland Integrated Cycling Implementation Plan) - extension of the Twin Coast Cycle Trail
-	-	-	-	-	Ōpua to Paihia coastal walkway
-	3,665,544	3,669,027	3,675,993	3,675,789	Pou Herenga Tai (Twin Coast Cycle trail) extension
556,333	-	-	-	-	Pou Herenga Tai (Twin Coast Cycle trail) Ōpua to Taumārere replacement
10,395,947	12,867,743	14,257,557	11,623,588	8,108,980	Road improvements
2,285,200	2,349,200	-	-	-	Unsubsidised roading capital sealing
-	-	-	-	-	Unsubsidised roading capital sealing Unahi Wharf
-	-	-	-	-	Visitor experience - Taumārere to Ōpua
-	-	-	-	-	Waitangi to Kerikeri (Northland Integrated Cycling Implementation Plan)
36,245,431	40,495,128	37,192,247	35,757,346	30,068,574	Total new works
Renewals					
2,570,850	1,820,630	2,716,875	994,000	1,020,800	Bridges and structures renewals
98,169	402,658	1,372,362	-	83,493	Cycleway network renewals
423,905	555,586	790,913	490,788	1,011,868	Drainage renewals
137,112	140,952	144,900	149,100	153,120	Ferry renewals
190,433	195,766	201,249	207,083	212,666	Footpath renewals, BOI-Whangaroa ward
190,434	195,767	201,250	207,084	212,667	Footpath renewals, Kaikohe-Hokianga ward
190,434	195,767	201,250	207,084	212,667	Footpath renewals, Te Hiku ward
4,097,364	3,986,592	3,344,775	3,441,725	3,534,520	Sealed road rehabilitation
5,334,854	4,704,475	6,098,279	6,275,040	6,444,226	Sealed road resurfacing
1,176,878	1,209,838	1,080,713	1,112,038	1,422,740	Structures component replacements
525,596	540,316	555,450	571,550	586,960	Traffic services renewals
6,291,556	6,467,759	6,648,918	6,841,640	7,026,103	Unsealed road metalling
-	-	-	-	-	Waka Kotahi NZ Transport Agency at-risk
21,227,585	20,416,106	23,356,934	20,497,132	21,921,830	Total renewals
57,473,016	60,911,234	60,549,181	56,254,478	51,990,404	Total capital works for Roding and Footpaths
			481,185,940		Total 10-year capital works for Roding and Footpaths

Ngā wai tuku • Water Supply

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Chlorinator, District-wide	24,071	-	-	-	-
Clarifier membrane, Taraire Hills, Kaikohe	-	-	-	168,747	-
Clarifier sludge disposal improvement, Kaitāia	-	19,691	-	-	-
Cobham Road water main upgrade	-	72,100	-	-	-
Fire flow upgrades, Fairlie Crescent, Ōpononi	-	-	-	-	275,059
Fire flow upgrades, Lindvart Street, Kaikohe	-	-	-	185,480	-
Fire flow upgrades, Pukepoto Road, Kaitāia	-	-	217,738	-	-
Fire flow upgrades, Skudders Beach, Kerikeri	388,835	-	-	-	-
Fire flow upgrades, Southern Area, Ōkaihau	-	504,613	-	-	-
Fire flow upgrades, Station Road, Kaikohe	-	32,210	-	-	-
Fire flow upgrades, Waipapa industrial area, Kerikeri	-	74,010	-	-	-
Intake rising main upgrade, Kerikeri	700,000	-	-	-	-
Kerikeri water take consent	3,492	-	-	-	-
Mains replacement Paihia	277,057	-	-	-	-
Mains upgrade, Baffin Street, Paihia (stage 1)	354,000	-	-	-	-
Mains upgrade, Paihia - Ōpua	-	448,544	-	-	451,008
Minor capital works, District-wide	300,000	309,000	317,040	379,505	389,760
Matawii water source (MN10)	1,200,000	-	-	-	-
Ōkaihau WTP new bore headworks and supply pipework installation	33,158	-	-	-	-
Raw water new connection, Lake Waingaro	-	309,000	2,536,320	-	-
Reservoir pump upgrade, Te Maire, Kaitāia	-	98,452	-	-	-
Reservoir replacement, Ōkaihau	-	-	-	-	-
Reservoir safety fall protection upgrade	100,000	103,000	-	-	-
Reservoir upgrade, Te Haumi, Paihia (stage 1)	-	678,892	-	-	-
Reservoir upgrade, Te Haumi, Paihia (stage 2)	-	-	-	-	613,594
Reservoir upgrade, Te Haumi, Paihia (stage 3)	-	-	-	-	82,406
Reticulation renewals, Paihia	-	-	-	222,282	-
Specified works, Ōkaihau	-	18,460	-	-	-
Stream intake structure upgrade, screen/weir, Kerikeri	300,000	-	-	-	-
Sweetwater borefield, Kaitāia	4,851,721	-	-	-	-
Treated water extension, Okahu Rd, Kaitāia	-	-	-	132,285	543,437
Treatment plant clarifier pre-membrane, Ōpononi	-	-	-	-	-
Treatment plant water heater membrane, Ōpononi	-	-	-	-	57,632
Upgrade main to Heritage Bypass, Kerikeri	-	-	-	-	9,688,320
Water source renewals, Kerikeri	54,707	-	-	-	-
Water treatment plant relocation and new source, Paihia	1,550,000	1,803,530	6,015,834	7,172,102	3,389,242
Water treatment plant upgrade, Kerikeri	-	-	-	3,252,900	3,340,800
Zonal monitoring, Kaikohe	250,000	-	-	-	-
Zonal monitoring, Paihia	-	257,500	-	-	-
Total new works	10,387,041	4,729,002	9,086,932	11,513,301	18,831,258
Renewals					
Ōpononi resource consent	34,489	-	-	-	-
Renew structure consent, Waiotemarama Stream, Ōpononi/Ōmāpere	-	-	-	108,430	47,944
Reticulation renewals, Kaitāia	210,000	-	-	-	-
Reticulation renewals, Rāwene	-	21,240	-	-	-

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
-	-	-	-	-	Chlorinator, District-wide
-	-	-	-	-	Clarifier membrane, Taraire Hills, Kaikohe
-	-	-	-	-	Clarifier sludge disposal improvement, Kaitāia
-	-	-	-	-	Cobham Road water main upgrade
950,643	-	-	-	-	Fire flow upgrades, Fairlie Crescent, Ōpononi
-	-	-	-	-	Fire flow upgrades, Lindvart Street, Kaikohe
-	-	-	-	-	Fire flow upgrades, Pukepoto Road, Kaitāia
-	-	-	-	-	Fire flow upgrades, Skudders Beach, Kerikeri
-	-	-	-	-	Fire flow upgrades, Southern Area, Ōkaihau
-	-	-	-	-	Fire flow upgrades, Station Road, Kaikohe
-	-	-	-	-	Fire flow upgrades, Waipapa industrial area, Kerikeri
-	-	-	-	-	Intake rising main upgrade, Kerikeri
-	-	-	-	-	Kerikeri water take consent
-	-	-	-	-	Mains replacement Paihia
-	-	-	-	-	Mains upgrade, Baffin Street, Paihia (stage 1)
1,302,564	-	-	-	-	Mains upgrade, Paihia - Ōpua
399,910	411,110	422,625	434,875	446,600	Minor capital works, District-wide
-	-	-	-	-	Matawii water source (MN10)
-	-	-	-	-	Ōkaihau WTP new bore headworks and supply pipework installation
-	-	-	-	-	Raw water new connection, Lake Waingaro
-	-	-	-	-	Reservoir pump upgrade, Te Maire, Kaitāia
683,846	-	-	-	-	Reservoir replacement, Ōkaihau
-	-	-	-	-	Reservoir safety fall protection upgrade
-	-	-	-	-	Reservoir upgrade, Te Haumi, Paihia (stage 1)
1,787,026	-	-	-	-	Reservoir upgrade, Te Haumi, Paihia (stage 2)
-	-	-	-	-	Reservoir upgrade, Te Haumi, Paihia (stage 3)
-	-	-	-	-	Reticulation renewals, Paihia
-	-	-	-	-	Specified works, Ōkaihau
-	-	-	-	-	Stream intake structure upgrade, screen/weir, Kerikeri
-	-	-	-	-	Sweetwater borefield, Kaitāia
-	-	-	-	-	Treated water extension, Okahu Rd, Kaitāia
136,519	-	-	-	-	Treatment plant clarifier pre-membrane, Ōpononi
-	-	-	-	-	Treatment plant water heater membrane, Ōpononi
-	-	-	-	-	Upgrade main to Heritage Bypass, Kerikeri
-	-	-	-	-	Water source renewals, Kerikeri
-	-	-	-	-	Water treatment plant relocation and new source, Paihia
-	-	-	-	-	Water treatment plant upgrade, Kerikeri
-	-	-	-	-	Zonal monitoring, Kaikohe
-	-	-	-	-	Zonal monitoring, Paihia
5,260,508	411,110	422,625	434,875	446,600	Total new works
Renewals					
-	-	-	-	-	Ōpononi resource consent
-	-	-	-	-	Renew structure consent, Waitotemarama Stream, Ōpononi/Ōmāpere
-	-	-	-	-	Reticulation renewals, Kaitāia
-	-	-	-	-	Reticulation renewals, Rāwene

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
Scheduled renewals, Kaikohe	-	51,500	1,056,800	1,084,300	1,113,600
Scheduled renewals, Kaitāia	-	58,935	739,760	1,084,300	1,113,600
Scheduled renewals, Ōpononi	-	-	-	-	-
Structural renewals, pipe bridges, District-wide	-	319,968	-	-	-
Treatment plant renewals, Kaitāia	291,762	-	-	-	-
Water source renewals, Kaikohe	-	18,460	-	-	-
Water source renewals, Kawakawa	-	85,223	-	-	-
Water source renewals, Moerewa	50,000	309,000	317,040	-	-
Water supply network planned renewals, Kawakawa and Moerewa	-	51,500	1,796,560	1,843,310	1,893,120
Water supply network planned renewals, Paihia	-	-	-	32,529	1,781,760
Water supply network renewals triggered by roading, District-wide	200,000	206,000	211,360	216,860	222,720
Water supply reactive renewals, District-wide	200,000	206,000	105,680	108,430	111,360
Water treatment plant relocation and new source, Paihia	200,000	-	-	-	-
Total renewals	1,186,251	1,327,826	4,227,200	4,478,159	6,284,104
Total capital works for Water Supply	11,573,292	6,056,828	13,314,132	15,991,460	25,115,362
Total 10-year capital works for Water Supply	105,250,211				

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
1,142,600	1,174,600	1,207,500	1,242,500	1,276,000	Scheduled renewals, Kaikohe
1,142,600	1,174,600	1,207,500	-	-	Scheduled renewals, Kaitāia
-	-	24,150	1,056,125	1,084,600	Scheduled renewals, Ōpononi
-	-	-	-	-	Structural renewals, pipe bridges, District-wide
-	-	-	-	-	Treatment plant renewals, Kaitāia
-	-	-	1,494,344	-	Water source renewals, Kaikohe
-	-	-	-	-	Water source renewals, Kawakawa
-	-	-	-	-	Water source renewals, Moerewa
971,210	998,410	48,300	1,739,500	1,786,400	Water supply network planned renewals, Kawakawa and Moerewa
1,828,160	1,879,360	1,932,000	-	-	Water supply network planned renewals, Paihia
228,520	234,920	241,500	248,500	255,200	Water supply network renewals triggered by roading, District-wide
114,260	117,460	120,750	124,250	127,600	Water supply reactive renewals, District-wide
-	-	-	-	-	Water treatment plant relocation and new source, Paihia
5,427,350	5,579,350	4,781,700	5,905,219	4,529,800	Total renewals
10,687,858	5,990,460	5,204,325	6,340,094	4,976,400	Total capital works for Water Supply
			105,250,211		Total 10-year capital works for Water Supply

Wai pakopako • Wastewater

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Discharge consent, Kerikeri	21,883	-	-	-	-
District-wide sludge management equipment	2,904,543	-	-	-	-
District-wide health and safety improvements	13,423	14,130	-	-	-
District-wide Scada and telemetry	-	-	-	-	-
District-wide sludge management programme	145,980	-	-	-	-
District-wide sludge treatment facility, Kaikohe	-	-	420,469	-	-
East coast WWTP upgrade to consent conditions	-	-	317,040	-	-
Expansion of wastewater network Stage 2, Kerikeri	-	-	-	-	-
Hihi WWTP upgrade	2,500,000	3,502,000	-	-	-
Kaikohe septage screen	175,000	-	-	-	-
Kaitāia reduction of wastewater overflows	300,000	3,840,407	-	2,415,170	2,539,899
Mains, Watea to Haruru Falls, Paihia	-	-	444,891	1,731,150	-
Manhole sealing, Kāeo	-	24,670	-	-	-
Pump station 1 upgrade, Paihia	169,098	-	-	-	-
Pump station 6 upgrade, Te Haumi Bridge, Paihia	-	-	-	80,375	-
Pump station emergency storage, Haruru, Paihia	532,650	-	-	-	-
Pump station upgrades	38,500	94,039	72,074	-	37,974
Pump station upgrades, East Coast	163,900	31,724	133,685	271,942	28,174
Pump station upgrades, Hihi	-	-	-	-	-
Pump station upgrades, Kāeo	-	13,596	28,322	33,396	-
Pump station upgrades, Kawakawa	91,300	-	-	-	-
Pump station upgrades, Kerikeri	-	154,500	-	118,080	84,522
Pump station upgrades, Ōpononi	53,900	70,246	-	-	51,448
Pump station upgrades, Rāwene	-	-	13,950	-	-
Pump station upgrades, Whangaroa	38,500	-	-	-	-
Pump station upgrades, Whatuwhiwhi	35,200	134,827	133,685	14,313	25,724
Russell WWTP inlet screen	97,825	-	-	-	-
Scheme improvements, Kaikohe	-	136,806	5,716,515	4,337,200	3,340,800
Scheme improvements, Kaitāia	-	-	-	155,803	6,502,310
Septage screening, Kaitāia	90,000	-	-	-	-
Treatment capacity expansion, Whatuwhiwhi	-	-	-	-	130,046
Treatment plant flow balance tank UV, Kāeo	26,633	-	-	-	-
Treatment plant inlet screen, Rangiputa	-	-	94,701	-	-
Treatment plant upgrades, Taipā	280,000	185,400	-	542,150	6,681,600
Treatment plant upgrades, Kaitāia	-	-	2,113,600	2,168,600	2,227,200
Treatment plant upgrades, Kohukohu	-	189,520	-	-	-
Treatment plant upgrades, Ōpononi	400,000	4,037,600	528,400	-	-
Treatment plant upgrades, Rāwene	-	-	317,040	1,619,857	-
Treatment plant upgrades, Whangaroa	-	-	-	-	126,796
Treatment plant, UV treatment, Ahipara	100,000	331,660	-	-	-
WWTP aerator upgrade, Kawakawa	280,000	-	-	-	-
WWTP stream diversion, Kawakawa	50,000	360,500	-	-	-
Total new works	8,508,335	13,121,625	10,334,372	13,488,036	21,776,493
Renewals					
Discharge consent renewal, Houhora Heads motor camp	-	-	34,173	-	-
Discharge consent renewals, Russell	75,000	72,268	-	-	-
Discharge consent renewals, Whatuwhiwhi	-	-	84,544	27,989	-
Lonely Valley Road pump station replacement	160,000	-	-	-	-

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
-	-	-	-	-	Discharge consent, Kerikeri
-	-	-	-	-	District-wide sludge management equipment
-	-	-	-	-	District-wide health and safety improvements
-	-	-	-	-	District-wide Scada and telemetry
-	-	-	-	-	District-wide sludge management programme
-	-	-	-	-	District-wide sludge treatment facility, Kaikohe
-	-	-	-	-	East coast WWTP upgrade to consent conditions
-	-	3,388,582	13,947,204	17,904,057	Expansion of wastewater network Stage 2, Kerikeri
-	-	-	-	-	Hihi WWTP upgrade
-	-	-	-	-	Kaikohe septage screen
2,201,642	-	-	-	-	Kaitāia reduction of wastewater overflows
-	-	-	-	-	Mains, Watea to Haruru Falls, Paihia
-	-	-	-	-	Manhole sealing, Kāeo
-	-	-	-	-	Pump station 1 upgrade, Paihia
-	-	-	-	-	Pump station 6 upgrade, Te Haumi Bridge, Paihia
-	-	-	-	-	Pump station emergency storage, Haruru, Paihia
35,192	-	15,939	-	9,825	Pump station upgrades
51,531	42,638	249,711	35,536	-	Pump station upgrades, East Coast
-	-	-	16,401	67,373	Pump station upgrades, Hihi
35,192	-	-	-	37,897	Pump station upgrades, Kāeo
-	-	-	-	-	Pump station upgrades, Kawakawa
93,008	-	46,489	136,675	28,072	Pump station upgrades, Kerikeri
-	15,505	-	-	7,018	Pump station upgrades, Ōpononi
-	25,841	37,191	6,834	-	Pump station upgrades, Rāwene
43,990	-	-	-	53,337	Pump station upgrades, Whangaroa
62,843	-	-	90,206	-	Pump station upgrades, Whatuwhiwhi
-	-	-	-	-	Russell WWTP inlet screen
-	-	-	-	-	Scheme improvements, Kaikohe
-	-	-	-	-	Scheme improvements, Kaitāia
-	-	-	-	-	Septage screening, Kaitāia
2,051,538	-	-	-	-	Treatment capacity expansion, Whatuwhiwhi
-	-	-	-	-	Treatment plant flow balance tank UV, Kāeo
-	-	-	-	-	Treatment plant inlet screen, Rangiputa
571,300	-	-	-	-	Treatment plant upgrades, Taipā
-	-	-	-	-	Treatment plant upgrades, Kaitāia
-	-	-	-	-	Treatment plant upgrades, Kohukohu
-	-	-	-	-	Treatment plant upgrades, Ōpononi
-	-	-	-	-	Treatment plant upgrades, Rāwene
755,651	-	-	-	-	Treatment plant upgrades, Whangaroa
-	-	1,207,500	6,212,500	-	Treatment plant, UV treatment, Ahipara
-	-	-	-	-	WWTP aerator upgrade, Kawakawa
-	-	-	-	-	WWTP stream diversion, Kawakawa
5,901,887	83,984	4,945,412	20,445,356	18,107,579	Total new works
Renewals					
-	-	-	-	-	Discharge consent renewal, Houhora Heads motor camp
-	-	-	-	-	Discharge consent renewals, Russell
-	-	-	-	-	Discharge consent renewals, Whatuwhiwhi
-	-	-	-	-	Lonely Valley Road pump station replacement

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
Minor capital works	700,000	618,000	528,400	542,150	556,800
Pump station renewals, Kaikohe	71,500	-	-	-	-
Pump station renewals, Kaitāia	36,300	29,458	190,647	14,313	75,948
Pump station renewals, Kohukohu	38,500	-	-	-	-
Pump station renewals, Paihia	193,600	237,930	191,809	58,444	36,749
Pump station renewals, Russell	-	112,167	-	39,577	151,895
Reactive renewals	300,000	309,000	211,360	108,430	111,360
Resource consent renewals, Hihi	150,000	54,590	-	-	-
Resource consent renewals, Kāeo	150,000	54,590	-	-	-
Resource consent renewals, Kaikohe	466,993	103,000	-	-	-
Resource consent renewals, Kaitāia	359,053	103,000	-	-	-
Resource consent renewals, Rāwene	75,000	-	-	-	-
Scheduled renewals, Awanui	-	-	-	-	-
Scheduled renewals, Kaikohe	-	-	-	2,466,865	2,505,600
Scheduled renewals, Kaitāia	-	-	-	3,252,900	3,340,800
Scheduled renewals, Kawakawa	-	-	-	1,084,300	1,157,343
Scheduled renewals, Paihia	-	618,000	-	-	-
Scheduled renewals, Rāwene	-	-	-	-	21,440
Scheduled renewals, Russell	100,000	75,069	426,231	-	-
Scheduled renewals, Whangaroa	-	-	-	-	-
Telemetry renewals, District-wide	909,417	937,448	625,837	-	-
Treatment plant renewals, Ahipara	-	-	74,148	-	-
Treatment plant renewals, East Coast	180,000	-	-	-	-
Treatment plant renewals, Kaitāia	-	-	-	-	-
Treatment plant renewals, Kawakawa	-	-	-	23,102	-
Treatment plant renewals, Russell	372,855	-	-	-	-
Wastewater network reactive renewals triggered by roading	200,000	206,000	211,360	216,860	222,720
Wastewater treatment renewals, Houhora Head motor camp	-	-	-	-	-
Total renewals	4,538,218	3,530,520	2,578,509	7,834,930	8,180,655
Total capital works for Wastewater	13,046,553	16,652,145	12,912,881	21,322,966	29,957,148
Total 10-year capital works for Wastewater	177,173,919				

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
571,300	587,300	603,750	621,250	638,000	Minor capital works
18,853	-	-	-	-	Pump station renewals, Kaikohe
-	107,241	94,306	62,871	-	Pump station renewals, Kaitāia
22,623	-	-	-	-	Pump station renewals, Kohukohu
177,217	196,393	-	241,915	165,625	Pump station renewals, Paihia
-	2,584	70,397	-	-	Pump station renewals, Russell
114,260	117,460	120,750	124,250	127,600	Reactive renewals
-	-	-	-	-	Resource consent renewals, Hihi
-	-	-	-	-	Resource consent renewals, Kāeo
-	-	-	-	-	Resource consent renewals, Kaikohe
-	-	-	-	-	Resource consent renewals, Kaitāia
-	-	-	-	-	Resource consent renewals, Rāwene
-	-	40,544	-	-	Scheduled renewals, Awanui
2,570,850	2,642,850	2,716,875	2,795,625	-	Scheduled renewals, Kaikohe
3,427,800	3,523,800	3,622,500	3,727,500	-	Scheduled renewals, Kaitāia
1,142,600	1,174,600	-	-	-	Scheduled renewals, Kawakawa
-	-	-	-	-	Scheduled renewals, Paihia
-	-	-	-	-	Scheduled renewals, Rāwene
-	-	-	-	-	Scheduled renewals, Russell
-	162,679	-	-	-	Scheduled renewals, Whangaroa
-	-	-	-	-	Telemetry renewals, District-wide
-	-	-	-	-	Treatment plant renewals, Ahipara
-	-	-	-	-	Treatment plant renewals, East Coast
-	-	-	-	-	Treatment plant renewals, Kaitāia
-	-	-	-	-	Treatment plant renewals, Kawakawa
-	-	-	-	-	Treatment plant renewals, Russell
228,520	234,920	241,500	248,500	255,200	Wastewater network reactive renewals triggered by roading
-	-	-	-	255,200	Wastewater treatment renewals, Houhora Head motor camp
8,274,023	8,749,827	7,510,622	7,821,911	1,441,625	Total renewals
14,175,910	8,833,811	12,456,034	28,267,267	19,549,204	Total capital works for Wastewater
			177,173,919		Total 10-year capital works for Wastewater

Wai āwhā • Stormwater

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Floodgate health and safety improvements, District-wide	10,000	15,450	15,852	-	-
Floodgate improvements	-	116,998	-	-	-
Ōpononi RSA stormwater lines	-	24,853	-	-	-
Stormwater discharge consent renewal, Mangōnui	-	-	-	-	-
Stormwater improvements, Adamson Road, Taipā	175,000	-	-	-	-
Stormwater improvements, Bayview Road, Paihia	160,000	-	-	-	-
Stormwater improvements, District-wide	-	-	-	-	890,880
Stormwater improvements, Kawakawa	100,000	-	-	-	-
Stormwater improvements, Leigh Street, Kāeo	-	-	-	-	-
Stormwater improvements, Moerewa	1,005,713	820,859	-	433,720	-
Stormwater improvements, Tasman Heights, Ahipara Stage 4	91,555	-	-	-	-
Stormwater lines, Kaikohe Upper Broadway	-	-	-	-	-
Stormwater lines, Lake Road, Kaitāia	-	-	-	867,440	-
Stormwater lines, Station Road, Kaikohe	-	-	-	-	167,040
Stormwater minor works, District-wide	100,000	206,000	211,360	216,860	222,720
Stormwater outlets, Paihia Beach	-	-	-	-	80,615
Stormwater pipe renewals, Commerce Street, Kaitāia	1,500,000	-	-	-	-
Stormwater renewals, Kotare Drive, East Coast	15,000	257,500	-	-	-
Stormwater treatment and storage improvements, District-wide	-	-	-	325,290	334,080
Total new works	3,157,268	1,441,660	227,212	1,843,310	1,695,335
Renewals					
Floodgate improvements	-	5,385	-	-	-
Floodgate renewals, District-wide	-	-	-	-	-
Ōpononi RSA stormwater lines	-	28,422	-	-	-
Stormwater coastal outfalls renewals, District-wide	-	-	-	-	-
Stormwater network planned renewals, District-wide	-	-	-	867,440	1,948,800
Stormwater network reactive renewals triggered by roading, District-wide	200,000	206,000	211,360	216,860	222,720
Stormwater network renewals, Matthews Avenue to Farrimond Place, Kaitāia	-	-	-	16,265	144,768
Stormwater reactive renewals, District-wide	250,000	257,500	264,200	216,860	222,720
Stormwater renewals, Kaitāia Parkdale Crescent	65,000	875,500	898,280	-	-
Stormwater renewals, Te Reinga Street, Kaitāia	-	-	-	-	334,080
Stormwater treatment and storage planned renewals, District-wide	-	-	-	32,529	33,408
Total renewals	515,000	1,372,807	1,373,840	1,349,954	2,906,496
Total capital works for Stormwater	3,672,268	2,814,467	1,601,052	3,193,264	4,601,831
Total 10-year capital works for Stormwater	42,574,731				

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
-	-	-	-	-	Floodgate health and safety improvements, District-wide
-	-	-	-	-	Floodgate improvements
-	-	-	-	-	Ōpononi RSA stormwater lines
10,667	-	-	-	-	Stormwater discharge consent renewal, Mangōnui
-	-	-	-	-	Stormwater improvements, Adamson Road, Taipā
-	-	-	-	-	Stormwater improvements, Bayview Road, Paihia
914,080	939,680	966,000	994,000	1,020,800	Stormwater improvements, District-wide
-	-	-	-	-	Stormwater improvements, Kawakawa
-	-	18,113	186,375	-	Stormwater improvements, Leigh Street, Kāeo
-	-	-	-	-	Stormwater improvements, Moerewa
-	-	-	-	-	Stormwater improvements, Tasman Heights, Ahipara Stage 4
-	-	181,125	621,250	574,200	Stormwater lines, Kaikohe Upper Broadway
-	-	-	-	-	Stormwater lines, Lake Road, Kaitāia
1,942,420	1,996,820	-	-	-	Stormwater lines, Station Road, Kaikohe
228,520	234,920	241,500	248,500	255,200	Stormwater minor works, District-wide
-	-	-	-	-	Stormwater outlets, Paihia Beach
-	-	-	-	-	Stormwater pipe renewals, Commerce Street, Kaitāia
-	-	-	-	-	Stormwater renewals, Kotare Drive, East Coast
342,780	352,380	362,250	372,750	382,800	Stormwater treatment and storage improvements, District-wide
3,438,467	3,523,800	1,768,988	2,422,875	2,233,000	Total new works
Renewals					
-	-	-	-	-	Floodgate improvements
28,565	58,730	60,375	62,125	-	Floodgate renewals, District-wide
-	-	-	-	-	Ōpononi RSA stormwater lines
22,852	70,476	72,450	-	-	Stormwater coastal outfalls renewals, District-wide
1,999,550	2,055,550	2,113,125	2,174,375	2,233,000	Stormwater network planned renewals, District-wide
228,520	234,920	241,500	248,500	255,200	Stormwater network reactive renewals triggered by roading, District-wide
-	-	-	-	-	Stormwater network renewals, Matthews Avenue to Farrimond Place, Kaitāia
228,520	176,190	181,125	186,375	191,400	Stormwater reactive renewals, District-wide
-	-	-	-	-	Stormwater renewals, Kaitāia Parkdale Crescent
-	-	-	-	-	Stormwater renewals, Te Reinga Street, Kaitāia
34,278	35,238	36,225	37,275	38,280	Stormwater treatment and storage planned renewals, District-wide
2,542,285	2,631,104	2,704,800	2,708,650	2,717,880	Total renewals
5,980,752	6,154,904	4,473,788	5,131,525	4,950,880	Total capital works for Stormwater
			42,574,731		Total 10-year capital works for Stormwater

Mana Whakahaere Para • Solid Waste Management

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Leachate oil separators	90,000	206,000	-	-	-
Recycling solutions, District-wide	-	-	-	542,150	1,113,600
Recycling station, Kerikeri	-	-	-	2,168,600	1,113,600
Transfer station improvements, BOI-Whangaroa ward	28,571	31,473	34,640	38,124	42,160
Transfer station improvements, Kaikohe-Hokianga ward	28,571	31,473	34,640	38,124	42,160
Transfer station improvements, Te Hiku ward	28,571	31,473	34,640	38,124	42,160
Wastewater treatment system upgrade, Kaitāia Resource Recovery Centre	-	82,400	-	-	-
Weighbridge upgrade, Kaitāia	380,000	-	-	-	-
Total new works	555,713	382,819	103,920	2,825,122	2,353,680
Renewals					
Landfill discharge consent, Kaikohe	-	-	-	35,062	-
Landfill renewals, Russell	-	-	-	32,529	50,112
Recycling centre renewals, District-wide	7,500	7,725	7,926	8,132	8,352
Recycling centre renewals, Ōkaihau	-	-	-	-	-
Transfer station renewals, Ahipara	-	-	16,465	-	-
Transfer station renewals, Awanui	-	-	-	-	-
Transfer station renewals, District-wide	-	158,310	-	-	-
Transfer station renewals, Herekino	-	-	-	-	-
Transfer station renewals, Houhora	-	33,677	-	-	-
Transfer station renewals, Kaikohe	-	-	-	-	-
Transfer station renewals, Kaitāia	-	160,214	-	-	-
Transfer station renewals, Kerikeri	-	76,304	-	-	185,622
Transfer station renewals, Kohukohu	-	-	-	-	-
Transfer station renewals, Ōpononi	-	-	-	29,781	-
Transfer station renewals, Panguru	-	-	-	-	-
Transfer station renewals, Russell	11,571	-	-	-	-
Transfer station renewals, Taipā	22,108	99,853	-	-	17,944
Transfer station renewals, Te Kao	17,005	-	-	-	-
Transfer station renewals, Whāngae	-	-	32,647	-	221,868
Transfer station renewals, Whatuwhiwhi	-	51,666	-	-	-
Transfer stations small renewals, District-wide	38,000	39,140	40,158	41,203	42,317
Weighbridge renewals, Kaitāia	-	-	-	21,959	13,829
Total Renewals	96,184	626,889	97,196	168,666	540,044
Total capital works for Solid Waste Management	651,897	1,009,708	201,116	2,993,788	2,893,724
Total 10-year capital works for Solid Waste Management	11,109,008				

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
-	-	-	-	-	Leachate oil separators
1,142,600	-	-	-	-	Recycling solutions, District-wide
-	-	-	-	-	Recycling station, Kerikeri
46,587	51,623	57,428	63,881	70,919	Transfer station improvements, BOI-Whangaroa ward
46,587	51,623	57,428	63,881	70,919	Transfer station improvements, Kaikohe-Hokianga ward
46,587	51,623	57,428	63,881	70,919	Transfer station improvements, Te Hiku ward
-	-	-	-	-	Wastewater treatment system upgrade, Kaitāia Resource Recovery Centre
-	-	-	-	-	Weighbridge upgrade, Kaitāia
1,282,361	154,869	172,284	191,643	212,757	Total new works
Renewals					
-	-	-	-	-	Landfill discharge consent, Kaikohe
-	-	-	-	25,520	Landfill renewals, Russell
8,570	8,810	9,056	9,319	9,570	Recycling centre renewals, District-wide
-	-	36,225	-	-	Recycling centre renewals, Ōkaihau
56,426	-	-	-	-	Transfer station renewals, Ahipara
-	176,603	-	-	-	Transfer station renewals, Awanui
-	-	-	-	-	Transfer station renewals, District-wide
-	-	42,727	-	-	Transfer station renewals, Herekino
-	-	-	-	75,883	Transfer station renewals, Houhora
-	-	10,049	-	-	Transfer station renewals, Kaikohe
-	157,307	17,573	-	118,078	Transfer station renewals, Kaitāia
-	-	-	-	-	Transfer station renewals, Kerikeri
-	-	8,470	-	-	Transfer station renewals, Kohukohu
-	-	-	-	-	Transfer station renewals, Ōpononi
-	-	-	-	6,736	Transfer station renewals, Panguru
-	18,068	-	25,872	-	Transfer station renewals, Russell
-	-	10,051	-	85,242	Transfer station renewals, Taipā
11,643	-	-	-	-	Transfer station renewals, Te Kao
-	53,054	-	11,179	-	Transfer station renewals, Whāngae
20,964	-	38,478	-	26,949	Transfer station renewals, Whatuwhiwhi
43,419	44,635	45,885	47,215	48,488	Transfer stations small renewals, District-wide
-	-	-	36,797	-	Weighbridge renewals, Kaitāia
141,022	458,477	218,514	130,382	396,466	Total Renewals
1,423,383	613,346	390,798	322,025	609,223	Total capital works for Solid Waste Management
			11,109,008		Total 10-year capital works for Solid Waste Management

Ngā whakaurunga o te rohe • District Facilities

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Amenity lighting, BOI-Whangaroa ward	18,513	20,034	21,572	23,253	24,995
Amenity lighting, Kaikohe-Hokianga ward	18,513	20,034	21,572	23,253	24,995
Amenity lighting, Te Hiku ward	18,513	20,034	21,572	23,253	24,995
Baysport facility right of access	52,000	-	-	-	-
BOI sports development	-	-	-	-	-
Broadwood swing bridge	-	103,000	-	-	-
Campervan parking improvements, Kaikohe	-	-	-	12,469	13,920
Carpark accessibility improvements, BOI-Whangaroa ward	15,415	15,877	-	-	-
Cemetery Land, Ōpononi	-	309,000	-	-	-
Cemetery Land, Russell	-	515,000	-	-	-
Civic Hub, Kaikohe	50,000	2,271,150	3,376,393	4,120,410	-
Dog park, Kerikeri	34,000	38,110	-	-	-
Garden upgrade and link to cycleway, Kaikohe	-	-	-	-	33,408
Hall accessibility improvements, BOI-Whangaroa ward	-	-	-	65,058	-
Hall accessibility improvements, Kaikohe-Hokianga ward	42,541	20,600	-	-	-
Hall accessibility improvements, Te Hiku ward	-	-	-	21,686	-
Housing for Elderly Healthy Homes upgrades	1,795,688	1,849,559	1,897,683	-	-
Housing for Elderly, Awanui	10,000	-	-	-	-
Housing for Elderly, Ōmāpere	300,000	-	-	-	-
Kaikohe hall and HQ carpark renewal	355,427	-	-	-	-
Kaitāia airport - cross wind runway	292,031	1,030,010	-	-	-
Maritime facilities, Hokianga Harbour programme	600,000	-	115,191	-	-
Maritime facilities, minor upgrades	51,771	58,627	66,139	74,679	84,330
Maritime facilities, waterfront storm mitigation, Paihia	-	-	-	-	210,136
Maritime facilities, Whangaroa	2,000,000	866,021	-	-	-
Maritime facilities, Windsor Landing	261,195	-	-	-	-
Maritime recreation, District-wide	200,000	626,777	-	-	-
Maritime renewals, Kerikeri	-	-	-	-	-
New Boat Parking, Pukenui Wharf	370,000	-	-	-	-
New playground equipment - Korora Park, Kaitāia	-	77,250	-	-	-
New public toilet, Lake Manuwai, Waipapa	-	-	158,520	-	-
Parks and reserves, Kowhai Park development, Kaikohe	-	-	-	-	55,680
Parks and reserves, Memorial Park, Kaikohe outdoor stage	-	51,500	-	-	-
Parks and reserves, Nisbet Park Morewa, shade sails	35,000	-	-	-	-
Parks and reserves, Old Andrews Reserve upgrade, Kohukohu	-	-	-	-	-
Parks and reserves, Ōmāpere erosion protection Freese Park	-	1,545,000	-	-	-
Parks and reserves, Reid Park, Kaikohe playground	-	-	-	-	66,816
Parks and reserve accessibility improvements (Carparks), BOI-Whangaroa ward	15,415	15,877	16,291	16,714	17,166
Parks and reserve accessibility improvements (Carparks), Kaikohe-Hokianga ward	20,544	21,160	21,711	22,276	22,878
Parks and reserve accessibility improvements (Carparks), Te Hiku ward	8,366	8,617	8,841	9,071	9,316
Playground shade sail, Awanui	-	41,200	-	-	-
Public toilet, Ahipara	-	-	211,360	-	-

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
26,975	29,188	31,441	33,846	36,292	Amenity lighting, BOI-Whangaroa ward
26,975	29,188	31,504	33,959	36,458	Amenity lighting, Kaikohe-Hokianga ward
26,975	29,188	31,504	33,959	36,458	Amenity lighting, Te Hiku ward
-	-	-	-	-	Baysport facility right of access
-	-	-	11,169,567	17,206,077	BOI sports development
-	-	-	-	-	Broadwood swing bridge
15,425	-	-	-	-	Campervan parking improvements, Kaikohe
-	-	-	-	-	Carpark accessibility improvements, BOI-Whangaroa ward
-	-	-	-	-	Cemetery Land, Ōpononi
-	-	-	-	-	Cemetery Land, Russell
-	-	-	-	-	Civic Hub, Kaikohe
-	-	-	-	-	Dog park, Kerikeri
-	-	-	-	-	Garden upgrade and link to cycleway, Kaikohe
-	23,492	24,150	-	-	Hall accessibility improvements, BOI-Whangaroa ward
22,852	23,492	-	-	-	Hall accessibility improvements, Kaikohe-Hokianga ward
-	23,492	-	-	51,040	Hall accessibility improvements, Te Hiku ward
-	-	-	-	-	Housing for Elderly Healthy Homes upgrades
-	-	-	-	-	Housing for Elderly, Awanui
-	-	-	-	-	Housing for Elderly, Ōmāpere
-	-	-	-	-	Kaikohe hall and HQ carpark renewal
-	-	-	-	-	Kaitāia airport - cross wind runway
-	-	-	-	-	Maritime facilities, Hokianga Harbour programme
95,610	108,701	123,955	141,466	161,131	Maritime facilities, minor upgrades
-	-	-	-	-	Maritime facilities, waterfront storm mitigation, Paihia
-	-	-	-	-	Maritime facilities, Whangaroa
-	-	-	-	-	Maritime facilities, Windsor Landing
-	-	-	-	-	Maritime recreation, District-wide
-	-	-	126,202	-	Maritime renewals, Kerikeri
-	-	-	-	-	New Boat Parking, Pukenui Wharf
-	-	-	-	-	New playground equipment - Korora Park, Kaitāia
-	-	-	-	-	New public toilet, Lake Manuwai, Waipapa
-	-	-	-	-	Parks and reserves, Kowhai Park development, Kaikohe
-	-	-	-	-	Parks and reserves, Memorial Park, Kaikohe outdoor stage
-	-	-	-	-	Parks and reserves, Nisbet Park Morewa, shade sails
13,411	-	-	-	-	Parks and reserves, Old Andrews Reserve upgrade, Kohukohu
-	-	-	-	-	Parks and reserves, Ōmāpere erosion protection Freese Park
-	-	-	-	-	Parks and reserves, Reid Park, Kaikohe playground
17,613	18,106	18,614	19,153	19,670	Parks and reserve accessibility improvements (Carparks), BOI-Whangaroa ward
23,474	24,131	24,807	25,526	26,214	Parks and reserve accessibility improvements (Carparks), Kaikohe-Hokianga ward
9,559	9,827	10,102	10,395	10,675	Parks and reserve accessibility improvements (Carparks), Te Hiku ward
-	-	-	-	-	Playground shade sail, Awanui
-	-	-	-	-	Public toilet, Ahipara

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
Public toilet, Hōreke	-	-	-	-	-
Public toilet, Memorial Park, Kaikohe	220,000	-	-	-	-
Public toilet, Monument Hill / Hone Heke Reserve, Kaikohe	-	-	-	184,331	-
Public toilet, North Park, Kaitāia	177,600	-	-	-	-
Public toilet, Rangitāne Reserve	-	185,400	-	-	-
Pukenui coastal walkway	-	51,500	607,660	623,473	-
Rail tunnel upgrade, Ōkaihau	-	-	-	-	71,270
Recycling bins, Kaikohe	-	-	12,968	-	-
Sportsfields, Whatuwhiwhi	-	-	-	-	167,040
Streetscape upgrade, Kaikohe	344,200	354,526	-	-	-
Taipā seawall	-	87,550	-	-	-
Taumatakuku Reserve playground, Moerewa	-	-	105,680	-	-
Te Hiku sportshub clubroom development, Kaitāia	559,623	57,529	-	-	-
Toilet accessibility improvements, BOI-Whangaroa ward	15,000	15,450	15,852	16,265	16,704
Toilet accessibility improvements, Kaikohe-Hokianga ward	15,000	15,450	15,852	16,265	16,704
Toilet accessibility improvements, Te Hiku ward	15,000	15,450	15,852	16,265	16,704
Town beautification, BOI-Whangaroa ward	100,000	103,000	105,680	108,430	111,360
Town beautification, Kaikohe-Hokianga ward	100,000	103,000	105,680	108,430	111,360
Town beautification, Te Hiku ward	-	103,000	105,680	108,430	111,360
Waipapa Baysport carpark surfacing	-	-	211,360	325,290	-
Waipapa Baysports field drainage	650,000	-	-	-	-
Waipapa Landing carpark seal	-	247,200	-	-	-
Walking track upgrades, District-wide	-	-	128,317	53,662	37,918
Walkway upgrade, Ōpua - Paihia waterfront	-	209,718	215,175	-	-
Total new works	8,761,355	11,073,210	7,582,601	5,972,963	1,249,055
Renewals					
Airport renewals, Kaikohe	-	-	-	-	-
Amenity lighting, BOI-Whangaroa ward	26,100	27,473	28,836	26,565	27,283
Amenity lighting, Kaikohe-Hokianga ward	3,089	3,252	3,413	3,144	3,229
Amenity lighting, Te Hiku ward	18,749	19,736	20,714	19,084	19,599
Bins, benches, bollards, signs and tables, BOI-Whangaroa ward	100,000	103,000	105,680	108,430	111,360
Bins, benches, bollards, signs and tables, Kaikohe-Hokianga ward	50,000	51,500	52,840	54,215	55,680
Bins, benches, bollards, signs and tables, Te Hiku ward	50,000	72,100	73,976	75,901	77,952
Boat ramps algal removal, District-wide	22,008	-	-	-	-
Building renewals, Kāeo Old Post Office	-	1,261,750	-	-	-
Building renewals, Kaikohe Lions Club	-	-	-	-	-
Building renewals, Kaikohe Senior Citizens	-	-	-	-	-
Building renewals, Kaitāia Gym Club	-	-	-	-	-
Building renewals, Pear Tree, Kerikeri	-	-	-	-	-
Building renewals, Plunket, Kaitāia	-	-	-	-	-
Building renewals, Rāwene Old Courthouse	-	-	-	27,108	27,840
Building renewals, Rāwene Old Jail	-	-	-	-	-
Building renewals, Tāheke community centre	-	-	264,200	-	-
Caravan dump renewals, Kaikohe	-	-	-	-	-
Caravan dump renewals, Kaitāia	-	-	-	-	-
Caravan dump renewals, Kawakawa	-	-	-	-	-
Caravan dump renewals, Kerikeri	-	-	-	-	-

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
-	-	-	24,850	255,200	Public toilet, Hōreke
-	-	-	-	-	Public toilet, Memorial Park, Kaikohe
-	-	-	-	-	Public toilet, Monument Hill / Hone Heke Reserve, Kaikohe
-	-	-	-	-	Public toilet, North Park, Kaitāia
-	-	-	-	-	Public toilet, Rangitāne Reserve
-	-	-	-	-	Pukenui coastal walkway
-	-	-	-	-	Rail tunnel upgrade, Ōkaihau
-	-	-	-	-	Recycling bins, Kaikohe
-	-	-	-	-	Sportsfields, Whatuwhiwhi
-	-	-	-	-	Streetscape upgrade, Kaikohe
-	-	-	-	-	Taipā seawall
-	-	-	-	-	Taumatakuku Reserve playground, Moerewa
-	-	-	-	-	Te Hiku sportshub clubroom development, Kaitāia
17,139	17,619	18,113	18,638	19,140	Toilet accessibility improvements, BOI-Whangaroa ward
17,139	17,619	18,113	18,638	19,140	Toilet accessibility improvements, Kaikohe-Hokianga ward
17,139	17,619	18,113	18,638	19,140	Toilet accessibility improvements, Te Hiku ward
114,260	117,460	120,750	124,250	127,600	Town beautification, BOI-Whangaroa ward
114,260	117,460	120,750	124,250	127,600	Town beautification, Kaikohe-Hokianga ward
114,260	117,460	120,750	124,250	127,600	Town beautification, Te Hiku ward
-	-	-	-	-	Waipapa Baysport carpark surfacing
-	-	-	-	-	Waipapa Baysports field drainage
-	-	-	-	-	Waipapa Landing carpark seal
36,049	29,870	26,324	23,595	20,225	Walking track upgrades, District-wide
-	-	-	-	-	Walkway upgrade, Ōpua - Paihia waterfront
709,115	753,912	738,990	12,071,182	18,299,660	Total new works
					Renewals
-	-	-	-	-	Airport renewals, Kaikohe
27,994	28,778	29,584	30,441	31,262	Amenity lighting, BOI-Whangaroa ward
3,314	3,406	3,502	3,603	3,700	Amenity lighting, Kaikohe-Hokianga ward
20,110	20,673	21,252	21,868	22,458	Amenity lighting, Te Hiku ward
114,260	117,460	120,750	124,250	127,600	Bins, benches, bollards, signs and tables, BOI-Whangaroa ward
57,130	58,730	60,375	62,125	63,800	Bins, benches, bollards, signs and tables, Kaikohe-Hokianga ward
79,982	82,222	84,525	86,975	89,320	Bins, benches, bollards, signs and tables, Te Hiku ward
-	-	-	-	-	Boat ramps algal removal, District-wide
-	-	-	-	-	Building renewals, Kāeo Old Post Office
-	4,111	-	9,940	-	Building renewals, Kaikohe Lions Club
-	-	376,740	-	25,520	Building renewals, Kaikohe Senior Citizens
-	-	100,223	-	-	Building renewals, Kaitāia Gym Club
-	103,365	-	-	-	Building renewals, Pear Tree, Kerikeri
-	129,206	-	-	-	Building renewals, Plunket, Kaitāia
137,112	-	-	-	-	Building renewals, Rāwene Old Courthouse
-	41,111	-	-	-	Building renewals, Rāwene Old Jail
-	-	-	-	-	Building renewals, Tāheke community centre
-	-	966	-	-	Caravan dump renewals, Kaikohe
-	-	712	-	12,760	Caravan dump renewals, Kaitāia
-	-	-	373	-	Caravan dump renewals, Kawakawa
-	-	-	3,728	-	Caravan dump renewals, Kerikeri

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
Caravan dump renewals, Mangōnui	-	-	-	-	-
Caravan dump renewals, Ōmāpere	-	-	-	-	-
Caravan dump renewals, Whatuwhiwhi	-	-	-	-	-
Carpark and boardwalk renewals, Mangōnui	-	-	-	-	-
Carpark renewals, Bowling Club, Kerikeri	-	-	-	-	-
Carpark renewals, Butler Road, Kerikeri	-	25,560	-	-	-
Carpark renewals, Church Street, Kawakawa	-	-	-	-	-
Carpark renewals, Commercial Street, Kawakawa	-	276,645	-	-	-
Carpark renewals, Hobson Road, Kerikeri	-	-	-	-	-
Carpark renewals, Homestead Road, Kerikeri	-	38,485	-	-	-
Carpark renewals, Julian carpark, Kerikeri	-	-	40,191	-	-
Carpark renewals, Kent Bay North	-	-	11,539	-	-
Carpark renewals, Kent Bay South	-	-	5,911	-	-
Carpark renewals, Marsden Road, Paihia	-	-	27,953	115,154	-
Carpark renewals, Melba Street, Kaitāia	-	-	-	-	-
Carpark renewals, Memorial Avenue, Kaikohe	-	478,178	-	-	14,565
Carpark renewals, North Road, Kaitāia	-	-	-	-	-
Carpark renewals, Taronui Bay, Pureua	-	-	-	-	-
Carpark renewals, Te Ahu, Kaitāia	-	-	-	-	-
Carpark renewals, Whāngae Road, Kawakawa	-	37,455	-	-	-
Carpark renewals, York Street, Russell	-	-	-	9,768	-
Cemetery renewals, Kāeo	-	-	-	9,961	-
Cemetery renewals, Kaikohe	-	-	-	-	7,795
Cemetery renewals, Kaitāia	-	-	-	-	-
Cemetery renewals, Kawakawa	-	-	-	-	-
Cemetery renewals, Kerikeri	-	-	50,726	24,939	-
Cemetery renewals, Kohukohu	-	6,043	-	-	-
Cemetery renewals, Ōkaihau	-	-	-	-	-
Cemetery renewals, Paihia	-	-	-	-	-
Cemetery renewals, Rāwene	-	18,567	-	-	-
Cemetery renewals, Tōtara North	-	-	-	-	-
Centennial Park development - Phase 2	32,724	-	-	-	-
Coastal walkway consent renewal, Ōpua Basin	-	-	-	-	8,169
Community building renewals, Kohukohu Library	-	-	-	-	15,581
Hall renewals, Awanui	-	-	-	-	-
Hall renewals, Herekino	-	-	-	-	96,883
Hall renewals, Hōreke	-	-	-	-	-
Hall renewals, Kāeo	-	-	-	271,075	-
Hall renewals, Kaikohe	-	-	-	1,705,604	665,933
Hall renewals, Kohukohu	183,000	-	-	632,147	-
Hall renewals, Mangōnui	-	-	-	-	-
Hall renewals, Ōkaihau	-	-	-	-	-
Hall renewals, Ōpononi	777,232	841,017	-	-	-
Hall renewals, Paihia	-	-	-	-	724,039
Hall renewals, Peria	-	-	-	84,575	-
Hall renewals, Rāwene	-	112,154	338,347	363,658	-
Hall renewals, Russell	-	-	-	-	-
Hall renewals, Tāheke	-	-	-	-	-
Hall renewals, Tōtara North	-	-	-	-	-

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
-	-	-	373	-	Caravan dump renewals, Mangōnui
-	-	-	-	383	Caravan dump renewals, Ōmāpere
-	-	-	-	8,932	Caravan dump renewals, Whatuwhiwhi
20,887	-	-	-	-	Carpark and boardwalk renewals, Mangōnui
-	-	-	207,903	-	Carpark renewals, Bowling Club, Kerikeri
-	-	-	-	-	Carpark renewals, Butler Road, Kerikeri
-	-	9,394	-	-	Carpark renewals, Church Street, Kawakawa
-	-	-	-	-	Carpark renewals, Commercial Street, Kawakawa
-	422,856	-	-	-	Carpark renewals, Hobson Road, Kerikeri
-	-	-	-	-	Carpark renewals, Homestead Road, Kerikeri
-	-	-	-	-	Carpark renewals, Julian carpark, Kerikeri
-	-	-	-	-	Carpark renewals, Kent Bay North
-	-	-	-	-	Carpark renewals, Kent Bay South
-	-	-	-	-	Carpark renewals, Marsden Road, Paihia
-	604,496	7,573	-	-	Carpark renewals, Melba Street, Kaitāia
-	-	-	-	-	Carpark renewals, Memorial Avenue, Kaikohe
-	-	19,136	16,472	-	Carpark renewals, North Road, Kaitāia
-	2,212	-	-	-	Carpark renewals, Taronui Bay, Purerua
-	-	-	-	4,887	Carpark renewals, Te Ahu, Kaitāia
-	-	-	-	0	Carpark renewals, Whāngae Road, Kawakawa
-	-	-	-	0	Carpark renewals, York Street, Russell
-	-	-	-	0	Cemetery renewals, Kāeo
-	9,397	-	-	17,864	Cemetery renewals, Kaikohe
127,093	27,165	22,613	-	-	Cemetery renewals, Kaitāia
12,569	8,340	36,225	-	11,484	Cemetery renewals, Kawakawa
-	58,730	15,698	28,578	-	Cemetery renewals, Kerikeri
-	-	-	-	-	Cemetery renewals, Kohukohu
5,713	-	-	-	4,466	Cemetery renewals, Ōkaihau
-	-	-	234,883	-	Cemetery renewals, Paihia
-	-	7,518	-	-	Cemetery renewals, Rāwene
12,569	1,175	-	-	8,932	Cemetery renewals, Tōtara North
-	-	-	-	-	Centennial Park development - Phase 2
-	-	-	-	-	Coastal walkway consent renewal, Ōpua Basin
-	-	-	-	-	Community building renewals, Kohukohu Library
-	281,904	-	-	306,240	Hall renewals, Awanui
571,300	-	-	-	-	Hall renewals, Herekino
-	-	1,077,806	-	-	Hall renewals, Hōreke
285,650	293,650	84,525	-	-	Hall renewals, Kāeo
175,960	-	-	3,479	-	Hall renewals, Kaikohe
-	-	-	-	-	Hall renewals, Kohukohu
-	-	247,238	559,375	757,857	Hall renewals, Mangōnui
-	-	412,759	444,483	3,612	Hall renewals, Ōkaihau
-	-	-	-	-	Hall renewals, Ōpononi
-	-	-	-	-	Hall renewals, Paihia
-	-	-	-	-	Hall renewals, Peria
-	-	-	-	-	Hall renewals, Rāwene
1,804,193	-	-	2,109,338	-	Hall renewals, Russell
-	-	-	2,371	18,742	Hall renewals, Tāheke
-	-	180,245	5,069	60,883	Hall renewals, Tōtara North

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
Hall renewals, Tōwai	-	-	-	-	28,892
Hall renewals, Waipapa	-	-	-	-	532,076
Hall renewals, Whangaroa	-	-	-	-	-
Housing for Elderly carparking, Puckey Avenue, Kaitāia	-	22,660	-	-	-
Housing for Elderly, Ahipara	68,000	70,040	71,862	-	-
Housing for Elderly, Awanui	31,667	32,617	33,466	-	-
Housing for Elderly, Hōreke	19,000	19,570	20,079	-	-
Housing for Elderly, Kaikohe	474,333	488,563	501,275	-	-
Housing for Elderly, Kaitāia	59,000	60,770	62,351	-	-
Housing for Elderly, Kaitāia, Oxford Street	153,333	157,933	162,042	-	-
Housing for Elderly, Kaitāia, Puckey Avenue	306,667	315,867	324,086	-	-
Housing for Elderly, Kawakawa	63,167	65,062	66,755	-	-
Housing for Elderly, Kerikeri	22,500	23,175	23,778	-	-
Housing for Elderly, Kohukohu	70,833	72,958	74,856	-	-
Housing for Elderly, Ōpononi	14,000	14,420	14,795	-	-
Housing for Elderly, Rāwene	152,667	187,519	178,220	-	-
Housing for Elderly, Waimā	80,667	83,087	85,249	-	-
Jetty renewal, Mill Bay	244,700	-	-	-	-
Kāeo playground carpark	-	2,060	22,193	-	-
Kaikohe hall and HQ carpark renewal	42,508	-	-	-	-
Kaitāia airport - cross wind runway	285,285	133,241	-	-	-
Maritime consent renewals, Awanui River, Unahi	-	-	-	-	8,169
Maritime consent renewals, Clansman Wharf, Whangaroa	-	-	-	-	8,169
Maritime consent renewals, Hōreke, Hokianga Harbour	-	-	-	7,954	8,169
Maritime consent renewals, Kohukohu	-	-	-	-	8,169
Maritime consent renewals, Mangōnui	-	-	-	-	-
Maritime consent renewals, Ōmāpere, Hokianga Harbour	-	-	-	-	43,066
Maritime consent renewals, Ōpononi, Hokianga Harbour	-	-	-	-	8,169
Maritime consent renewals, Paihia	-	-	-	-	-
Maritime consent renewals, Pukenui, Houhora Harbour	-	-	-	-	8,169
Maritime consent renewals, Rāwene, Hokianga Harbour	-	-	-	-	8,169
Maritime consent renewals, Te Hāpua Wharf, Pārengarenga Harbour	-	-	-	-	8,169
Maritime consent renewals, The Narrows, Hokianga Harbour	-	-	-	-	8,169
Maritime consent renewals, Tōtara North	-	-	-	-	8,169
Maritime consent renewals, Whangaroa	-	-	-	-	8,169
Maritime facilities, Hokianga Harbour programme	354,662	22,374	68,692	-	-
Maritime planned renewals	-	-	251,624	2,055,182	711,813
Maritime renewals, Hihi	-	-	-	-	21,533
Maritime renewals, Kerikeri	63,462	67,327	5,601	-	-
Maritime renewals, Mangōnui	550,371	4,841	-	-	-
Maritime renewals, Paihia	-	10,300	-	-	-
Maritime renewals, Russell	-	2,266	-	-	-
Maritime renewals, Taipā	-	-	10,568	-	-
Maritime renewals, Te Hāpua	-	-	-	271,075	-
Maritime renewals, Unahi	-	-	22,616	-	-
Maritime renewals, Whangaroa	-	613,601	-	1,101,866	1,448
Motor camp renewals, Tauranga Bay	-	-	-	67,591	-

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
-	-	-	1,332,190	-	Hall renewals, Tōwai
-	-	-	-	-	Hall renewals, Waipapa
-	-	89,142	2,553	30,776	Hall renewals, Whangaroa
-	-	-	-	-	Housing for Elderly carparking, Puckey Avenue, Kaitāia
-	-	-	-	-	Housing for Elderly, Ahipara
-	-	-	-	-	Housing for Elderly, Awanui
-	-	-	-	-	Housing for Elderly, Hōreke
-	-	-	-	-	Housing for Elderly, Kaikohe
-	-	-	-	-	Housing for Elderly, Kaitāia
-	-	-	-	-	Housing for Elderly, Kaitāia, Oxford Street
-	-	-	-	-	Housing for Elderly, Kaitāia, Puckey Avenue
-	-	-	-	-	Housing for Elderly, Kawakawa
-	-	-	-	-	Housing for Elderly, Kerikeri
-	-	-	-	-	Housing for Elderly, Kohukohu
-	-	-	-	-	Housing for Elderly, Ōpononi
-	-	-	-	-	Housing for Elderly, Rāwene
-	-	-	-	-	Housing for Elderly, Waimā
-	-	-	-	-	Jetty renewal, Mill Bay
-	-	-	-	-	Kāeo playground carpark
-	-	-	-	-	Kaikohe hall and HQ carpark renewal
-	-	-	-	-	Kaitāia airport - cross wind runway
-	-	-	-	-	Maritime consent renewals, Awanui River, Unahi
-	-	-	-	-	Maritime consent renewals, Clansman Wharf, Whangaroa
-	-	-	-	-	Maritime consent renewals, Hōreke, Hokianga Harbour
-	-	-	-	-	Maritime consent renewals, Kohukohu
-	8,617	6,443	-	-	Maritime consent renewals, Mangōnui
-	-	-	-	-	Maritime consent renewals, Ōmāpere, Hokianga Harbour
-	-	-	-	-	Maritime consent renewals, Ōpononi, Hokianga Harbour
22,093	-	-	-	-	Maritime consent renewals, Paihia
-	-	-	-	-	Maritime consent renewals, Pukenui, Houhora Harbour
-	-	-	-	-	Maritime consent renewals, Rāwene, Hokianga Harbour
-	-	-	-	-	Maritime consent renewals, Te Hāpua Wharf, Pārengarenga Harbour
-	-	-	-	-	Maritime consent renewals, The Narrows, Hokianga Harbour
-	-	-	-	-	Maritime consent renewals, Tōtara North
-	-	-	-	-	Maritime consent renewals, Whangaroa
-	-	-	-	-	Maritime facilities, Hokianga Harbour programme
867,119	63,076	31,757	390,394	469,403	Maritime planned renewals
-	-	-	-	-	Maritime renewals, Hihi
-	-	-	-	-	Maritime renewals, Kerikeri
-	-	-	-	-	Maritime renewals, Mangōnui
-	-	-	-	-	Maritime renewals, Paihia
-	-	-	-	-	Maritime renewals, Russell
-	-	-	-	-	Maritime renewals, Taipā
-	-	-	-	-	Maritime renewals, Te Hāpua
-	-	-	-	103,356	Maritime renewals, Unahi
439,444	-	31,757	188,612	18,502	Maritime renewals, Whangaroa
-	-	-	-	-	Motor camp renewals, Tauranga Bay

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New carparking, Russell	-	412,000	-	-	-
Parks and reserves renewals, Ahipara	-	-	-	325,290	46,771
Parks and reserves renewals, Awanui	-	-	422,720	141,566	-
Parks and reserves renewals, Cable Bay	-	15,880	-	-	-
Parks and reserves renewals, Coopers Beach	-	-	-	-	23,921
Parks and reserves renewals, Haruru Falls	-	-	-	30,533	-
Parks and reserves renewals, Herekino	-	-	-	-	34,492
Parks and reserves renewals, Hihi	-	-	-	31,505	14,318
Parks and reserves renewals, Hōreke	-	-	-	-	-
Parks and reserves renewals, Houhora	-	-	-	-	-
Parks and reserves renewals, Kāeo	-	-	117,704	92,748	-
Parks and reserves renewals, Kaikohe	215,652	274,281	-	183,935	59,309
Parks and reserves renewals, Kaikohe-Hokianga	26,635	105,506	78,032	21,799	102,919
Parks and reserves renewals, Kaitāia	-	-	-	-	379,738
Parks and reserves renewals, Kawakawa	-	-	-	46,551	81,442
Parks and reserves renewals, Kerikeri	-	1,150,510	-	867,440	-
Parks and reserves renewals, Mangōnui	-	-	104,623	189,753	-
Parks and reserves renewals, Moerewa	-	-	-	30,082	73,711
Parks and reserves renewals, Ōhaeawai	-	-	-	-	-
Parks and reserves renewals, Ōkaihau	-	-	-	22,708	20,965
Parks and reserves renewals, Ōpononi	-	-	26,816	27,546	-
Parks and reserves renewals, Paihia	27,698	44,854	77,084	278,394	31,044
Parks and reserves renewals, Pukenui	-	-	-	-	-
Parks and reserves renewals, Rāwene	-	-	-	98,543	72,645
Parks and reserves renewals, Russell	-	43,753	16,748	83,441	-
Parks and reserves renewals, Tāheke	-	-	28,039	26,527	-
Parks and reserves renewals, Taipā	-	-	77,420	22,470	-
Parks and reserves renewals, Taupō Bay	-	-	-	-	48,799
Parks and reserves renewals, Tauranga Bay	-	-	-	-	14,766
Parks and reserves renewals, Te Hiku	70,543	86,145	94,717	104,245	115,175
Parks and reserves renewals, Whangaroa	-	20,846	-	-	-
Parks and reserves renewals, Whatuwhiwhi	-	-	-	-	39,742
Parks and reserves, Freese Park - playground base	10,000	-	-	-	-
Parks and reserves, minor renewals, BOI-Whangaroa ward	60,898	214,837	57,511	134,436	297,743
Public toilet discharge consent renewal, Moerewa	-	-	-	-	-
Public toilet, Ōpito Bay	185,000	-	-	-	-
Public toilet, Awanui	-	-	-	-	144,768
Public toilet, Cable Bay	-	-	-	-	-
Public toilet, Centennial Park, Kaitāia	-	-	-	-	-
Public toilet, Clendon Esplanade	-	-	-	-	-
Public toilet, Cobham Rd, Kerikeri	-	-	-	-	9,466
Public toilet, Coopers Beach	-	-	-	-	-
Public toilet, Hihi	-	-	-	-	-
Public toilet, Hōreke	-	92,700	-	-	-
Public toilet, Houhora	-	-	-	-	-
Public toilet, Hundertwasser	-	-	-	-	-
Public toilet, Johnson Park	-	-	-	-	-
Public toilet, Kāeo	-	-	-	-	-
Public toilet, Kaitāia	-	-	-	-	-

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
-	-	-	-	-	New carparking, Russell
45,704	17,619	28,980	-	-	Parks and reserves renewals, Ahipara
-	186,088	-	-	-	Parks and reserves renewals, Awanui
-	-	-	-	-	Parks and reserves renewals, Cable Bay
-	-	-	-	-	Parks and reserves renewals, Coopers Beach
-	-	86,940	-	24,244	Parks and reserves renewals, Haruru Falls
-	240,914	-	-	-	Parks and reserves renewals, Herekino
-	-	54,700	-	-	Parks and reserves renewals, Hihi
-	50,126	-	-	-	Parks and reserves renewals, Hōreke
-	234,920	-	-	377,696	Parks and reserves renewals, Houhora
-	-	-	-	-	Parks and reserves renewals, Kāeo
-	-	-	-	-	Parks and reserves renewals, Kaikohe
67,702	37,267	73,275	38,181	166,787	Parks and reserves renewals, Kaikohe-Hokianga
756,401	159,746	25,358	186,375	280,720	Parks and reserves renewals, Kaitāia
-	32,913	-	-	-	Parks and reserves renewals, Kawakawa
685,560	-	483,000	-	-	Parks and reserves renewals, Kerikeri
-	-	-	-	-	Parks and reserves renewals, Mangōnui
-	-	-	-	-	Parks and reserves renewals, Moerewa
24,030	-	-	-	-	Parks and reserves renewals, Ōhaeawai
-	-	-	-	-	Parks and reserves renewals, Ōkaihau
-	-	-	-	-	Parks and reserves renewals, Ōpononi
-	171,661	-	-	-	Parks and reserves renewals, Paihia
54,707	-	-	-	-	Parks and reserves renewals, Pukenui
-	-	37,627	-	-	Parks and reserves renewals, Rāwene
-	31,829	-	-	-	Parks and reserves renewals, Russell
-	-	-	-	-	Parks and reserves renewals, Tāheke
-	-	-	-	-	Parks and reserves renewals, Taipā
-	-	-	-	-	Parks and reserves renewals, Taupō Bay
-	-	-	-	-	Parks and reserves renewals, Tauranga Bay
127,261	141,021	156,727	174,339	193,544	Parks and reserves renewals, Te Hiku
-	-	-	-	-	Parks and reserves renewals, Whangaroa
17,827	-	62,303	-	-	Parks and reserves renewals, Whatuwhiwhi
5,713	-	-	-	-	Parks and reserves, Freese Park - playground base
66,931	153,171	131,025	78,268	239,537	Parks and reserves, minor renewals, BOI-Whangaroa ward
10,667	-	-	-	-	Public toilet discharge consent renewal, Moerewa
-	-	-	-	-	Public toilet, Ōpito Bay
-	-	-	-	20,416	Public toilet, Awanui
-	-	-	-	140,360	Public toilet, Cable Bay
-	-	-	-	24,212	Public toilet, Centennial Park, Kaitāia
-	-	84,525	-	-	Public toilet, Clendon Esplanade
-	-	-	-	229,680	Public toilet, Cobham Rd, Kerikeri
108,547	-	-	-	-	Public toilet, Coopers Beach
-	-	-	49,700	-	Public toilet, Hihi
-	-	-	-	-	Public toilet, Hōreke
-	23,492	-	-	-	Public toilet, Houhora
-	-	253,575	-	-	Public toilet, Hundertwasser
-	-	-	79,520	-	Public toilet, Johnson Park
57,130	-	-	-	-	Public toilet, Kāeo
-	-	-	-	216,920	Public toilet, Kaitāia

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
Public toilet, Kohukohu	-	-	-	-	-
Public toilet, Lily Pond, Haruru Falls	-	-	-	-	17,818
Public toilet, Lions Park, Mangōnui	-	-	-	-	-
Public toilet, Mangōnui Hall, Mangōnui	-	-	-	-	-
Public toilet, Marino Place, Kaikohe	-	-	-	54,215	-
Public toilet, Mill Bay, Mangōnui	-	-	-	-	-
Public toilet, Moerewa	-	-	-	119,273	-
Public toilet, Ōkaihau	-	-	-	-	-
Public toilet, Ōpononi	-	-	-	-	-
Public toilet, Ōpua	-	-	-	-	26,726
Public toilet, Pukenui	-	-	-	-	-
Public toilet, Rangiputa	-	-	-	-	28,954
Public toilet, Ratcliffes Bay, Whangaroa	-	-	-	28,192	-
Public toilet, Seaplane, Paihia	-	-	-	-	45,658
Public toilet, Seaview Rd, Paihia	-	-	-	97,587	-
Public toilet, Taipā	-	-	-	-	-
Public toilet, Tapeka	-	-	-	-	50,112
Public toilet, Taupō Bay	-	-	-	-	-
Public toilet, Tauranga Bay	-	-	-	-	47,885
Public toilet, Te Hāpua	-	-	46,499	-	-
Public toilet, Te Haumi, Paihia	-	-	-	-	-
Public toilet, Te Ngaire	-	-	-	-	-
Public toilet, Tōtara North	-	-	-	-	-
Public toilet, Waiotaraire Reserve, Whatuwhiwhi	-	-	-	-	-
Public toilet, Waipapa Landing, Kerikeri	-	-	-	-	-
Public toilet, West Coast Rd, Kohukohu	-	-	-	-	-
Public toilet, Williams Rd, Paihia	-	-	52,840	-	-
Public toilet, Yorke Street, Russell	-	-	-	-	-
Scheduled renewals, Cherry Park House, Kerikeri	-	-	-	129,408	-
Sports complex renewals, Awanui	-	-	-	-	-
Stormwater and refuse leachate discharge consent renewal, Tōtara North	-	-	-	60,518	-
Swimming pool renewals, Kaitāia	-	-	-	-	-
Swimming pool renewals, Kerikeri	-	-	-	-	-
Te Haumi Beach seawall and carpark renewals	470,000	-	-	-	-
Te Hiku o te Ika revitalisation	92,986	69,438	-	-	-
Tennis court and playground renewals, Kerikeri	-	-	84,544	-	-
Te Tii Beach playground renewals	-	-	-	107,942	-
Total renewals	5,479,136	8,373,916	4,309,731	10,391,643	5,113,482
Total capital works for District Facilities	14,240,491	19,447,126	11,892,332	16,364,606	6,362,537
Total 10-year capital works for District Facilities	130,812,540				

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
-	-	-	74,550	-	Public toilet, Kohukohu
-	-	-	-	-	Public toilet, Lily Pond, Haruru Falls
-	-	-	-	117,392	Public toilet, Lions Park, Mangōnui
-	-	-	-	54,868	Public toilet, Mangōnui Hall, Mangōnui
-	-	-	-	-	Public toilet, Marino Place, Kaikohe
-	-	-	-	20,416	Public toilet, Mill Bay, Mangōnui
-	-	-	-	-	Public toilet, Moerewa
-	-	-	-	51,040	Public toilet, Ōkaihau
-	-	72,450	-	-	Public toilet, Ōpononi
-	14,095	-	-	70,180	Public toilet, Ōpua
-	-	-	-	111,012	Public toilet, Pukenui
-	-	-	-	-	Public toilet, Rangiputa
-	-	-	-	-	Public toilet, Ratcliffes Bay, Whangaroa
61,700	61,079	-	-	109,736	Public toilet, Seaplane, Paihia
-	-	-	-	-	Public toilet, Seaview Rd, Paihia
-	-	-	-	22,968	Public toilet, Taipā
-	-	-	-	-	Public toilet, Tapeka
-	-	-	-	33,176	Public toilet, Taupō Bay
-	-	-	-	-	Public toilet, Tauranga Bay
-	-	-	-	-	Public toilet, Te Hāpua
-	-	-	80,763	-	Public toilet, Te Haumi, Paihia
-	-	-	-	44,660	Public toilet, Te Ngaire
-	-	-	-	30,624	Public toilet, Tōtara North
-	-	-	-	53,592	Public toilet, Waiotaraire Reserve, Whatuwhiwhi
-	-	-	-	34,452	Public toilet, Waipapa Landing, Kerikeri
-	-	66,413	-	-	Public toilet, West Coast Rd, Kohukohu
-	-	-	-	-	Public toilet, Williams Rd, Paihia
-	-	-	205,013	-	Public toilet, Yorke Street, Russell
355,303	27,704	-	-	9,696	Scheduled renewals, Cherry Park House, Kerikeri
1,142,600	1,174,600	-	-	-	Sports complex renewals, Awanui
-	-	-	-	-	Stormwater and refuse leachate discharge consent renewal, Tōtara North
-	-	-	12,425	-	Swimming pool renewals, Kaitāia
6,856	-	-	-	-	Swimming pool renewals, Kerikeri
-	-	-	-	-	Te Haumi Beach seawall and carpark renewals
-	-	-	-	-	Te Hiku o te Ika revitalisation
-	-	-	-	-	Tennis court and playground renewals, Kerikeri
-	-	-	-	-	Te Tii Beach playground renewals
8,379,131	5,128,925	4,695,356	6,848,510	4,880,667	Total renewals
9,088,246	5,882,837	5,434,346	18,919,692	23,180,327	Total capital works for District Facilities
			130,812,540		Total 10-year capital works for District Facilities

Wāhanga āwhina tangata • Customer Services

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Civil defence renewals	-	-	14,795	-	-
Civil defence tsunami sirens	400,000	412,000	422,720	-	-
Library eBooks	32,135	36,324	40,975	46,225	52,502
Library eResources	29,713	32,732	36,025	39,647	43,847
Library outreach services mobile van	49,000	-	-	-	-
Library replacement, Kaikohe	500,000	2,448,700	1,973,281	-	-
Library technology	45,714	-	-	-	-
Total new works	1,056,562	2,929,756	2,487,796	85,872	96,349
Renewals					
Building renewals, Memorial Library Museum, Kawakawa	-	-	-	-	-
Civic buildings, Kaitāia	-	-	-	-	-
Civil defence renewals	37,610	-	-	27,080	-
Information centre renewals, District-wide	9,051	-	-	-	2,227
Information centre renewals, Kaitāia	5,631	15,576	10,289	47,075	45,181
Information centre renewals, Ōpononi	1,328	19,983	5,284	-	3,341
Information centre renewals, Paihia	10,631	-	15,852	10,843	40,646
Library eBooks	40,000	41,200	42,272	43,372	44,544
Library outreach services mobile van	-	-	-	-	-
Library technology	2,466	2,718	19,019	3,292	3,187
Old library renewals, Kaitāia	-	-	-	-	-
Pioneer House renewals, Kaitāia	-	-	-	2,057	-
Scheduled library renewals, District-wide	251,425	276,963	307,458	338,379	374,223
Scheduled renewals, Kāeo library	2,264	12,457	-	4,904	-
Scheduled renewals, Kaikohe library	14,105	7,819	1,648	9,822	-
Scheduled renewals, Kaitāia library	-	-	-	13,986	-
Scheduled renewals, Paihia library	-	-	-	6,196	1,214
Scheduled renewals, Proctor library, Kerikeri	-	-	190,224	32,529	27,840
Service centre renewals, Rāwene	-	-	108,843	-	-
Total renewals	374,511	376,716	700,889	539,535	542,403
Total capital works for Customer Services	1,431,073	3,306,472	3,188,685	625,407	638,752
Total 10-year capital works for Customer Services	20,283,017				

Whakahaere Taiao • Environmental Management

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Southern animal shelter	953,489	-	-	-	-
Total new works	953,489	-	-	-	-
Renewals					
Animal control renewals, Kaikohe	-	-	-	-	-
Animal control renewals, Kaitāia	27,803	-	-	-	-
Building renewals, Kerikeri	-	-	7,040	-	-
Monitoring renewals	-	-	-	12,183	-
Total renewals	27,803	-	7,040	12,183	-
Total capital works for Environmental Management	981,292	-	7,040	12,183	-
Total 10-year capital works for Environmental Management	1,961,310				

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
-	-	-	-	-	Civil defence renewals
-	-	-	-	-	Civil defence tsunami sirens
59,526	67,675	77,245	88,154	100,412	Library eBooks
48,449	53,689	59,727	66,436	73,755	Library eResources
-	-	-	-	-	Library outreach services mobile van
-	-	-	-	-	Library replacement, Kaikohe
-	-	-	-	-	Library technology
107,975	121,364	136,972	154,590	174,167	Total new works
Renewals					
-	-	301,875	-	-	Building renewals, Memorial Library Museum, Kawakawa
-	-	-	155,387	-	Civic buildings, Kaitāia
-	-	16,905	9,778	-	Civil defence renewals
38,500	3,768	-	37,275	3,828	Information centre renewals, District-wide
58,762	27,156	8,570	15,470	16,741	Information centre renewals, Kaitāia
3,428	-	3,623	12,425	6,380	Information centre renewals, Ōpononi
37,706	17,619	18,113	7,455	6,380	Information centre renewals, Paihia
45,704	46,984	48,300	49,700	51,040	Library eBooks
-	-	59,168	-	-	Library outreach services mobile van
12,188	4,458	3,473	16,713	6,122	Library technology
662,024	35,781	-	-	-	Old library renewals, Kaitāia
-	1,168,947	-	3,357	-	Pioneer House renewals, Kaitāia
413,495	458,206	509,736	567,018	629,468	Scheduled library renewals, District-wide
-	-	-	25,285	-	Scheduled renewals, Kāeo library
11,426	1,768	28,532	8,488	-	Scheduled renewals, Kaikohe library
-	-	-	43,962	-	Scheduled renewals, Kaitāia library
-	197,680	-	-	7,652	Scheduled renewals, Paihia library
5,713	29,365	579,600	31,063	3,828,000	Scheduled renewals, Proctor library, Kerikeri
-	-	-	-	-	Service centre renewals, Rāwene
1,288,946	1,991,732	1,577,895	983,376	4,555,611	Total renewals
1,396,921	2,113,096	1,714,867	1,137,966	4,729,778	Total capital works for Customer Services
			20,283,017		Total 10-year capital works for Customer Services

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
-	-	-	-	-	Southern animal shelter
-	-	-	-	-	Total new works
Renewals					
35,545	-	-	-	-	Animal control renewals, Kaikohe
6,424	-	-	-	-	Animal control renewals, Kaitāia
914,282	-	4,544	-	-	Building renewals, Kerikeri
-	-	-	-	-	Monitoring renewals
956,251	-	4,544	-	-	Total renewals
956,251	-	4,544	-	-	Total capital works for Environmental Management
			1,961,310		Total 10-year capital works for Environmental Management

Rautaki me ngā kaupapa here • Strategic Planning and Policy

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
Renewals					
Building renewals, Kerikeri	-	-	-	253,659	-
Total renewals	-	-	-	253,659	-
Total capital works for Strategic Planning and Policy	-	-	-	253,659	-
Total 10-year capital works for Strategic Planning and Policy	285,388				

Mana kāwanatanga • Governance and Strategic Administration

Project name	2021/22	2022/23	2023/24	2024/25	2025/26
New works (Level of service)					
Digital information workflows	355,000	468,650	322,324	-	-
Digital spatial Information	230,000	654,050	618,228	-	-
Digital strategy Nothing But Net	405,000	381,100	391,016	-	-
Fit for purpose IT programme	470,000	571,650	-	-	-
Office equipment	-	-	-	-	-
Total new works	1,460,000	2,075,450	1,331,568	-	-
Renewals					
Aerial photography	86,016	-	-	-	-
Asset management system	-	-	-	-	587,981
EDRMS renewals	-	113,510	-	-	949,244
GIS renewals	-	210,599	-	74,409	-
HR Finance 1 Module	-	-	-	262,919	-
Information pathway renewals	43,786	-	-	-	-
Interplan software system renewals	-	-	-	-	116,477
Office equipment renewals	78,500	80,855	82,959	85,118	87,418
Other scheduled renewals	322,867	285,324	297,113	225,538	447,946
Peripheral renewals	107,324	7,896	26,228	19,882	89,203
Pool vehicles	480,000	494,400	507,264	520,464	534,528
ProMapp software system renewals	-	-	82,683	-	-
Server renewals	690,616	685,211	48,007	666,700	253,485
Service centre renewals, Kaikohe	-	-	65,038	195,961	1,214
Techone software renewals	-	-	-	-	159,822
Telephony hardware renewals	5,858	-	-	1,038	58,356
Telephony software renewals	81,613	132,344	29,280	32,529	90,884
Video conferencing renewals	49,950	54,409	-	7,860	126,972
Total renewals	1,946,530	2,064,548	1,138,572	2,092,418	3,503,530
Total capital works for Governance and Strategic Administration	3,406,530	4,139,998	2,470,140	2,092,418	3,503,530
Total 10-year capital works for Governance and Strategic Administration	28,717,245				

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
-	-	10,655	5,416	15,658	Building renewals, Kerikeri
-	-	10,655	5,416	15,658	Total renewals
-	-	10,655	5,416	15,658	Total capital works for Strategic Planning and Policy
			285,388		Total 10-year capital works for Strategic Planning and Policy

2026/27	2027/28	2028/29	2029/30	2030/31	Project name
New works (Level of service)					
-	-	-	-	-	Digital information workflows
-	-	-	-	-	Digital spatial Information
-	-	-	-	-	Digital strategy Nothing But Net
-	-	-	-	-	Fit for purpose IT programme
-	-	-	-	31,900	Office equipment
-	-	-	-	31,900	Total new works
Renewals					
-	-	103,864	-	-	Aerial photography
-	-	-	-	-	Asset management system
-	-	133,071	-	-	EDRMS renewals
-	97,071	147,101	-	-	GIS renewals
-	-	-	-	-	HR Finance 1 Module
-	1,694,780	52,872	-	-	Information pathway renewals
-	-	-	-	133,463	Interplan software system renewals
89,694	92,206	94,789	97,536	208,626	Office equipment renewals
321,237	297,117	280,219	492,041	265,412	Other scheduled renewals
38,427	163,575	107,529	34,658	108,946	Peripheral renewals
548,448	563,808	579,600	596,400	612,480	Pool vehicles
-	-	94,474	-	-	ProMapp software system renewals
37,580	1,078,088	26,645	138,503	983,514	Server renewals
39,991	252,691	182,697	212,500	262,372	Service centre renewals, Kaikohe
-	1,102,921	-	-	-	Techone software renewals
6,693	10,445	63,277	2,777	-	Telephony hardware renewals
34,278	-	188,605	101,404	38,280	Telephony software renewals
-	103,597	27,751	71,070	57,606	Video conferencing renewals
1,116,348	5,456,299	2,082,494	1,746,889	2,670,699	Total renewals
1,116,348	5,456,299	2,082,494	1,746,889	2,702,599	Total capital works for Governance and Strategic Administration
			28,717,245		Total 10-year capital works for Governance and Strategic Administration

Crown-Funded Economic Stimulus Projects

Project name	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
BOI sports development	7,808,690	811,871	-	-	-	-
Cable Bay carpark (Round 4 TIF)	476,272	-	-	-	-	-
Cape Rēinga Road dump station (Round 5 TIF)	115,500	-	-	-	-	-
District-wide smart bins (Round 5 TIF)	107,526	-	-	-	-	-
Lake Manuwai Toilet (Round 5 TIF)	173,680	-	-	-	-	-
Lindvart Park pavilion, Kaikohe	8,924,915	293,638	-	-	-	-
Mangōnui boardwalk extension	4,026,000	3,290,850	-	-	-	-
Maritime facilities, boat ramp parking Rangitāne	1,203,327	2,523,500	-	-	-	-
Maritime facilities, waterfront storm mitigation, Paihia	12,551,465	1,293,693	-	-	-	-
Maritime renewals, Pukenui	2,400,000	-	-	-	-	-
Maritime renewals, Unahi	1,800,000	-	-	-	-	-
Ngapipito Road (6525)	1,800,000	-	-	-	-	-
Parks and reserves, Kerikeri Domain	1,230,544	-	-	-	-	-
Peria Road (7524)	4,825,240	-	-	-	-	-
Round 5 TIF: Bayly Road sealing (Waitangi)	445,500	-	-	-	-	-
Round 5 TIF: Te Paki stream toilets	256,300	-	-	-	-	-
Ruapekapeka Road (5526)	4,824,174	-	-	-	-	-
Stone Store lighting (TIF Round 4)	25,000	-	-	-	-	-
Te Hiku o te Ika revitalisation	7,154,157	1,063,639	-	-	-	-
Total Economic Stimulus Projects	60,148,290	9,277,191	-	-	-	-

2027/28	2028/29	2029/30	2030/31	Crown Share	FNDC Share	Project name
-	-			3,570,891	5,049,670	BOI sports development
-	-	-	-	238,136	238,136	Cable Bay carpark (Round 4 TIF)
-	-	-	-	57,750	57,750	Cape Rēinga Road dump station (Round 5 TIF)
-	-	-	-	53,763	53,763	District-wide smart bins (Round 5 TIF)
-	-	-	-	86,480	86,480	Lake Manuwai Toilet (Round 5 TIF)
-	-	-	-	5,992,060	3,226,493	Lindvart Park pavilion, Kaikohe
-	-	-	-	1,750,000	5,566,850	Mangōnuī boardwalk extension
-	-	-	-	2,523,500	1,203,327	Maritime facilities, boat ramp parking Rangitāne
-	-	-	-	8,000,000	5,845,158	Maritime facilities, waterfront storm mitigation, Paihia
-	-	-	-	1,000,000	1,400,000	Maritime renewals, Pukenui
-	-	-	-	1,000,000	800,000	Maritime renewals, Unahi
-	-	-	-	1,800,000	-	Ngapipito Road (6525)
-	-	-	-	1,230,544		Parks and reserves, Kerikeri Domain
-	-	-	-	4,825,240	-	Peria Road (7524)
-	-	-	-	222,750	222,750	Round 5 TIF: Bayly Road sealing (Waitangi)
-	-	-	-	128,150	128,150	Round 5 TIF: Te Paki stream toilets
-	-	-	-	4,824,174	-	Ruapekapeka Road (5526)
-	-	-	-	25,000	-	Stone Store lighting (TIF Round 4)
-	-	-	-	5,998,000	2,219,796	Te Hiku o te Ika revitalisation
-	-	-	-	43,326,438	26,098,323	Total Economic Stimulus Projects

1. Ngā rori me ngā ara hiko • Roding and Footpaths

The roding network is vital infrastructure for connecting our communities and ensuring safe access to the places that make visiting and living in the Far North an enjoyable experience. A core function of Council is the maintenance and management of the local roding network (excluding state highways which remain the responsibility of the Waka Kotahi NZ Transport Agency). This includes street lighting and signage.

A well-planned, safe, and integrated network for walking and cycling contributes to our communities' quality of life. As part of this activity we also maintain the network of footpaths and walking and cycling amenities, and as our communities grow and needs change we monitor the need for new, safe walking and cycling facilities.

Key facts

- 2,508 km of roads (880 km sealed and 1,628 km unsealed)
- 728 bridges
- 912 retaining and seawalls
- 1,761 streetlights
- 1 vehicular ferry 'Kohu Ra Tuarua' used on the Hokianga Harbour
- 7 inactive quarries
- 216 km of footpaths
- 87 km of Twin Coast Cycle Trail 'Pou Herenga Tai'



Contribution to community outcomes



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Significant negative effects

Roding activities may contribute to a number of negative environmental effects including (but not limited to) flooding effects on the environment, air quality, noise, safety and issues relating to dust and heavy traffic. To mitigate these effects, activities are undertaken in accordance with environmental standards and, where appropriate, resource consent conditions to ensure that negative impacts on the environment are avoided, remedied or appropriately mitigated.

Dust nuisance is recognised as a significant effect, particularly brought about by the level of forestry heavy traffic on the Far North's roding network. We continue to maintain relationships with the forestry industry while monitoring the effects of dust on our communities. We aim to apply dust suppression products and repair deteriorated roads as funding allows and on a priority basis while the Northland Transportation Alliance works with Waka Kotahi NZ Transport Agency to develop long-term strategies for this issue.

Changes to levels of service

All roding and footpath levels of service were reviewed by the Northland Transportation Alliance. A regional approach was taken to ensure a level of consistency across Kaipara District Council, Whangarei District Council and the Far North District Council. The key changes were the removal of duplicated measures relating to the percentage of fatal and serious crashes, percentage of resealing of local road network and customer services requests response timeframes. Despite this streamlining of measures, no changes have been made to levels of service.

Subsidy uncertainties

At the time of adopting this LTP, Waka Kotahi NZ Transport Agency have not confirmed the level of subsidy they will provide to support our roding and footpath programme. We therefore assume some uncertainty at the level of subsidy revenue we can expect to receive. This may mean we have to amend parts of the roding programme, but we do not expect these amendments to result in adverse effects on the roding network or operating costs.

Levels of service

1.1 To maintain the District's roading network in a satisfactory condition and in accordance with national safety and engineering standards

■ Local Government mandatory performance measure

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
1.1.1 The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	6	No increase	No increase	No increase	No increase
1.1.2 The average quality of ride on a sealed local road network, measured by smooth travel exposure	94%	>88%	>88%	>88%	>88%
1.1.3 The percentage of the sealed local road network that is resurfaced	5.7%	>6%	>6%	>7%	>8%
1.1.4 The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the Long Term Plan	93.6%	≥95%	≥95%	≥95%	≥95%
1.1.5 The maintenance of the roads meets the Council level of service targets as specified in our roading maintenance contracts	99.7%	>85%	>85%	>85%	>85%
1.1.6 The percentage of the sealed local road network that is rehabilitated	New	0.5%	0.5%	0.5%	0.5%
1.1.7 The Hokianga Ferry Service will run in accordance with advertised timetable	99.4%	>95%	>95%	>95%	>95%

1.2 To maintain the District's footpath network and infrastructure to high standards.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
1.2.1 The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan)	Grade 1 11.46%	>90% in fair or better condition	>90% in fair or better condition	>90% in fair or better condition	>90% in fair or better condition
	Grade 2 37.87%				
	Grade 3 50.02%				
	Grade 4 0.38%				
	Grade 5 0.27%				

2. Ngā wai tuku • Water Supply

Safe drinking water is essential to the health and wellbeing of our communities. Council is responsible for the treatment and distribution of water through our reticulated water schemes. We also install and read water meters to make sure you are billed for the correct usage. A vital function is ensuring firefighting performance standards are met in urban water supply areas. We also provide new water connections with areas of benefit and supply commercial water operators who deliver to private water tanks.

In the past few years, we have struggled to supply enough water in some locations due to extremely dry weather. As a result, several initiatives have been included in our work programme, including bore upgrades and increased water conservation messaging and education.

To boost our ability to store water, Council has confirmed a partnership with Te Tai Tokerau Water Trust which is building a mid-North water storage reservoir and delivery system that will ensure that Council has access to water supply during dry weather.

Contribution to community outcomes



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Key facts

- 8 potable (drinkable) water schemes that incorporate:
 - 2 non-potable supply areas
 - 9 water treatment plants
- Water is sourced from:
 - 2 dams
 - 5 bore fields
 - 7 stream intakes
- 26 reservoirs
- 346 km of water mains
- 16 booster pump stations
- 10,189 properties are connected to Council water systems
- All schemes have universal water metering.



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Significant negative effects

The provision of water can contribute to a number of negative environmental and ecological effects through the abstraction of water from bores, dams and streams, particularly during times of low flow and drought. Mitigation of these effects is largely through compliance with consent conditions, with all activities undertaken in accordance with environmental standards.

Changes to levels of service

All water levels of service were reviewed as part of this LTP process. How we express the level of service and the associated performance measures were rewritten to better express our commitment to the community.

Only one change to non-Local government mandatory performance measures is proposed. The measure for the Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, has been removed because it is incorporated in the Government mandatory resolution of urgent call outs responses.

Government reform

In July last year, the Government launched the Three Waters Reform Programme – a three-year programme to reform local government water, wastewater and stormwater service delivery arrangements. It is likely that eventually a small number of multi-regional service providers will be established to deliver these critical services across the country. The size, shape and design of these entities is being worked through, but it is expected that local authorities may no longer be providing these services in three or four years.

Councils will be asked to opt into the structure the reform results in. When this time comes we will consult

to determine community preference. If we opt in that transfer of responsibilities and assets will likely occur from 2023/24. In the meantime, we have planned three waters activities as always, recognising that our community needs these services regardless of what happens.

Levels of service

2.1 To provide reliable and sustainable water supply, ensuring sustainable development and adequate water supply in times of emergency.

■ *Local Government mandatory performance measure*

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
2.1.1 The extent to which the local authority's drinking water supply complies with: part 4 of the drinking-water standards (bacteria compliance criteria), and part 5 of the drinking-water standards (protozoal compliance criteria).	All schemes compliant	Each scheme continuously meets the required standards for drinking water Each scheme to be reported on separately	Each scheme continuously meets the required standards for drinking water Each scheme to be reported on separately	Each scheme continuously meets the required standards for drinking water Each scheme to be reported on separately	Each scheme continuously meets the required standards for drinking water Each scheme to be reported on separately
2.1.2 The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this)	25%	<26%	<26%	<26%	<26%
2.1.3 Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:					
a. attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and	0.95 hours	< 2 hours	< 2 hours	< 2 hours	< 2 hours
b. resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption	2.5 hours	< 4 hours	< 4 hours	< 4 hours	< 4 hours

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
c. attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and	0.3 working day	< 2 working days	< 2 working days	< 2 working days	< 2 working days
d. resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption	0.8 working day	< 3 working days	< 3 working days	< 3 working days	< 3 working days
2.1.4 The total number of complaints received by the local authority about any of the following: drinking water clarity drinking water taste drinking water odour drinking water pressure or flow continuity of supply, and the local authority's response to any of these issues expressed per 1000 connections to the local authority's networked reticulation system	78.11	100	100	100	100
2.1.5 The average consumption of drinking water per day per resident within the territorial authority district	310.78 litres per person per day	≤ 350 litres per person per day	≤ 350 litres per person per day	≤ 350 litres per person per day	≤ 350 litres per person per day

3. Wai pakopako • Wastewater

The appropriate collection, treatment and disposal of wastewater are vital for the health and wellbeing of our communities and environment. Council manages and maintains reticulated sewerage schemes and services for the treatment and disposal of waste from septic tanks in our district. We also provide new schemes and sewer connections where and when required. We also monitor the maintenance requirements of on-site sewage disposal systems and provide for facilities for the reception and treatment for on-site septage discharged by commercial operators. Wastewater assets consist of pipeline reticulation, pump stations, and treatment plants.

Key facts

- 17 communities serviced with wastewater schemes
- 15 wastewater treatment plants
- 432 km of sewer pipe
- 150 pumping stations
- 11,620 properties are connected to Council's systems.



Contribution to community outcomes



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Significant negative effects

Sewage discharges to air, land and water may affect the environment and public health. Compliance with resource consents is closely monitored and mitigation of consent-related issues is considered a high priority. Sewage spills to waterways can affect public access for swimming and shellfish collection along with commercial oyster farming and tourism. Our renewal and improvement programmes for wastewater are prioritised to focus on reducing, and where possible eliminating, these negative effects.

Changes to levels of service

All wastewater levels of service were reviewed as part of this LTP process. We have made a minor change to measure 3.1.5 to better reflect the response time based on distance and time factors in our District.

Government reform

In July last year, the Government launched the Three Waters Reform Programme – a three-year programme to reform local government water, wastewater and stormwater service delivery arrangements. It is likely that eventually a small number of multi-regional service providers will be established to deliver these critical services across the country. The size, shape and design of these entities is being worked through, but it is expected that local authorities may no longer be providing these services in three or four years.

Councils will be asked to opt into the structure the reform results in. When this time comes we will consult to determine community preference. If we opt in that transfer of responsibilities and assets will likely occur from 2023/24. In the meantime, we have planned three waters activities as always, recognising that our community needs these services regardless of what happens.

Levels of service

3.1 To provide reliable wastewater infrastructure, protecting the environment and community.

■ Local Government mandatory performance measure

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
3.1.1 The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system	1.3 per 1000 connections	≤ 12 per 1000 connections	≤ 12 per 1000 connections	≤ 12 per 1000 connections	≤ 12 per 1000 connections
3.1.2 Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:					
a. abatement notices	1	2 or less	2 or less	2 or less	2 or less
b. infringement notices	1	1 or less	1 or less	1 or less	1 or less
c. enforcement orders, and	0	0	0	0	0
d. convictions, received by the territorial authority in relation those resource consents	0	0	0	0	0
3.1.3 Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:					
a. attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site, and	58 minutes	2 Hours	2 Hours	2 Hours	2 Hours
b. resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault	2 hours 42 minutes	4 Hours These are median times	4 Hours These are median times	4 Hours These are median times	4 Hours These are median times
3.1.4 The total number of complaints received by the territorial authority about any of the following: sewage odour sewerage system faults sewerage system blockages, and the territorial authority's response to issues with its sewerage system, expressed per 1000 connections to the territorial authority's sewerage system	24.5	≤ 50 per 1000 connections	≤ 50 per 1000 connections	≤ 50 per 1000 connections	≤ 50 per 1000 connections
3.1.5 Where Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, the following response times are measured: a. attendance b. resolution to prevent overflow	a. 58 minutes b. 2 hours 42 minutes	≥ 95% responded to within set timeframe	≥ 95% responded to within set timeframe	≥ 95% responded to within set timeframe	≥ 95% responded to within set timeframe

4. Wai āwhā • Stormwater

Our stormwater system drains water away from public and private property to reduce potential harm to property, the environment and our communities. This is especially important in urban areas, particularly following heavy rain. Council manages and maintains stormwater assets, such as pipeline reticulation, open channels, retention dams and floodgates. Council also assists the Northland Regional Council with some land drainage schemes.

Key facts

- 132 km of pipes
- 40 km of lined and unlined channels
- 2,983 manholes
- 20 basins and ponds
- 65 floodgates
- 1,395 inlets and outlets
- 1 pump station.



Contribution to community outcomes



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Significant negative effects

Stormwater has the potential to cause damage to property, incurring costs and elevating insurance premiums for both Council and property owners. The insufficient treatment of stormwater may also adversely affect our environment. We monitor the performance of our stormwater network during normal rainfall and flood events, and where possible provide public education to help prevent debris from entering stormwater drains and causing blocks. Compliance with resource consents for stormwater discharges is closely monitored and Environmental Engineering Standards help us to specify appropriate treatment. Council is currently developing a stormwater strategy that will focus on further mitigating the potentially harmful effects of stormwater by improving our network.

Changes to levels of service

All stormwater levels of service were reviewed as part of this LTP process. How we express the level of service and the associated performance measures were rewritten to better express our commitment to the community.

In the last LTP we had an additional level of service for stormwater that duplicated the local government mandatory performance measure. In this LTP we have removed that measure.

Government reform

In July last year, the Government launched the Three Waters Reform Programme – a three-year programme to reform local government water, wastewater and stormwater service delivery arrangements. It is likely that eventually a small number of multi-regional service providers will be established to deliver these critical services across the country. The size, shape and design of these entities is being worked through, but it is expected that local authorities may no longer be providing these services in three or four years. Note that discussions continue as to whether stormwater will remain a part of the reform scope.

Councils will be asked to opt into the structure the reform results in. When this time comes, we will consult to determine community preference. If we opt in that transfer of responsibilities and assets will likely occur from 2023/24. In the meantime, we have planned three waters activities as always, recognising that our community needs these services regardless of what happens.

Levels of service

4.1 To enable sustainable development through urban storm water infrastructure.

■ *Local Government mandatory performance measure*

Performance measure		Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
4.1.1	The number of flooding events that occur in a territorial authority district	0	1 or less	1 or less	1 or less	1 or less
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system)	No events	0	0	0	0
4.1.2	Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of:					
	abatement notices	0	1 or less	1 or less	1 or less	1 or less
	infringement notices	0	0	0	0	0
	enforcement orders, and	0	0	0	0	0
	convictions, received by the territorial authority in relation those resource consents	0	0	0	0	0
4.1.3	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site	No events	≤ 48 hours	≤ 48 hours	≤ 48 hours	≤ 48 hours
4.1.4	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1,000 properties connected to the territorial authority's stormwater system	16.42	0	0	0	0

5. Mana Whakahaere Para • Solid Waste Management

Our disposal facilities across the district provide refuse and recycling services to protect the health of our communities and environment. Our responsibility is to manage refuse appropriately and to provide facilities that meet the needs and expectations of our communities. Council is required by legislation to have an operating Waste Management and Minimisation Plan (WMMP) designed to reduce the amount of refuse going to landfills while increasing the amount of refuse that is recycled. Our WMMP was adopted in 2017.

Key facts

- 15 refuse/recycling transfer stations
- 1 landfill at Russell
- 1 Resource Recovery Centre at Kaitāia
- 10 community recycling centres



Contribution to community outcomes



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Significant negative effects

Refuse can have negative effects on air, land and water. Mitigation is primarily through compliance with consent conditions relating to the operation of our transfer station, landfill and recycling network. Our Waste Management and Minimisation Plan focuses on mitigating any negative impacts and seeks to reduce the volume of refuse and increasing the volume of recycling. Council has a reliable collection service and the District is well served with transfer and recycling stations. This LTP aims to extend the network of refuse service centres to areas of the District where these services are not easily accessed.

Changes to levels of service

All solid waste levels of service were reviewed as part of this LTP process. How we express the level of service and the associated performance measures were rewritten to better express our commitment to the community.

The following changes to performance measures are proposed:

- We have removed the measure relating to adding one new community recycling facility per year, this is due to finding suitable locations that work for the community involved. There is also consultation and feedback from our communities that takes time and sometimes falls outside of the time requirements. We will however, continue to work with our communities to provide this service.

Levels of service

5.1 To decrease the proportion of waste sent to landfill and increase the proportion of waste that is sent for recycling.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
5.1.1 Percentage of waste from refuse transfer station that is recycled / reused	64.3%	63%	63%	64%	64%
5.1.2 All refuse transfer stations are open to the public no more than 30 mins late once a year	99.97%	99.5%	99.5%	99.5%	99.5%
5.1.3 Responding to RFS relating to illegal dumping, and removing the rubbish. a. Offensive waste: pick up within 24 hours b. Standard waste: pick up within 4 days	91.1%	95% within set timeframe	95% within set timeframe	95% within set timeframe	95% within set timeframe

6. Ngā whakaurunga o te rohe • District Facilities

Throughout the district there are many facilities managed by Council and made available for public use, such as playgrounds, parks and reserves, sports fields, public toilets, visitor destinations and town centres. These facilities contribute to the liveability of our communities, providing places and spaces for residents to connect and enjoy themselves and to enhance the visitor experience.

Facilities includes:

- Cemeteries
- Civic and community buildings
- Housing for the Elderly
- Recreation
- Town maintenance, public toilets and car parks



Significant negative effects

No significant negative effects have been identified.

Cemeteries

It is important to our communities to have special places to bury and remember their loved ones. We manage and maintain several cemeteries throughout the district, carrying out our duties for the public good where the service is not provided by others.

Key facts

- 11 cemeteries
- Support for 16 community-operated cemeteries

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



Proud, vibrant communities



Connected communities that are prepared for the unexpected



A wisely managed and treasured environment that recognises the role of tangata whenua as kaitiaki

Changes to levels of service

Levels of service for cemeteries were reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community, committing to operating cemeteries in a manner that meets the community's needs.

We have amended this measure to reflect our commitment to service and to ensure our cemeteries are operated in a way that meets the community's needs.

Levels of service

6.1 To ensure cemeteries are operated in a way that meets the community's needs.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
6.1.1 All grave digging services are carried out respectfully, safe and the site is kept in a clean and tidy state	New measure	no more than one complaint received regarding our grave digging services	no more than one complaint received regarding our grave digging services	no more than one complaint received regarding our grave digging services	no more than one complaint received regarding our grave digging services

Civic and Community Buildings

Community facilities provide places to meet, discuss, connect, and celebrate as a community. They are vital to the social and cultural wellbeing of our communities. We manage and maintain many buildings throughout the District, including community libraries and civic buildings to provide access to Council services. We support both the Turner Centre in Kerikeri and Te Ahu Centre in Kaitāia. We also support Heritage Kaikohe and the Far North Regional Museum Trust so they are able to preserve and share our unique cultural history.

Key facts

- 3 Library buildings - Kerikeri, Kaikohe and Paihia
- 1 District office and archives and publications buildings in Kaikohe
- 19 community halls, 16 buildings and 1 grandstand

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



Proud, vibrant communities



Connected communities that are prepared for the unexpected



We embrace and celebrate our unique culture and heritage and value it as a source of enduring pride

Changes to levels of service

Levels of service for civic and community buildings were reviewed as part of this LTP process. We have reviewed the previous measure of 6.2.1 associated with modification of community halls per war per annum modified to improve disability access. There is a limited number of halls that can be upgraded. We will continue to upgrade those halls across our district to ensure everyone has full access to these facilities.

Levels of service

6.2 To provide buildings for public recreation and leisure.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
6.2.1 All operational civic and community buildings are safe for community use and meet all statutory legislation levels.	All buildings compliant	All buildings compliant	All buildings compliant	All buildings compliant	All buildings compliant

Housing for the elderly

The elderly are valued members of our communities. Council currently provides affordable and safe housing to meet the needs of the pension-aged citizens with limited financial resources but has committed through the development of this LTP to investigate divesting the housing assets to one or more Community Housing Providers (CHPs) who are better resourced and experienced in social housing. Our goal is to enable the

provision of a higher level of service, but we will only divest if we can be sure that existing tenant arrangements are protected and that the number of units and level of service available will be maintained or increased over time.

Key facts

- 147 units in 12 locations

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



Proud, vibrant communities

Changes to levels of service

Levels of service for Housing for the Elderly were reviewed as part of this LTP process. We have included a new measure specifically for maintenance to ensure standards are maintained.

Levels of service

6.3 To provide housing for the elderly that is affordable, safe, well maintained, and strategically located.

Performance Measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
6.3.1 Occupancy of available units	94%	95%	95%	95%	95%
6.3.2 Percentage of faults responded within agreed timeframes: Emergency - 12 hours Urgent - 2 days Non-urgent - 7 days	87.8%	Urgent 95% Non-urgent ≥85%	Urgent 95% Non-urgent ≥85%	Urgent 100% Non-urgent ≥86%	Urgent 100% Non-urgent ≥87%
6.3.3 Maintenance inspections on units carried out at least once a year	New measure	Year 1: Baseline to be established and targets established	Maintain/increase	Maintain/increase	Maintain/increase

Recreation

Recreation facilities provide spaces for our communities to enjoy and contribute directly to their physical and social wellbeing. We maintain a diverse range of facilities, such as parks, sports fields, swimming pools and maritime facilities. We also fund Sport Northland to facilitate the Far North Sports awards and provide three community sports advisors (one in each ward) and provide grants to improve public access to Northland College and Whangaroa Community Pool. We lease motor camps to private operators at Russell, Tauranga Bay and Houhora Heads. The activities associated with these facilities, such as large swimming and sporting events are supported by Council.

Key facts

- 28 playgrounds and three skate parks
- 154 ha of open spaces are mown to a variety of grades to support public use
- 27 netball courts in Kaitiāia, Kaikohe and Kerikeri as well as a number of single courts throughout the district
- 67 community leases that include sports clubs, grazing licenses, Kaikohe recreational airport and community spaces
- 25 boat ramps
- 17 jetties
- 15 pontoons
- 9 wharves
- 2 tidal grid

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



Proud, vibrant communities

Town maintenance, public toilets and car parks

Our town centres require facilities and services to ensure they are tidy, safe and attractive for locals and visitors. Council undertakes maintenance in our town centres and manages car parks, lighting, public toilets and motor caravan dump stations of which all contributes to the liveability of our communities.

Key facts

- 70 public toilets at 47 locations
- 20 carparks in nine towns
- 21 towns provided with town maintenance
- Amenity lighting in 23 locations and 2 town centres

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



Proud, vibrant communities



Connected communities that are prepared for the unexpected



A wisely managed and treasured environment that recognises the role of tangata whenua as kaitiaki

Changes to levels of service

The level of service for this area were reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

We have removed the measure: user satisfaction with the cleanliness and maintenance of the public toilets provided by FNDC as this is measured through our resident opinion survey that is conducted annually.

We have also removed the measure to provide additional disabled parking spaces in each ward we will continue to review and fulfil our obligation to provide two disabled parking spaces per ward per annum.

Levels of service

6.4 Council will provide well maintained and accessible public toilets in high use areas.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
6.4.1 Increase the number of public toilets with disabled access per annum in line with facility renewal/upgrades	2	2	2	2	2
6.4.2 Ensure that public toilets are maintained to a cleanliness standard that enables users to have a pleasant experience	90.9%	≥90%	≥90%	≥91%	≥91%
6.4.3 Provide accessibility upgrades within parks and reserves.	New Measure	2 per ward per annum	2 per ward per annum	2 per ward per annum	2 per ward per annum

7. Wāhanga āwhina tangata • Customer Services

Connecting with our communities and providing excellent customer service is important to Council. Our customer service team is the first point of contact for people in our district and they deliver vital services, such as providing information, liaising with departments to support a request from the community, helping people to solve their council-related problems, and receiving and processing payments.

Key facts

- 6 Service Centres around the District and 1 contact centre
- Service Centres handled approximately 50,000 face to face interactions
- Contact Centre process 85,000 phone calls and processes 22,000 emails per year



Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



We embrace and celebrate our unique culture and heritage and value it as a source of enduring pride



Proud, vibrant communities

Changes to levels of service

The level of service for recreation was reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

We have reviewed the measures and targets to ensure they are relevant for the changing landscape of Customer

Service. Simple enquiries will be able to be completed through online services, and more complex ones will come via the Contact Centre and Service Centres.

Levels of service

7.1 Council provides the right services, in the right places, to the agreed standard.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
7.1.1 Percentage of abandoned calls (Contact Centre)	14.6	12%	12%	12%	12%
7.1.2 Service Centre users' satisfaction	89%	maintain / increase	maintain / increase	maintain / increase	maintain / increase
7.1.3 Percentage of customer enquires resolved at first point of contact.	New measure	65%	66%	67%	68% increasing by 1% each year thereafter

i-SITES

Visitors to our District often seek out advice about their travel arrangements. Our i-SITES have helpful local experts to provide an excellent visitor experience. Located in key visitor areas, our i-SITES are vitally important to the economic prosperity of our communities.

Key facts

- 3 i-SITES in the following locations:
 - Ōpononi
 - Kaitāia
 - Paihia

Changes to levels of service

The level of service for i-SITEs was reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

We have removed the performance measure relating to the number of tourism suppliers to i-SITEs and replaced it with a measure for the number of visitor bookings. We have reduced the net profit on retail sales from 3% to 1.5% to better reflect tourism activity today. We have also added a measure to gauge visitor satisfaction with our i-SITE network.

Performance measure		Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
7.2.1	The number of visitor bookings through the Information centres will show an increase each year	-14.6	≥1% increase	≥1% increase	≥1% increase	≥1% increase
7.2.2	Increase the net profit on retail sales by 1.0% per year (profit increase on previous year)	-0.07	Retail sales net profit ≥1.0%	Retail sales net profit ≥1.0%	Retail sales net profit ≥1.0%	Retail sales net profit ≥1.0%
7.2.3	Customer/visitor satisfaction	99.3%	Maintain/increase	Maintain/increase	Maintain/increase	Maintain/increase

Levels of service

7.2 To provide booking and information services through the District's Information Centres, influencing visitors to stay longer and spend more.

Libraries and Museum

Our libraries and museum provide leisure and lifelong learning opportunities that strengthen our communities. We maintain and manage several libraries for the benefit of our communities and support five community based libraries throughout the District. Our museum preserves our unique cultural history. Our libraries and museum provide free and open access to knowledge and information services to all residents and are a safe, neutral place where people can connect.

Key facts

- 6 libraries in the following locations:
 - Kāeo
 - Kaikohe
 - Kaitāia
 - Kawakawa
 - Kerikeri
 - Paihia
- 1 museum at Te Ahu centre

Changes to levels of service

The level of service for libraries was reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

We have included an additional measure 7.3.4 - we have stepped up our programme offering at Libraries and out in the community as we now have an Outreach Librarian and adequately trained staff at all Libraries. Programmes are an important way of connecting with communities and offer opportunity for continuing education and lifelong learning.

We have also include a level of service for our museum. We need to measure how we are performing in terms of serving our communities. If people are not coming through the door or using our service, we need to review how we are offering museum services.

Levels of service

7.3 To provide quality library services for the benefit of all in the community.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
7.3.1 Customer/visitor satisfaction	93.4%	Maintain / Increase	Maintain / Increase	Maintain / Increase	Maintain / Increase
7.3.2 Increase the percentage of online library service use	25.9%	≥1% increase on previous year	≥1% increase on previous year	≥1% increase on previous year	≥1% increase on previous year
7.3.3 Increase the total library membership as a percentage of the population of the District	41.6%	Maintain / Increase	Maintain / Increase	Maintain / Increase	Maintain / Increase
7.3.4 Increase in number of attendees at library events and programmes	New measure	Year 1 Baseline	≥5% increase on previous year	≥5% increase on previous year	≥5% increase on previous year

Levels of service

7.4 To provide quality museum services for the benefit of all in the community.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
7.4.1 Customer and Visitor satisfaction	New measure	Year 1 Baseline	1% increase on previous year	1% increase on previous year	1% increase on previous year
7.4.2 Increase in number of visitors to the Museum (door count)	New measure	Year 1 Baseline	1% increase on previous year	1% increase on previous year	1% increase on previous year
7.4.3 Increase in the number of research requests completed	New measure	Year 1 Baseline	1% increase on previous year	1% increase on previous year	1% increase on previous year

8. Whakahaere Taiao • Environmental Management

Council has responsibilities under legislation to safeguard public health, safety, and welfare. Regulatory activities and responsibilities, such as consents, the enforcement of bylaws, and providing liquor licenses are undertaken for the benefit of our communities and to ensure that everyone can live in and enjoy our district

Significant negative effects

No significant negative effects have been identified.



Animal Control

Animals, in particular livestock and dogs, play a significant role in the Far North lifestyle. Council understands the economic and social benefits of animals. The goal of our animal management team is to reduce the risk of potential negative impacts by encouraging responsible dog ownership and working with farmers to minimise wandering stock.

Key facts

- Promote responsible dog ownership and community safety across the district
- Monitoring and enforcing the Dog Control Act 1996 and associated Dog Management bylaws and policies
- Responding to and investigating complaints (including dog rushes / attacks on people, domestic pets, stock and wildlife, barking nuisance, roaming, lost and found dogs)
- provide shelter services: impoundment, care for strays and reuniting dogs with their owners
- rehoming suitable dogs through adoption programs
- Patrol public areas, reserves, parks, beaches throughout the District.

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



A wisely managed and treasured environment that recognises the role of tangata whenua as kaitiaki



Proud, vibrant communities

Changes to levels of service

The level of service for animal control was reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

We have amended performance measure 8.1.1. to reflect how our Animal Management team made significant progress in getting response times lower, providing a

more timely service to the community. Urgent response times have dropped from 2 hours to 1.5 hours and non-urgent have dropped from 10 days to 3 working days. The measure is for initial response times for complaints, not when the job is fully completed.

Levels of service

8.1 To ensure animal related activities are managed in accordance with legislative requirements.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
8.1.1 Respond to reported incidents by contacting the customer and arranging next steps within the following timeframes: a. Urgent within 1.5 hours b. Non-urgent within 3 days	94.3% 95.9%	≥93% within set	≥93% within set	≥93% within set	≥93% within set

Environmental Health

The safety and wellbeing of our communities, including our environment is one of the primary functions and responsibilities of council. We are accountable to our communities and have a number of obligations to primary legislation. The activities within this group are necessary to ensure we meet our obligations and the expectations of our communities.

Key facts

- Food business registration
- Provide food verification services
- Health nuisance
- Health licensing

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



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Proud, vibrant communities

Changes to levels of service

The level of service for environmental health was reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

Levels of service

8.2 To monitor food premises in accordance with the requirements of the Food Act, 2014.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
8.2.1 Food Control Plan and National Programme audits completed as scheduled	74.6%	≥95% of all food control plans and national programs assessed	≥95% of all food control plans and national programs assessed	≥95% of all food control plans and national programs assessed	≥95% of all food control plans and national programs assessed

Monitoring and Enforcement

We are responsible for safeguarding public safety, minimising environmental risk and protecting social and cultural interests as directed by primary legislation and our policies and bylaws. Our monitoring and enforcement team are responsible for the administration and enforcement of these obligations.

Key facts

The Monitoring Team is responsible for:

- District Plan breaches
- RMA breaches
- Bylaw breaches
- LGA breaches
- Removal of abandoned vehicles
- Parking enforcement
- Resource consent monitoring
- Bylaw permits
- Litter infringements
- Noise complaints

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



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Changes to Levels of Service

The level of service for monitoring and enforcement was reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

Levels of service

8.3 To ensure compliance with the Resource Management Act with regard to noise pollution.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
8.3.1 Respond to noise complaints within the following timeframes: a. In urban areas: 1 hour b. In rural areas: 2 hours	a. 74.4% b. 85.7%	≥95% within set timeframe	≥95% within set timeframe	≥95% within set timeframe	≥95% within set timeframe

District Licensing Committee

The District Licensing Committee (DLC) carries out our delegated authority under primary legislation for the responsible sale, supply, and consumption of alcohol, and to minimise alcohol-related harm in our District. The DLC processes and issues liquor licenses and manager's certificates, and conducts related hearings as required.

Key facts

- Processes over 900 applications each year, including On and Off-Licenses, Temporary Authorities, Special Licenses, Club License and Manager's Certificate
- Hold hearings and make decision to grant or oppose licenses and certificates
- Carry out host responsibility inspections of licenses premises
- Report to the Alcohol and Regulatory Licensing Authority.

Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



A wisely managed and treasured environment that recognises the role of tangata whenua as kaitiaki



Proud, vibrant communities

Levels of service

8.4 To license and monitor the sale of liquor in accordance with the Sale and Supply of Alcohol Act, 2012.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
8.4.1 All licensed premises are visited for Host Responsibility inspections at least once every four years	55.2%	<75% of premises visited annually	<75% of premises visited annually	<75% of premises visited annually	<75% of premises visited annually

Resource Consent Management

A critical function of Council is enabling the sustainable use, development and protection of the natural and physical resources in our District. This is underpinned by the obligations imposed on us by the Resource Management Act 1991

Key facts

- Processing a variety of consents and permit applications within statutory time frames:
 - Subdivision Consents
 - Land Use Consents
 - Combined Land Use and Subdivision Consents
 - Discharge consents under delegated authority from NRC
 - Combined land Use and Discharge Consents
 - Variation Consents for Land use, subdivision, removing or amending consent notices
 - Consents under National Environmental Standards for contaminated soil, telecommunications and plantation forestry
 - Certificates for subdivision completion 223 and 224
 - Local Government Act (LGA) applications for earthworks and right of ways
 - Outline plans, waivers, objections, s133A decisions and other (s221)

- Duty planner queries where planners provide advice and assistance around the rules and resource consent process
- Carry out post approval assessment and inspections for certificates under the RMA and LGA
- Approval of engineering plans, stormwater and wastewater Reports to meet compliance on consent notices.

Changes to levels of service

The level of service for resource consents was reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

Proposed Levels of Service

8.5 To administer and enforce the Resource Management Act 1991, Building Act 2004 and Council’s District Plan and Bylaws.

Performance measure		Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
8.5.1	Respond to compliance incidents within 3 working days	74.5%	≥93% Rising by 1% to final target of ≥95%	≥94%	≥95%	≥95%
8.5.2	Process applications made under the Resource Management Act 1991 within statutory timeframes	65.5%	≥95%	≥95%	≥95%	≥95%

Building Consent Management

Safe and healthy buildings are vitally important to safe and healthy communities, and as such Council is bound by the Building Act 2004. The consenting, inspection and issuing of Code Compliance Certificates is the main activity by which Council contributes to the wellbeing of our communities. Other activities include enforcing primary legislation, dealing with water tight claims and ensuring safe swimming pools.

Key facts

- Processing applications
- Carry out site inspections
- Administer Building Warrant of Fitness certificates
- Inspection swimming pool fencing
- Respond to community needs during Civil Defence events
- Provide advice
- Issue notices and infringements

Changes to levels of service

The level of service for building consents was reviewed as part of this LTP process. How we express the level of service and the associated performance measures was rewritten to better express our commitment to the community.

We have replaced the satisfaction measure with one that assesses the processing of building consents within statutory timeframes.

Levels of service

8.6 To comply with current legislative requirements with regard to processing consent applications.

Performance measure	Latest results: 2019/20	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024-2031
8.6.1 Process building consents within statutory timeframes	95%	≥95%	≥95%	≥95%	≥95%

9. Rautaki me ngā kaupapa here • Strategic Planning and Policy

Our District's future needs must be guided by a strategic vision and managed by a range of tools such as policies, bylaw and plans, many of which are statutory requirements. The core function of this group is to develop, implement and monitor these tools to allow for sustainable growth that enhances our district and enables prosperity across the District.

Significant negative effects

No significant negative effects have been identified.



Contribution to community outcomes



Communities that are healthy, safe, connected and sustainable



Proud, vibrant communities



Proud, vibrant communities



Prosperous communities supported by a sustainable economy



A wisely managed and treasured environment that recognises the role of tangata whenua as kaitiaki



We embrace and celebrate our unique culture and heritage and value it as a source of enduring pride

Strategic Planning

Our District is diverse, with many unique environments and communities. The role of Council is to collaborate with these communities to develop a plan for the sustainable growth and development of our district. Long Term and Annual plans, guided by our strategic vision, are central to aligning community goals and prioritising the many activities required in our District.

Key facts

- Develop strategies, bylaws, policies and actions that are governed by Central Government and affect our communities
- Support reviews required under the Local Government Act 2002
- Prepare Annual and Long Term Plans.

Corporate Planning and Community Development

Facilitating and supporting our communities' social, cultural and economic aspirations further enables their growth and prosperity. Activities in this area focus on include connecting our communities to opportunities and funding, thereby building the capabilities and skills of community groups and individuals.

Key facts

- Work with our communities, Māori, businesses, key stakeholders, other regional authorities, external agencies and organisations to development sustainable practices that will improve local economy

- Work with a range of agencies and educations providers to assist access to job and training opportunities
- Support community initiated plans
- Develop long term plans
- Empower and support our communities
- Support events that promote the District
- Advocate on behalf of the District to Central Government and agencies and non-Government organisations
- Provide and administer community grants.

Māori Engagement, Relationships And Development (Te Hono)

Council acknowledges the principles and spirit of Te Tiriti, and seeks to work with Māori communities for the enhancement and benefit of those communities and the whole district. We support the aspirations of tangata whenua and are working to provide platforms for partnerships and opportunities for building capability and capacity within the community.

Key facts

- Support iwi / hapū management plans
- Want to develop a close working relationship with Māori
- Support the economic and social development of multiple owned Māori Freehold Land
- Support the development and relationship opportunities from Treaty Settlements.

District Planning

Sustainable management of our natural and physical resources through the regulation of land use and subdivision forms the foundation for our District Plan. The review, monitoring and administration of the Far North District Plan are essential to addressing resource management issues, providing a plan for the growth and development of our District.

Key facts

- The District Plan has been fully operative since 2009
- There have been 19 Council Plan changes and 3 Private Plan Changes
- The District Plan is under review and needs to give effect to new national planning directions including National Planning Standards, National Policy Statements and Regional Policy Statement.

10. Mana kāwanatanga • Governance and Strategic Administration

The elected representatives of the community that form the governance function of our council are provided with guidance and support on a daily basis, enabling them to understand their legislative responsibilities and make informed decisions on behalf of our communities.

Key facts

- Oversees the election and by-election processes
- Produces agendas and minutes for Council, Community Board and Committee meetings



Significant negative effects

No significant negative effects have been identified.

Far North Holdings Limited

Far North Holdings Limited (FNHL) is a Council Controlled Trading Organisation that develop and manage assets and commercial trading on behalf of Council. FNHL manage a diverse range of district assets to provide employment, economic, cultural and social outcomes to support the growth in the Far North District.

FNHL have undertaken to;

- Operate under good governance
- Seek new business development opportunities
- Identify, collaborative or joint ventures opportunities
- Manage existing assets and bring commercial expertise in property management
- Create profits for its Shareholder and improve the Shareholder asset value.

Objective

As the FNDC's commercial vehicle, FNHL will facilitate and create commercial and infrastructural assets in the Far North District, or if outside the Far North District, with the Shareholders approval, with the aim of creating profits for its Shareholder and creating shareholder value.

Key activities

- To plan, manage, operate and develop; land, maritime, aviation and public assets within its ownership, or under the terms of management agreement

- To plan, facilitate and secure commercial outcomes in its area of Influence that support the growth of the Far North District.
- To provide management skills and resources to assist both Council and third parties with consultancy services including project management, funding and business support/planning on a commercial basis.

Policies relating to ownership and control

- Council is the sole shareholder of FNHL and return on investment is by way of annual dividends to FNDC.
- Through the annual Statement of Intent, FNDC establishes broad parameters for the company's operations without inhibiting proper commercial management.

Structure

FNHL is an independent professional Board of Directors, appointed by Council:

- William Birnie (Chairperson)
- Kevin Baxter
- Hon Murray McCully
- Sarah Petersen

Key performance targets and measures

Objectives	Measure	2021/22	2022/23	2023/24
Engage in successful commercial transactions	Growth in Shareholder value	Shareholders' funds increase by \$955k, after payment of dividend	Shareholders' funds increase by \$1.4m after payment of dividend	Shareholders' funds increase by \$1.52m, after payment of dividend
Provide a commercial return to FNDC	Dividend return to FNDC	Pay minimum \$955k	Pay minimum \$1.4m	Pay minimum \$1.52m
Effective financial management	FNHL is to make profitable annual returns.	\$1.9 million	\$2.8 million	\$3.04 million
Ratio of consolidated shareholder funds to total assets. Shareholder funds are defined as total equity.	The ratio is to exceed 50%	50%	50%	50%
To achieve a return on funds invested	Return on Investment (ROI) is higher than the average cost of borrowing on its commercial assets	ROI 7% AV cost of borrowings 4.5%	ROI 7% AV cost of borrowings 4.5%	ROI 7% Av cost of borrowings 4.5%

Objectives	Measure	2021/22	2022/23	2023/24
Effective Governance and Financial Control	Clean audit sign-off each year from Audit NZ	To achieve	To achieve	To achieve
	Annual Board Review with appointed Audit NZ representative	To be held	To be held	To be held
	To remain within banking covenants	To achieve	To achieve	To achieve
	Board Audit and Finance committee meetings to be conducted semi-annually	To be held	To be held	To be held
Ensure that the Bay of Islands Airport operates within regulatory requirements	CAA Certification	To achieve	To achieve	To achieve
Enhancing the Far North as a visitor destination	Complete a customer and airline industry survey that demonstrates satisfaction levels with facilities and services at either BOI or Kaitiāia Airports	85%	85%	85%
Enhancing and developing a maritime economy	Complete a marina user or maritime services customer satisfaction survey that demonstrates satisfaction levels with facilities and services available	95%	95%	95%

Northland Inc.

Northland Inc Ltd, established in July 2012, is the region's economic development agency and regional tourism organisation.

Policies and objectives

Prior to 1 July 2021, Northland Inc Ltd was 100% owned by Northland Regional Council. Following public consultation as part of our Long Term Plan 2021-2031 consultation processes, the Far North District Council (FNDC) along with Northland Regional Council (NRC) and Kaipara District Council (KDC) have agreed to become joint owners of Northland Inc. Ltd effective 1 July 2021. Each council holds an equal shareholding in Northland Inc. Limited. A Joint Committee has been established to co-ordinate the responsibilities, duties, and powers of the councils as shareholders in Northland Inc Ltd. Furthermore, FNDC has committed to an annual level of funding for economic development in our Long Term Plans 2021-2031 which will be transferred into, and subsequently allocated from, Northland Regional Council's Investment and Growth Reserve.

Northland Inc. Ltd is provided with a base-level of operational funding from the Investment and Growth Reserve. It is project-funded through other public and private agencies, with Central Government being the next largest contributor. The organisation has a governance board of professional directors, each appointed on a fixed-term basis by the Joint Committee. Operational activity is led by a Chief Executive Officer.

The six objectives (pou) of Northland Inc. Ltd are as follows:

- Pou tahi: Māori economic development
- Pou rua: Environmental sustainability
- Pou toru: Regional investment

- Pou whā: Destination management and marketing
- Pou rima: Advocacy and profile for Tai Tokerau economic development
- Pou ono: Organisational culture

Nature and scope of activities

The nature and scope of activities of Northland Inc Ltd. are described below. The māori economic development, environmental sustainability and organisational culture pou are embedded across the three work programmes:

Regional Investment: Grow investment and business support services such that regional economic activity improves consistently year on year. Following assessment and review Northland Inc will prioritise activities and ideas, with a view to applying their resources to engage in focused impactful projects reflecting the organisational capacity at this time.

Destination Management: To lead the implementation of a regional Destination Management Plan in partnership with relevant stakeholders, industry, iwi and hapū. Through a programme of investment and development, Northland Inc will deliver destination management and marketing activity to position Northland within target markets as a desirable place to visit and support a visitor economy that values shared benefit across the region, environmental sustainability, heritage and culture.

Profile and Advocacy of Economic Development: To develop and improve the profile of economic development and Northland Inc to ensure that Te Tai Tokerau Northland understands and values the efforts of Northland Inc to improve the economic well-being of the region, to support strong communities and environmental sustainability.

Work Programme	Activities
Regional investment	<ul style="list-style-type: none"> • Actively supporting and facilitating investment in strategic sectors (as defined in business plan) in the Tai Tokerau Northland economy • Leveraging the Investment and Growth Reserve to increase investment into the Tai Tokerau Northland economy • Supporting and facilitating the development of new and enabling infrastructure such as UFB, roads, rail and water • Deliver the Extension 350 Programme, Northland Kai and Ngāwhā Innovation and Enterprise Centre • Delivering business advice effectively across the region to support innovation, capacity and capability development through incubation services and the Regional Business Partnership; New Zealand Trade & Enterprise, Callaghan Innovation and Business Mentors New Zealand • Developing clusters, business networks or associations to take advantage of market development opportunities that leverage Tai Tokerau Northland's key sectors and comparative advantages • Building and sharing specialist knowledge through a business events programme and provide opportunities to access a range of capital support mechanisms for Tai Tokerau Northland businesses • Engage and partner with iwi, hapū, marae and the Māori community, central government agencies and other entities supporting Māori Economic Development to advance their aspirations in economic development and enable investment, business growth and completion of economic development projects
Destination management and marketing	<ul style="list-style-type: none"> • Deliver the destination management plan • Facilitate the regions access to the Regional Event Fund • Identifying, and where appropriate, assisting with the development of infrastructure, products, services and sub-regional destinations aiding the sector to respond to the industry changes imposed by COVID-19 and to coordinate the recovery effort • Improving regional dispersal, length of stay, expenditure and the appeal of off-peak travel particularly through leverage of the Twin Coast Discovery programme as a region wide development framework for tourism • Co-ordinate, and where appropriate, lead the implementation of an Annual Tactical Marketing Plan for destination marketing, in alignment with the direction of national tourism organisations (including potential travel bubbles) and in partnership with the Tai Tokerau Northland tourism sector
Advocacy and profile for Tai Tokerau economic development	<ul style="list-style-type: none"> • Provide economic development intelligence and insights • Support development of a long term economic development strategy for Tai Tokerau Northland (subject to securing appropriate funding) • Assist with project management and delivery of economic response activities (including PGF funded projects) • Maintain a delivery structure for the region (Action Plan) • Work with, advocate for and support Māori businesses, trusts and entities with their aspirations for growth • Delivering a promotional programme to encourage investment and market development of Tai Tokerau Northland's strategic growth sectors

Key performance measures

Objective	How we will measure	2021/22	2022/23	2023/24
Māori economic development	Number of engagements or established relationships with iwi/hapū groups and other Māori organisations, e.g. marae, land trusts, etc. that have led to a positive outcome	10	15	20
	Proportion of Māori organisations that are satisfied with Northland Inc support	>50%	>50%	>50%
Environmental sustainability	Number of workshops / events that help promote or support environmental sustainability values and culture in Te Tai Tokerau	4	5	6
	Proportion of businesses / projects that Northland Inc are supporting that have identified their environmental aspirations and complied with governmental regulations	80%	90%	100%
	Change in carbon footprint of Northland Inc	Initial carbon footprint audit completed	5% Net reduction in footprint	10% Net reduction in footprint
Regional investment	Number of unique businesses assisted (reporting by TA and industry)	230	240	250
	Proportion of those businesses assisted that are Māori (by TA and industry)	20%	30%	40%
	Number of inward delegations hosted	3	3	3
	Client satisfaction with businesses assistance provided by Northland Inc as measured by Net Promotor Score	NPS >50	NPS >50	NPS >50
	Value of grant funding and investment facilitated for Māori businesses	\$110k	\$120k	\$130k
	Number of high impact projects that are implemented (reporting by regional strategic sectors)	4	4	4
Destination management and marketing	Number of destination promotion campaign initiatives to generate national exposure to the region (reporting will include number of businesses that are engaged in the campaign)	1 campaign per year	1 campaign per year	1 campaign per year
	Number of workshops / events to promote product development and position Te Tai Tokerau Northland as a green tourism destination	Establish baseline number of workshops / events	Baseline number plus one	Baseline number plus two
Profile and advocacy of economic development	Number of regional economic development updates or reports released	4	6	6
	Number of media features that profile the region	12	24	24
	Number of media activity that references Northland Inc	24	52	52

Taipitopito Pūtea • Financial Information



Ratonga Matapae Pūtea • Forecast Financial Statements

The forecast Financial Statements of this LTP provide information on the budgets for all of Council and are comprised of:

Prospective Financial Statements

These statements include the Prospective Statement of Comprehensive Revenue and Expense, Prospective Statement of Financial Position, Prospective Statement of Changes in Equity and Prospective Statement of Cash Flows for Council which are found in all annual plans and reports. These statements cover the 10 years of the LTP and provide information as to planned performance and management of Council's assets and liabilities.

Amongst other LGA requirements, the purpose of these prospective Financial Statements is:

- to provide integrated decision-making and coordination of Council's resources
- to provide a long-term focus for the activities of the Local Authority.

The financial statements should not be relied upon other than for the purposes described above. Actual financial results are likely to vary from those forecast within this Plan.

These Prospective Financial Statements are a forecast for 10 years based on the latest information and knowledge at hand at the time of Council deliberations on submissions received on the LTP Consultation Document, and in conjunction with assumptions considered appropriate at that time.

A new LTP will be produced in three years' time. Annual Plans will be produced for the 2022/23 and 2023/24 financial years.

Responsibility for Financial Statements

Council is responsible for the prospective financial statements presented in this LTP, and believe that appropriate assumptions have been used to produce these prospective financial statements and that all disclosure requirements have been met.

Significant Forecasting Assumptions

This information outlines the assumptions made in formulating the financial information for the Plan. For assumptions with high financial risk, commentary and analysis on the impact of the assumption is provided. The price level adjusters which are used to project the impact of inflation across the 10 years of the LTP are also detailed in this LTP.

Accounting Policies

Accounting policies are compliant with International Public Sector Accounting Standards (IPSAS) for Public Benefit Entities (PBE) and provide detail on how Council applies the standards to the Prospective Financial Statements.

Reserve Funds

Reserve Funds detail the funds Council holds for specific purposes, and how the balances of the funds move between years one and 10 of this Plan.

Funding Impact Statement for Rates

The Funding Impact Statement for Rates sets out the information required by Schedule 10 of the LGA to assist ratepayers in understanding the impact of the Plan.

Statement concerning balancing the budget

In all years of the LTP Council plans to maintain a balanced budget with an after-tax surplus forecast for each year.

Accounting Policies

Reporting entity

The Far North District Council is a territorial local authority governed by the Local Government Act 2002 (LGA). The relevant legislation governing the Council's operations includes the LGA and the Local Government (Rating) Act 2002. The prospective financial statements reflect the operations of Far North District Council and do not include the consolidated results of Council Controlled Trading Organisations (CCTO).

Council has not presented group prospective financial statements because it believes that the parent prospective financial statements are more relevant to users. The main purpose of the prospective financial statements in the LTP is to provide the reader with information about the core services that Council intends to provide.

Far North District Council has designated itself to be a Tier 1 public benefit entity (PBE) for the purposes of International Public Sector Accounting Standards (IPSAS). Council's primary objective is to provide local infrastructure, goods and services for community or social benefit and equity has been provided with a view to supporting that primary objective rather than for a financial return.

These financial statements are for the 10 years ended 30 June 2031 and were authorised by Far North District Council for consultation on 25 February 2021.

Accounting principles compliance

To meet all the requirements of local government legislation Council provides two sets of financial information:

- Generally Accepted Accounting Principles (GAAP) regulated statements of financial position, comprehensive revenue and expense, cashflow and changes in equity; and
- non-GAAP compliant Funding Impact Statements (FIS's).

Key differences between these two sets of information are that GAAP regulated financial statements must adhere to GAAP requirements.

The intention of the FIS is to make the sources and applications of Council funds more transparent to its stakeholders which may not be achievable if only GAAP financial statements were provided. The FIS is prescribed by the Local Government (Financial Reporting and Prudence) Regulations 2014 and is required by the Local Government Act 2002 (Schedule 10 Part 1).

A disclosure statement is required by Schedule 6 of the Local Government (Financial Reporting and Prudence) Regulations 2014 that discloses the Council's planned financial performance in relation to various benchmarks to enable an assessment of whether Council is prudently managing its revenues, expenses, assets, liabilities and general financial dealings.

Statement of compliance and basis of preparation

Statement of compliance

The prospective financial statements have been prepared in accordance with the requirements of the Local Government Act 2002: Part 6, Section 93 and Part 1 of Schedule 10, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP), and the Local Government (Financial Reporting and Prudence) Regulations 2014.

These prospective financial statements have been prepared in accordance with NZ GAAP. They comply with the PBE International Public Sector Accounting Standards (IPSAS), in particular these prospective financial statements have been prepared in accordance with PBE FRS42: Prospective Financial Statements, and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

Council is responsible for the prospective financial statements included in the LTP 2021-31, including the appropriateness of the significant financial assumptions these are based on, and the other disclosures included in the document.

The prospective financial statements are for the period 1 July 2021 to 30 June 2031 and do not reflect any actual results. The actual results achieved for the period covered by this plan are likely to vary from the information presented in the document and these variations may be material. Council does not intend to update prospective financial statements after publication.

In the opinion of Council and the management of the Far North District Council, the prospective financial statements for the 10 year period ending 30 June 2031 fairly reflect the prospective financial position, performance and operations of the Far North District Council.

Measurement base

The prospective financial information has been prepared on a historical cost basis, modified by the revaluation of forestry assets, certain classes of property, plant and equipment, certain classes of intangible assets, and certain financial instruments (including derivatives).

Presentation currency and rounding

The prospective financial statements are presented in New Zealand dollars (NZD) and are rounded to the nearest thousand dollars (\$000's).

Changes in accounting policies

An additional accounting policy was introduced 1 July 2020 that explained the treatment that would be applied to funding depreciation:

Accounting treatment – funding depreciation

- a. All depreciation on assets will be funded from rates except for:
- Roading/footpath assets – the subsidy element relating to the depreciation for these assets will not be funded by the relevant roading subsidy rate applicable in the relevant year.
 - Water/wastewater/public toilet assets – the depreciation for these assets will be reduced equal to any subsidy element to ensure that the benefit expected to be received by the current rate payers is applied.
 - Swimming pools – the depreciation for these assets will be reduced equal to any community contribution to ensure that the community benefits from the contributions made.
- b. Asset groups where depreciation will not be fully funded from depreciation:
- All strategic assets, as per our Significance and Engagement Policy, will have depreciation funded at 76% until 30 June 2024, followed by a phased return to 100% over 10 years. This does not apply to the items identified in (A).
 - Depreciation will be funded at a rate of 50% for community buildings/centres, halls and museums.
 - Depreciation will not be funded from rates for Civil Defence (alarms), carparks, maritime assets, motor camps, parks and reserves minor structures (e.g. boardwalks / park benches etc) and solid waste assets.

Any asset groups not covered above will have depreciation fully funded from rates (corporate assets etc.)

Standards issued and not yet effective or adopted early

Financial instruments

In January 2017, the XRB issued PBE International Financial Reporting Standard (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.

Council plans to apply this standard in preparing its 30 June 2022 financial statements.

Council has not yet assessed the effects of the new standard.

Specific Accounting Policies

Cost allocation

Council has derived the net cost of service for each significant activity of Council using the cost allocation system outlined below.

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific significant activity.

Criteria for direct and indirect costs

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities based on cost drivers and related activity / usage information. The costs of internal services not directly charged to activities are allocated as overheads using appropriate cost drivers such as actual usage, staff numbers and floor area.

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Rates revenue

For the purposes of rates revenue recognition the following policies 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 the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.
- Revenue arising from late payment penalties is recognised as revenue when rates become overdue.
- Rates postponement applies where ratepayers meet the postponement policy criteria. Rates are shown as income in the year of postponement and recognised as an asset when it is probable that future economic benefits or service potential associated with the asset will flow to Council.
- Rates remissions are recognised as a reduction in rate revenue when the Council has received an application that satisfies its rate remission policy.
- Rates collected on behalf of the Northland Regional Council (NRC) are not recognised in the financial statements, as the Council is acting as an agent for the NRC.

Building and resource consent

Fees and charges for building and resource consent services are recognised on a percentage completion basis with reference to the recoverable costs incurred at balance date.

Landfill

Fees for disposing of waste at the Council's landfill are recognised as waste is disposed of by users.

Development contributions

The revenue recognition point for development contributions is when Council provides or is ready to provide the service for which the contribution is levied or the event that will give rise to a requirement for a development contribution under the legislation.

Subsidy

Subsidies are recognised as revenue upon entitlement once conditions pertaining to eligible expenditure have been fulfilled.

Council receives funding assistance from Central Government from three main agencies:

- Waka Kotahi NZ Transport Agency subsidises the cost of maintenance and capital expenditure on the local roading network
- Ministry of Health (MOH) subsidises the cost of capital expenditure on water and wastewater facilities
- Ministry of Business, Innovation and Employment (MBIE) subsidises applications such as tourism infrastructure.

Vested or donated physical assets

Assets received for zero or nominal consideration are recognised at fair value when Council obtains control of the asset. The fair value of the asset is recognised as revenue unless there is a use or return condition attached to the asset.

The fair value of vested or donated assets is usually determined by reference to the cost of constructing the asset. For assets received from property developments, the fair value is based on construction price information provided by the property developer.

For long lived assets that must be used for a specific use (e.g. land must be used as a recreation reserve), the Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if the Council expects it will need to return or pass the asset to another party.

Grants

Grants are recognised as revenue when they become receivable, unless there is an obligation to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as

grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Sale of goods

Revenue from sale of goods is recognised when the significant risks and rewards of ownership have been transferred to the buyer.

Rental revenue

Rental revenue is recognised in the financial statements on a straight line basis over the term of the lease.

Dividends

Dividends are recognised on an accrual basis net of imputation credits when the right to receive the dividend is established.

Third party revenue

Where revenue is derived by acting as an agent for another party, the revenue that is recognised is the commission or fee on the transaction.

Interest

Interest revenue is recognised using the effective interest method.

Borrowings and other financial liabilities

Borrowing

Borrowings are initially recognised at fair value. After initial recognition, all borrowings are measured at amortised cost.

Council classifies borrowings as Current Liabilities unless there is an unconditional right to defer settlement of the liability for at least twelve months after balance date.

Borrowing costs

Borrowing costs are expensed in the period they are incurred.

Financial guarantee contract

A financial guarantee contract is a contract that requires Council to make specific payments to reimburse the holder of the contract for any loss it incurs if a specified debtor fails to make payment when due.

Financial guarantee contracts are initially recognised at fair value.

If a financial guarantee contract is issued in a stand-alone arm-length transaction to an unrelated party, then the fair value at inception is equal to the consideration received.

When no consideration is received, the fair value of the liability is initially measured using a valuation methodology, such as considering the credit enhancement arising from the guarantee or the probability that Council will be required to reimburse a holder for a loss

incurred, discounted to present value. If the fair value of a guarantee cannot be reliably determined, a liability is recognised only when it is probable there will be an outflow under the guarantee.

Financial guarantees are subsequently measured at the higher of:

- the estimated present value of the amount to settle the guarantee obligation if it is probable that there will be an outflow to settle the guarantee; and
- the amount initially recognised less, when appropriate, cumulative amortisation as revenue.

Grants

Council considers two types of grants:

- Non-discretionary
 - awarded if the grant application meets the specific criteria
 - recognised as expenditure when an application meeting the criteria has been received.
- Discretionary
 - where Council has no obligation to award on receipt of a grant application
 - recognised as expenditure when approved by Council and the approval communicated to the applicant
 - Council grants have no substantive conditions attached.

Income tax

Income tax expense includes components relating to current tax.

Current tax is the expected income tax payable on the taxable income for the year plus any adjustment to income tax payable in respect of previous years. It is calculated using tax rates (and tax laws) that have been enacted (or substantively enacted) at balance date.

Current tax is recognised against the surplus or deficit for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive revenue and expense or directly in equity.

Goods and Services Tax (GST)

All items in the financial statements are stated exclusive of GST, except for receivables which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the Inland Revenue, including 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.

Leases

Operational lease

Where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, an operational lease is recognised.

Payments under this type of lease are charged as expenses in the periods in which they are incurred.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Debtors and other receivables

Short term debtors and other receivables are stated at the amount due, less any provision for impairment.

Creditors and other payables

A liability is recognised when the service has been received or the goods received or when it has been established that the rewards of ownership have been transferred from the seller / provider to Council and when it is certain that an obligation to pay arises. Short term creditors and other payables are recorded at face value.

Employee benefits

Short term employee entitlements

Employee benefits expected to be settled within twelve months after the end of the period in which the employee provides the related service are based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, and sick leave.

Liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date; to the extent it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where Council has a contractual obligation or where there is a past practice that has created a constructive obligation.

Presentation of employee entitlements

Sick leave, annual leave, vested long service leave, non-vested long service leave and retirement gratuities expected to be settled within twelve months of balance date, are classified as a current liability. All other employee entitlements are classified as non-current liabilities.

Defined contribution schemes

Obligations for contributions to Kiwisaver are accounted for as defined contribution superannuation schemes and are recognised as an expense and reflected in either the surplus or (deficit) when incurred.

Property, plant and equipment

Property, plant and equipment is shown at cost or valuation, less accumulated depreciation and impairment losses. When significant parts of property, plant and equipment are required to be replaced at intervals, Council recognises such parts as individual assets / components with specific useful lives and depreciates them accordingly.

Property, plant and equipment consists of:

- Operational assets
 - These include land, buildings, improvements to leased assets, plant and equipment, and motor vehicles.
- Restricted assets
 - Restricted assets are parks and reserves owned by Council that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.
- Infrastructure assets
 - Infrastructure assets are the fixed utility systems owned by Council. Each asset type includes all items that are required for the network to function; for example, sewer reticulation includes reticulation piping and sewer pump stations.

Revaluations

Council accounts for revaluations of property, plant and equipment on a class of asset basis.

Valuations are performed with sufficient regularity to ensure that the carrying amount is not materially different to the fair value. If there is a material difference then a revaluation is performed.

All assets are valued at historical cost, except the following assets which are shown at fair value, based on periodic valuations by independent valuers, less subsequent depreciation:

- Roading infrastructure assets
- Stormwater infrastructure assets
- Water and sewerage infrastructure assets
- Maritime assets

- Footpaths and footbridges
- Carparks
- Refuse transfer stations
- Library books
- Ferry assets
- Heritage assets
- Parks and reserves;
- Land;
- Community facilities buildings.

Revaluation results are credited or debited to an asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is recognised in the surplus / (deficit). Any subsequent increase on revaluation that offsets a previous decrease in value recognised in the surplus / (deficit) will be recognised first in the surplus / (deficit) up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset.

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 measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Additions of property, plant and equipment between valuations are recorded at cost, except for vested assets.

Certain infrastructure assets and land have are vested in Council as part of the sub divisional consent process. Vested reserve land is valued at 50% of the surrounding residential land as per an appropriately certified government valuation. Vested infrastructure assets are valued based on the actual quantities of infrastructure components vested and the current unit rates for that component provided by the most recent valuation.

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.

The costs of day to day maintenance of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Assets under construction

Assets under construction are not depreciated. The total cost of a project is transferred to the relevant asset class on its completion and then depreciated.

Disposals

Gains and losses are determined by comparing the proceeds of asset disposals with the carrying amount of the asset disposed of. Gains and losses are included

in the surplus / (deficit). When revalued assets are sold, the amounts included in the asset revaluation reserves in respect of those assets are transferred to retained earnings.

Depreciation

Depreciation is calculated on a straight-line basis on all property, plant and equipment, other than land and roading formation, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

Assessed economic life is calculated using the methodology in the New Zealand Institute of Asset Management (NZIAM) manual.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Operational assets

	Useful life (Years)	Straight line depreciation (%)
Runways	25	4
Buildings	15 - 120	0.83 - 6.67
Motor vehicles	3 - 5	20 - 33
Plant and machinery	1 - 40	2.5 - 100
Wharves (concrete)	10 - 85	1.17 - 10
Wharves (timber), moorings and ramps	10 - 50	2 - 10
Office furniture and equipment	5 - 15	6.67 - 20
Computers	3 - 7	14.28 - 33
Library books	3 - 40	2.5 - 33
Heritage assets	10 - 185	0.54 - 10

Infrastructure assets

Roads	Useful life (Years)	Straight line depreciation (%)
Top surface (seal)	5 - 50	2 - 20
Pavement (base course) - sealed	35	2.85
Culverts, cesspits	15 - 100	1 - 6.7
Footpaths	30 - 60	1.6 - 3.3
Kerbs	50 - 80	1.25 - 2
Streetlights	8 - 60	1.67 - 12.5
Signs	20	5
Bridges	50 - 100	1 - 2
Railings	30 - 50	2 - 3.3

Water reticulation	Useful life (Years)	Straight line depreciation (%)
Pipes	50 - 100	1 - 2
Valves, hydrants	50 - 70	1.43 - 2
Pump stations	10 - 50	2 - 10
Tanks / dams	40 - 100	1 - 2.5

Sewerage reticulation	Useful life (Years)	Straight line depreciation (%)
Pipes	40 - 100	1 - 2.5
Manholes	80	1.25
Treatment plant	5 - 70	1.43 - 20

Stormwater systems	Useful life (Years)	Straight line depreciation (%)
Pipes	40 - 100	1 - 2.5%
Manholes	100	1%

Improvements to leased assets are depreciated over the shorter of the unexpired period of the relevant lease and the estimated useful life of the improvement. The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Land is not depreciated.

Impairment

Non-financial assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that have a finite life are reviewed for impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised as the amount by which the asset's carrying amount exceeds the recoverable amount. The recoverable amount is the higher of the asset's fair value (less costs to sell) and the value of the asset in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of an asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

The carrying amounts of Council assets are reviewed at balance date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised when the carrying amount of an asset exceeds its recoverable amount. Impairment losses are recognised in the surplus / (deficit). Impairment losses on revalued assets offset any balance in the asset revaluation reserve, with any remaining impairment loss being posted to the surplus / (deficit).

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus / (deficit), a reversal of the impairment loss is also recognised in the surplus / (deficit).

For assets not carried at a revalued amount the reversal of an impairment loss is recognised in the surplus / (deficit).

Critical accounting estimates and assumptions

Infrastructural assets

There are a number of assumptions and estimates used when performing Depreciated Replacement Cost (DRC) valuations over infrastructural assets. These include:

- The physical deterioration and condition of an asset. Council may 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 underground assets. This risk is minimised by Council performing physical inspections and assessments;
- 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. If useful lives do not reflect the actual consumption of the benefits of the asset, Council could be over or underestimating the annual depreciation charge recognised as an expense in the statement of comprehensive revenue and expense.

To minimise this risk, Council's infrastructure asset useful lives have been determined with reference to the NZ Infrastructural Asset Valuation and Depreciation Guidelines published by the National Asset Management Steering Group and have been adjusted for local conditions based on past experience.

Experienced independent valuers perform Council's infrastructure asset revaluations.

Critical judgments in applying Council's accounting policies

Management has exercised the following critical judgments in applying the Council accounting policies for the 10-year period ended 30 June 2031.

Classification of property

Council owns a number of properties which are maintained primarily to provide housing to pensioners. The receipt of market-based rental from these properties is incidental to holding these properties. These properties are held for service delivery objectives as part of the Council's social housing policy. These properties are accounted for as property, plant and equipment.

Intangible assets

Intangible assets are stated at cost less accumulated amortisation. Easements, resource consents, public access rights, software and electronic books are included in this category.

Computer software

Acquired computer software systems are capitalised on the basis of costs incurred to acquire and bring the software to use. Costs associated with developing or maintaining computer software programmes are recognised as expense when incurred.

Other intangible assets

Other intangible assets, excluding easements which are not amortised, are stated at cost less accumulated amortisation and impairment losses. The useful lives and associated amortisation classes of intangible assets have been estimated as follows:

	Years	%
Resource consents	5 – 30	3.33 – 20
Easements	Not amortised	0
IT software	3 – 10	10 – 33
Public access rights	10 – 50	2 – 10
Electronic books	5	20

Where Council invests at least \$100,000 in a project, but will not ultimately own an asset, the cost of the right will be treated as an intangible asset where:

- the community has the right to use the facility; and
- in terms of the contract, that right exists for longer than 12 months.

In all instances the cost will be amortised over the shorter of the expected life of the asset or the term of the contract rights.

Subsequent costs

Subsequent expenditure on capitalised intangible assets will be capitalised only when:

- it increases the future economic benefits embodied in the specific asset to which it relates; and
- it meets the definition of, and recognition criteria for, an intangible asset.

All other expenditure is expensed as incurred.

Amortisation

An intangible asset with a finite useful life is amortised:

- over the period of that finite life;
- annually assessed for indicators of impairment (and tested for impairment if indicators exist); and
- carried at cost less accumulated amortisation and accumulated impairment losses.

An intangible asset with an indefinite useful life is not amortised but is tested annually for impairment.

Forestry assets

Forestry assets are independently revalued to estimated market valuation. The net gain or loss arising from changes in the forest asset valuation is included in the surplus / (deficit). All gains and losses from harvesting are recognised in the statement of comprehensive revenue and expense when realised.

Forestry maintenance costs are expensed when incurred.

Equity

Equity is the community's interest in Council and is measured as the difference between total assets and liabilities.

Public equity is disaggregated and classified into a number of components to enable clear identification of the specified uses that Council makes of its accumulated surpluses:

- Retained earnings
- Restricted reserves
- Asset revaluation reserves
- Fair value through equity reserves
- Cash flow hedge reserve
- Capital reserves.

Restricted reserves

Restricted reserves are a component of equity representing a use to which various parts of the equity have been assigned. Reserves may be legally restricted or created by Council.

Restricted reserves are those reserves subject to specific conditions accepted as binding by Council and which may not be revised by Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Funds that are received or set aside for particular purposes, and have legislative restrictions placed upon them, are considered restricted funds. These include certain special funds or reserves and sinking funds created prior to the repeal of the Local Authorities Loans Act. The apportioned values of these funds not required in the current year have been shown as restricted funds.

Council created reserves are reserves established by Council decision. Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of Council.

Property revaluation reserves

These reserves relate to the revaluation of property, plant and equipment to fair value.

Fair value through equity reserves

This reserve comprises the cumulative net change in fair value of equity assets.

Cash flow hedge reserves

This reserve comprises the effective portion of the cumulative net change in the fair value of derivatives designated as cash flow hedges.

Development costs

Expenditure on development projects is carried forward to be expended against expected future revenue from the project. Expenditure carried forward is expensed when Council determines that the project has ceased or that no identified future benefits are likely to be derived.

Financial assets

Council classifies its financial assets in the following categories for the purpose of measurement:

Financial assets at fair value through surplus or deficit

This category has two sub-categories:

- financial assets held for trading; and
- those designated at fair value through profit or loss 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.

Council does not have any financial assets that meet this definition.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, unless where maturity is greater than 12 months after balance date, in which case they are included in non-current assets.

After initial recognition they are measured at amortised cost. Gains and losses when the asset is impaired or de-recognised are recognised in the surplus / (deficit).

Held to maturity investments

Held to maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that management has the intention and ability to hold to maturity.

Council does not have any financial assets that meet this definition.

Financial assets at fair value through equity

Fair value through equity financial assets are non-derivatives that are either designated in this category or not classified in any other category. Financial assets included in this category are shares in Local Government Insurance Corporation Limited and LGFA borrower's notes per the financial instrument note.

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.

Impairment of financial assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus / (deficit).

Loans and receivables

Impairment is established when there is evidence that 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 considered an indicator that the asset is impaired. The amount of the impairment is the difference between the assets carrying amount and the present value of estimated future cash flows.

For debtors and other receivables the impairment is provided for in a provision and recognised in the surplus / (deficit).

When the receivable is uncollectible it is written off against the provision.

Financial assets at fair value through surplus or deficit

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default are objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus / (deficit) recognised in the statement of comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus / (deficit) are not reversed through the surplus / (deficit).

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus / (deficit).

Inventories

Inventories are valued at the lower of cost (determined on a first-in first-out basis) and net realisable value. This valuation includes allowances for slow-moving and obsolete inventories.

Inventories held for distribution at no charge, or for a nominal amount, are stated at the lower of cost and current replacement cost.

The write-down from cost to current replacement cost or net realisable value is recognised in the surplus / (deficit).

Investment properties

Investment properties are properties held to earn rental revenue, for capital appreciation, or for both. Investment property is measured initially at its cost, including transaction costs.

After initial recognition, Council measures all investment properties at fair value determined annually by an independent valuer. Fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm-length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.

Any gain or loss arising from a change in fair value is recognised in the surplus / (deficit). There is no depreciation on investment properties.

Rental revenue from investment property is accounted for as described in the accounting policy for revenue recognition.

When an item of property, plant and equipment is transferred to investment property following a change in its use, any differences arising at the date of transfer between the carrying amount of the item immediately prior to transfer and its fair value is recognised directly in equity if it is a gain. Upon disposal of the item the gain is transferred to accumulated comprehensive revenue and expense. Any loss arising in this manner is recognised immediately in the surplus / (deficit).

If an investment property becomes owner-occupied, it is reclassified as property, plant and equipment and its fair value at the date of reclassification becomes its cost for accounting purposes.

When Council begins to redevelop an existing investment property for continued future use as an investment property, the property remains an investment property and is not reclassified as property, plant and equipment during the redevelopment.

Provisions

A provision is recognised in the statement of financial position when Council has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Landfill post-closure costs

Council as an operator of both closed and operational landfills has a legal obligation under the Resource Management Act (1991) to provide ongoing maintenance and monitoring services at landfill sites after closure. A provision for post-closure costs is recognised as a liability when the obligation for post-closure costs arises.

The provision is based on the present value of future cash flows expected to be incurred, taking into account ongoing future events including new legal requirements and known improvements in technology. The provision includes all costs associated with landfill post closure.

Council measures landfill assets using the cost model with changes in the provision for decommissioning costs being added to, or deducted from, the asset value until closure of the asset, at which time all changes to the provision are taken to the surplus / (deficit).

The discount rate used is a pre-tax rate that reflects current market assessments of time value of money and risks specific to Council.

Statement of cash flows

Cash or cash equivalents refers to cash balances on hand, cash held in bank accounts, on-demand deposits of three months or less and other highly-liquid investments in which Council or its subsidiaries invest as part of its day-to-day cash management.

Operating activities include cash received from all revenue sources of Council and record cash payments made for the supply of goods and services.

Agency transactions (for example, the collection of regional council rates) are recognised as receipts and payments in the statement of cash flows, given that they flow through Council's main bank account.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise the change in equity and debt capital structure of Council.

Non-current assets held for sale

Non-current assets are classified as held for sale and are stated at the lower of their carrying amount and fair value

less costs to sell if the carrying amount will be recovered principally through a sale transaction rather than through continuing use.

An impairment loss is recognised for any initial or subsequent write-down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset is recognised at the date of for accounting purposes.

Non-current assets are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities classified as held for sale continue to be recognised.

Non-current assets classified as held for sale are presented separately from other assets in the statement of financial position.

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 historic experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Landfill aftercare provision

The following major assumptions have been made in the calculation of the provision:

The future cash flows for the landfill post closures are expected to occur for the years between 2022 and 2037. The long-term nature of the liability means that there are inherent uncertainties in estimating costs that will be incurred. The future cash flows have been estimated taking into account existing technology. The Treasury Forward Rate is used to discount future cashflows.

Derivative financial instruments and hedge accounting

Council uses derivative financial instruments to hedge 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.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently measured at fair value at each balance date.

The method of recognising any gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The associated gains or losses of derivatives that are not hedge accounted are recognised in the surplus / (deficit).

Council designates certain derivatives as either:

- Hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedge); or
- Hedges of highly probable forecast transactions (cash flow hedge).

At the inception of the transaction, Council documents the relationship between hedging instruments and hedged items, its risk management objective and its strategy for undertaking hedge transactions. Council also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

The fair value of hedging derivatives is classified as non-current if the remaining maturity of the hedged item is more than 12 months and as current if the remaining maturity of the hedged item is less than 12 months.

Cash flow hedge

The portion of the gain or loss on a hedging instrument that is determined to be an effective hedge is recognised directly in equity through the statement of changes in equity and the ineffective portion of the gain or loss on the hedging instrument is recognised in the surplus / (deficit).

If a hedge of a forecast transaction subsequently results in the recognition of a financial asset or a financial liability, associated gains or losses recognised directly in equity are reclassified into surplus / (deficit) in the same period or periods during which the asset was acquired or the liability was assumed affects then surplus / (deficit). However, if Council expects that all or a portion of a loss recognised directly in equity will not be recovered in one or more future periods, it will reclassify into surplus or deficit the amount that is not expected to be recovered.

When a hedge of a forecast transaction subsequently results in the recognition of a non-financial asset or a non-financial liability, or a forecast transaction for a non-financial asset or non-financial liability becomes a firm commitment for which fair value hedge accounting is applied, then the associated gains and losses that were recognised directly in equity will be included in the initial cost or carrying amount of the asset or liability.

If a hedging instrument expires or is sold, terminated, exercised or revoked, or it no longer meets the criteria for hedge accounting, the cumulative gain or loss on the hedging instrument that remains recognised directly in equity from the period when the hedge was effective will remain separately recognised in equity until the forecast transaction occurs. When the forecast transaction is no longer expected to occur, any related cumulative gain or

loss on the hedging instrument that remains recognised directly in equity from the period when the hedge was effective is reclassified from equity to the surplus / (deficit).

Critical judgments in applying Council's accounting policies

Management has exercised the following critical judgments in applying Council's accounting policies for the 10 year period ended 30 June 2031.

Classification of property

Council owns a number of properties which are maintained primarily to provide housing to pensioners. The receipt of market-based rental from these properties is incidental to holding these properties. These properties are held for service delivery objectives as part of Council's social housing policy.

These properties are accounted for as property, plant and equipment.

Prospective statement of comprehensive revenue and expenses

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Revenue					
Rates - general	57,542	56,823	59,087	60,696	62,900
Rates - targeted water	2,227	2,988	3,229	3,137	4,313
Rates - targeted excluding water	27,499	30,784	32,966	34,444	36,910
Rates - penalties	2,073	2,063	2,063	2,063	2,063
Fines, fees and charges	17,059	17,518	17,660	17,936	17,188
Subsidies operational	10,397	14,445	15,800	14,923	14,884
Subsidies capital	21,187	58,012	20,827	20,239	24,169
Other contributions	-	-	-	-	-
Other income	3,686	2,244	2,451	2,452	2,449
Total comprehensive revenue	141,670	184,878	154,084	155,890	164,876
Expenses					
Personnel costs	30,452	32,305	32,920	33,678	34,357
Depreciation and amortisation costs	34,645	37,569	42,512	46,013	49,014
Finance costs	1,715	2,282	2,718	2,746	2,928
Other expenses	64,884	68,329	70,648	70,170	68,473
Total operating expenses	131,696	140,486	148,797	152,607	154,772
Net operating surplus /(deficit)	9,974	44,392	5,287	3,283	10,104
Other comprehensive review and expenses					
Surplus / (deficit) attributable to:					
Far North District Council	9,974	44,392	5,287	3,283	10,104
Items that will not be reclassified to surplus					
Gain / (loss) on asset valuations	45,130	81,895	66,562	60,481	62,572
Total other comprehensive revenue	45,130	81,895	66,562	60,481	62,572
Total comprehensive revenue	55,104	126,287	71,849	63,764	72,676

Prospective statement of changes in equity

	AP 2020/21 \$000s	Revised 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Opening balance	1,655,580	1,935,023	2,016,641	2,142,927	2,214,776	2,278,540
Total comprehensive income	56,600	81,618	126,287	71,849	63,764	72,676
Closing balance	1,712,180	2,016,641	2,142,927	2,214,776	2,278,540	2,351,216

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Revenue						
65,456	66,891	68,813	71,494	74,137	75,683	Rates - general
4,977	5,914	6,640	6,931	7,727	7,911	Rates - targeted water
37,763	39,904	41,294	42,163	43,142	43,251	Rates - targeted excluding water
2,063	2,063	2,063	2,063	2,063	2,063	Rates - penalties
17,339	17,493	17,652	17,814	17,980	18,149	Fines, fees and charges
15,191	15,538	15,975	16,453	16,965	17,454	Subsidies operational
31,866	35,275	37,848	38,728	37,278	34,606	Subsidies capital
-	-	-	-	-	-	Other contributions
2,449	2,450	2,451	2,452	2,453	2,454	Other income
177,105	185,529	192,736	198,099	201,746	201,572	Total comprehensive revenue
Expenditure						
35,114	35,887	36,676	37,484	38,308	39,151	Personnel costs
52,128	55,987	59,219	62,465	65,768	69,352	Depreciation and amortisation costs
3,211	3,887	4,390	4,279	4,320	4,260	Finance costs
69,885	71,607	73,274	75,437	77,507	79,017	Other expenses
160,338	167,368	173,559	179,666	185,903	191,781	Total operating expenditure
16,767	18,161	19,177	18,433	15,843	9,791	Net operating surplus / (deficit)
Other comprehensive review and expenses						
Surplus / (deficit) attributable to:						
16,767	18,161	19,177	18,433	15,843	9,791	Far North District Council
Items that will not be reclassified to surplus						
67,827	68,607	76,709	79,447	85,016	82,492	Gain / (loss) on asset valuations
67,827	68,607	76,709	79,447	85,016	82,492	Total other comprehensive revenue
84,594	86,768	95,886	97,880	100,859	92,283	Total comprehensive revenue

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
2,351,216	2,435,811	2,522,579	2,618,465	2,716,345	2,817,203	Opening balance
84,594	86,768	95,886	97,880	100,859	92,283	Total comprehensive income
2,435,811	2,522,579	2,618,465	2,716,345	2,817,203	2,909,487	Closing balance

Prospective statement of financial position

	AP 2020/21 \$000s	Revised 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Public equity						
Other reserves	607,486	544,959	626,854	693,416	753,897	816,469
Restricted reserves	13,875	8,468	9,045	9,632	10,227	10,815
Retained earnings	1,362,568	1,463,214	1,507,028	1,511,729	1,514,417	1,523,933
Public equity	1,983,929	2,016,641	2,142,927	2,214,777	2,278,541	2,351,217
Represented by:						
Current assets						
Cash and cash equivalents	19,887	23,097	36,801	34,928	38,077	23,506
Trade and other receivables	37,227	41,227	42,711	43,950	45,048	46,175
Other financial assets	-	-	-	-	-	-
Inventories	104	130	130	130	130	130
Current assets	57,217	64,454	79,642	79,008	83,256	69,810
Less;						
Current liabilities						
Trade and other payables	22,977	23,768	24,624	25,338	25,972	26,621
Borrowings	39,000	6,000	26,000	-	6,500	10,000
Provisions	25	26	11	40	11	39
Financial guarantee liabilities	1,103	-	-	-	-	-
Derivative financial instruments	-	-	-	-	-	-
Employee benefits	2,699	2,393	2,479	2,551	2,615	2,680
Current liabilities	65,803	32,187	53,114	27,929	35,097	39,340
Working capital	(8,586)	32,268	26,528	51,079	48,159	30,470
Non current assets						
Other financial assets	1,096	823	823	823	823	823
Forestry	801	708	715	722	729	737
Intangible assets	13,884	10,594	11,575	11,989	11,719	11,473
Investments in subsidiaries	18,000	18,000	18,000	18,000	18,000	18,000
Derivative financial instruments	-	-	-	-	-	-
Property, plant and equipment	2,010,044	2,047,379	2,218,745	2,326,211	2,406,606	2,512,110
Non current assets	2,043,825	2,077,504	2,249,858	2,357,745	2,437,877	2,543,143
Non current liabilities						
Borrowings	50,537	92,472	132,811	193,763	207,221	222,162
Trade and other payables	-	-	-	-	-	-
Derivative financial instruments	501	322	322	-	-	-
Employee benefits	-	-	-	-	-	-
Provisions	272	336	325	285	274	235
Non current liabilities	51,310	93,130	133,458	194,048	207,495	222,397
Net assets	1,983,929	2,016,641	2,142,928	2,214,775	2,278,541	2,351,218

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
						Public equity
884,296	952,903	1,029,612	1,109,059	1,194,075	1,276,567	Other reserves
11,403	11,991	12,579	13,167	13,756	14,344	Restricted reserves
1,540,112	1,557,685	1,576,274	1,594,119	1,609,373	1,618,576	Retained earnings
2,435,811	2,522,579	2,618,465	2,716,345	2,817,204	2,909,487	Public equity
						Represented by;
						Current assets
9,906	8,742	27,086	29,915	28,933	21,321	Cash and cash equivalents
47,329	48,512	49,774	51,117	52,498	53,863	Trade and other receivables
-	-	-	-	-	-	Other financial assets
130	130	130	130	130	130	Inventories
57,365	57,384	76,989	81,162	81,561	75,314	Current assets
						Less;
						Current liabilities
35,860	27,969	28,696	29,471	30,266	31,053	Trade and other payables
-	10,000	-	10,000	-	-	Borrowings
9	6	28	6	6	5	Provisions
-	-	-	-	-	-	Financial guarantee liabilities
-	-	-	-	-	-	Derivative financial instruments
2,747	2,816	2,889	2,967	3,047	3,126	Employee benefits
30,043	40,791	31,613	42,443	33,319	34,184	Current liabilities
27,322	16,593	45,376	38,719	48,242	41,129	Working capital
						Non current assets
823	823	823	823	823	823	Other financial assets
744	752	759	767	774	782	Forestry
12,856	12,330	14,175	14,105	13,674	13,095	Intangible assets
18,000	18,000	18,000	18,000	18,000	18,000	Investments in subsidiaries
-	-	-	-	-	-	Derivative financial instruments
2,638,739	2,739,605	2,837,396	2,931,600	3,055,261	3,166,615	Property, plant and equipment
2,671,162	2,771,510	2,871,153	2,965,295	3,088,532	3,199,315	Non current assets
						Non current liabilities
262,447	265,304	297,873	287,483	319,390	330,783	Borrowings
-	-	-	-	-	-	Trade and other payables
-	-	-	-	-	-	Derivative financial instruments
-	-	-	-	-	-	Employee benefits
226	220	191	185	179	174	Provisions
262,673	265,524	298,064	287,668	319,569	330,957	Non current liabilities
2,435,812	2,522,580	2,618,465	2,716,344	2,817,204	2,909,487	Net assets

Prospective statement of cashflows

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Operating activities					
Cash was provided from:					
Rates	97,974	101,416	106,155	109,199	115,093
Other income	42,400	83,009	47,424	46,376	49,489
Interest and dividends	495	1,055	1,405	1,405	1,405
	140,869	185,480	154,984	156,980	165,987
Cash was applied to:					
Supply of goods, services and employees	101,256	101,975	105,206	105,329	104,314
Interest paid	1,715	2,282	2,718	2,746	2,928
Fringe Benefit Tax paid	35	53	55	56	57
	103,006	104,311	107,979	108,131	107,299
Net cash inflows / (outflows) from operating activities	37,863	81,170	47,006	48,849	58,688
Financing activities					
Cash was provided from:					
Borrowing and reserve cash	27,718	83,037	60,833	48,672	48,498
	27,718	83,037	60,833	48,672	48,498
Cash was applied to;					
Borrowing	8,210	9,971	12,908	15,218	16,952
	8,210	9,971	12,908	15,218	16,952
Net cash inflows / (outflows) from financing activities	19,508	73,066	47,925	33,455	31,546
Investing activities					
Cash was provided from:					
Cash was applied to:					
Purchase and development of property, plant and equipment	66,751	140,533	96,803	79,154	104,806
	66,751	140,533	96,803	79,154	104,806
Net cash inflows / (outflows) from investing activities	(66,751)	(140,533)	(96,803)	(79,154)	(104,806)
Net increase / (decrease) in cash flows	(9,380)	13,703	(1,873)	3,150	(14,572)
Net cash position					
Opening balances 1 July					
Cash and cash equivalents	29,268	23,097	36,801	34,928	38,077
	29,268	23,097	36,801	34,928	38,077
Less balances 30 June					
Cash and cash equivalents	19,887	36,801	34,928	38,077	23,506
	19,887	36,801	34,928	38,077	23,506
Cash movements for the year	(9,380)	13,703	(1,873)	3,150	(14,572)

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Operating activities						
Cash was provided from:						
119,216	123,779	127,868	131,762	136,234	138,128	Rates
57,616	61,499	64,590	66,028	65,221	63,223	Other income
1,405	1,405	1,405	1,405	1,405	1,405	Interest and dividends
178,237	186,683	193,863	199,195	202,860	202,756	
Cash was applied to:						
106,540	109,037	111,488	114,483	117,382	119,800	Supply of goods, services and employees
3,211	3,887	4,390	4,279	4,320	4,260	Interest paid
58	60	61	62	64	65	Fringe Benefit Tax paid
109,810	112,984	115,940	118,825	121,766	124,125	
68,427	73,699	77,923	80,370	81,094	78,630	Net cash inflows / (outflows) from operating activities
Financing activities						
Cash was provided from:						
63,002	49,369	59,431	38,178	59,703	52,358	Borrowing and reserve cash
63,002	49,369	59,431	38,178	59,703	52,358	
Cash was applied to;						
18,952	21,934	23,054	23,398	23,653	25,896	Borrowing
18,952	21,934	23,054	23,398	23,653	25,896	
44,050	27,435	36,377	14,780	36,050	26,462	Net cash inflows / (outflows) from financing activities
Investing activities						
Cash was provided from:						
Cash was applied to:						
126,077	102,299	95,956	92,321	118,125	112,704	Purchase and development of property, plant and equipment
126,077	102,299	95,956	92,321	118,125	112,704	
(126,077)	(102,299)	(95,956)	(92,321)	(118,125)	(112,704)	Net cash inflows / (outflows) from investing activities
(13,600)	(1,165)	18,344	2,829	(981)	(7,612)	Net increase / (decrease) in cash flows
Net cash position						
Opening balances 1 July						
23,506	9,906	8,742	27,086	29,915	28,933	Cash and cash equivalents
23,506	9,906	8,742	27,086	29,915	28,933	
Less balances 30 June						
9,906	8,742	27,086	29,915	28,933	21,321	Cash and cash equivalents
9,906	8,742	27,086	29,915	28,933	21,321	
(13,600)	(1,165)	18,344	2,829	(981)	(7,612)	Cash movements for the year

Funding Impact Statement - Whole of Council

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	61,989	60,974	63,290	64,948	67,200
Targeted rates	29,610	33,772	36,195	37,581	41,223
Subsidies and grants for operating purposes	12,645	14,485	15,840	14,963	14,924
Fees and charges	16,942	17,403	17,542	17,816	17,065
Internal charges and overheads recovered	50	256	113	114	111
Local authority fuel tax, fines, infringement fees and other receipts	1,505	2,063	2,416	2,418	2,420
Total operating funding	122,740	128,953	135,397	137,840	142,944
Applications of operating funding					
Payments to staff and suppliers	97,594	102,721	105,707	106,036	105,067
Finance costs	1,715	2,282	2,718	2,746	2,928
Internal charges and overheads applied	-	-	-	-	-
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	99,308	105,004	108,425	108,782	107,995
Surplus (deficit) of operating funding	23,432	23,949	26,971	29,058	34,949
Sources of capital funding					
Subsidies and grants for capital expenditure	21,187	58,012	20,827	20,239	24,169
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	20,086	54,333	39,675	25,261	29,579
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	41,273	112,346	60,502	45,500	53,748
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	34,713	111,703	65,967	50,741	58,691
- to replace existing assets	32,093	28,830	30,836	28,413	46,115
Increase (decrease) in reserves	(2,101)	(4,238)	(9,330)	(4,597)	(16,109)
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	64,705	136,295	87,473	74,557	88,697
Surplus (deficit) of capital funding	(23,432)	(23,949)	(26,971)	(29,058)	(34,949)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
69,806	71,291	73,264	75,998	78,695	80,296	General rates, uniform annual general charges, rates penalties
42,740	45,817	47,933	49,094	50,869	51,162	Targeted rates
15,231	15,578	16,015	16,493	17,005	17,494	Subsidies and grants for operating purposes
17,215	17,366	17,522	17,683	17,846	18,012	Fees and charges
111	112	113	114	115	116	Internal charges and overheads recovered
2,423	2,425	2,427	2,430	2,432	2,435	Local authority fuel tax, fines, infringement fees and other receipts
147,525	152,591	157,275	161,811	166,962	169,514	Total operating funding
Applications of operating funding						
107,285	109,831	112,337	115,361	118,309	120,717	Payments to staff and suppliers
3,211	3,887	4,390	4,279	4,320	4,260	Finance costs
-	-	-	-	-	-	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
110,496	113,718	116,728	119,641	122,629	124,977	Total applications of operating funds
37,029	38,873	40,548	42,170	44,333	44,537	Surplus (deficit) of operating funding
Sources of capital funding						
31,866	35,275	37,848	38,728	37,278	34,606	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
41,356	9,541	(1,096)	(1,028)	25,892	24,685	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
73,222	44,816	36,752	37,699	63,170	59,292	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
79,058	52,946	45,544	45,378	71,478	69,574	- to improve the level of service
47,019	49,353	50,412	46,944	46,647	43,130	- to replace existing assets
(15,825)	(18,610)	(18,656)	(12,451)	(10,622)	(8,875)	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
110,251	83,689	77,300	79,870	107,503	103,829	Total applications of capital funding
(37,029)	(38,873)	(40,548)	(42,170)	(44,333)	(44,537)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Roading and Footpaths

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	11,851	12,144	13,202	13,345	13,913
Targeted rates	4,943	4,871	5,003	5,031	5,093
Subsidies and grants for operating purposes	12,532	14,445	15,800	14,923	14,884
Fees and charges	689	661	661	661	661
Targeted rates Water	2	27	27	27	27
Fees, charges, and targeted rates for water supply	600	600	600	600	600
Internal charges and overheads recovered	30,617	32,748	35,294	34,588	35,179
Local authority fuel tax, fines, infringement fees and other receipts	600	600	600	600	600
Total operating funding	30,617	32,748	35,294	34,588	35,179
Applications of operating funding					
Payments to staff and suppliers	25,744	26,934	28,785	27,494	27,576
Finance costs	519	620	657	689	776
Internal charges and overheads applied	(2,814)	(1,904)	(1,823)	(1,731)	(1,743)
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	23,449	25,651	27,619	26,452	26,609
Surplus (deficit) of operating funding	7,168	7,097	7,675	8,135	8,570
Sources of capital funding					
Subsidies and grants for capital expenditure	20,676	29,097	18,113	20,239	24,169
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	6,561	8,298	9,412	5,872	8,390
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	27,238	37,395	27,525	26,111	32,559
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	14,144	30,810	20,936	19,587	22,962
- to replace existing assets	23,244	12,466	13,163	13,980	18,994
Increase (decrease) in reserves	(2,982)	1,216	1,101	679	(828)
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	34,406	44,492	35,200	34,246	41,128
Surplus (deficit) of capital funding	(7,168)	(7,097)	(7,675)	(8,135)	(8,570)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
14,685	15,621	16,666	17,718	18,726	19,739	General rates, uniform annual general charges, rates penalties
5,191	5,324	5,459	5,606	5,740	4,370	Targeted rates
15,191	15,538	15,975	16,453	16,965	17,454	Subsidies and grants for operating purposes
661	661	661	661	661	661	Fees and charges
27	27	27	27	28	28	Targeted rates Water
600	600	600	600	600	600	Fees, charges, and targeted rates for water supply
36,355	37,772	39,389	41,066	42,720	42,853	Internal charges and overheads recovered
600	600	600	600	600	600	Local authority fuel tax, fines, infringement fees and other receipts
36,355	37,772	39,389	41,066	42,720	42,853	Total operating funding
Applications of operating funding						
28,167	28,815	29,600	30,464	31,369	32,258	Payments to staff and suppliers
902	1,064	1,225	1,388	1,500	1,590	Finance costs
(1,788)	(1,822)	(1,861)	(1,910)	(1,941)	(2,008)	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
27,280	28,058	28,964	29,943	30,928	31,841	Total applications of operating funds
9,075	9,714	10,425	11,123	11,792	11,012	Surplus (deficit) of operating funding
Sources of capital funding						
31,866	35,275	37,848	38,728	37,278	34,606	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
10,849	10,707	10,920	7,435	6,022	3,358	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
42,716	45,982	48,768	46,163	43,300	37,964	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
33,055	36,245	40,495	37,192	35,757	30,069	- to improve the level of service
19,948	21,228	20,416	23,357	20,497	21,922	- to replace existing assets
(1,213)	(1,777)	(1,718)	(3,263)	(1,162)	(3,014)	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
51,791	55,696	59,193	57,286	55,093	48,976	Total applications of capital funding
(9,075)	(9,714)	(10,425)	(11,123)	(11,792)	(11,012)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Water Supply

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	225	225	225	225	225
Targeted rates	2,227	2,988	3,229	3,137	4,313
Subsidies and grants for operating purposes	-	-	-	-	-
Fees and charges	6,642	6,945	6,945	6,945	6,945
Internal charges and overheads recovered	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts	-	-	-	-	-
Total operating funding	9,094	10,158	10,399	10,307	11,483
Applications of operating funding					
Payments to staff and suppliers	4,970	6,126	5,996	5,765	5,896
Finance costs	316	319	404	349	330
Internal charges and overheads applied	1,739	1,528	1,588	1,630	1,692
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	7,025	7,973	7,988	7,744	7,918
Surplus (deficit) of operating funding	2,069	2,185	2,411	2,563	3,565
Sources of capital funding					
Subsidies and grants for capital expenditure	-	-	-	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	2,433	9,374	2,724	6,630	8,591
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	2,433	9,374	2,724	6,630	8,591
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	3,639	10,387	4,729	9,087	11,513
- to replace existing assets	815	1,186	1,328	4,227	4,478
Increase (decrease) in reserves	49	(15)	(922)	(4,121)	(3,835)
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	4,502	11,559	5,135	9,193	12,156
Surplus (deficit) of capital funding	(2,069)	(2,185)	(2,411)	(2,563)	(3,565)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
225	225	225	225	225	225	General rates, uniform annual general charges, rates penalties
4,977	5,914	6,640	6,931	7,727	7,911	Targeted rates
-	-	-	-	-	-	Subsidies and grants for operating purposes
6,945	6,945	6,945	6,945	6,945	6,945	Fees and charges
-	-	-	-	-	-	Internal charges and overheads recovered
-	-	-	-	-	-	Local authority fuel tax, fines, infringement fees and other receipts
12,147	13,084	13,809	14,101	14,897	15,080	Total operating funding
Applications of operating funding						
6,140	6,304	6,504	6,642	7,261	7,270	Payments to staff and suppliers
319	565	832	784	738	704	Finance costs
1,726	1,768	1,808	1,844	1,889	1,919	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
8,185	8,637	9,144	9,269	9,888	9,894	Total applications of operating funds
3,961	4,447	4,665	4,832	5,008	5,187	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
15,522	837	(3,487)	(3,283)	(2,482)	(3,170)	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
15,522	837	(3,487)	(3,283)	(2,482)	(3,170)	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
18,831	5,261	411	423	435	447	- to improve the level of service
6,284	5,427	5,579	4,782	5,905	4,530	- to replace existing assets
(5,632)	(5,404)	(4,812)	(3,656)	(3,814)	(2,959)	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
19,484	5,283	1,178	1,549	2,526	2,017	Total applications of capital funding
(3,961)	(4,447)	(4,665)	(4,832)	(5,008)	(5,187)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Wastewater

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	283	141	304	335	402
Targeted rates	11,747	13,797	14,373	15,476	16,927
Subsidies and grants for operating purposes	-	-	-	-	-
Fees, charges, and targeted rates for water supply	403	301	301	301	301
Internal charges and overheads recovered	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts	-	-	-	-	-
Total operating funding	12,433	14,238	14,978	16,112	17,630
Applications of operating funding					
Payments to staff and suppliers	6,850	7,263	7,524	8,093	7,560
Finance costs	621	909	809	796	897
Internal charges and overheads applied	2,031	1,845	1,926	1,986	2,065
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	9,502	10,017	10,260	10,876	10,522
Surplus (deficit) of operating funding	2,931	4,221	4,718	5,236	7,108
Sources of capital funding					
Subsidies and grants for capital expenditure	-	-	-	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	3,345	6,913	9,333	6,880	8,358
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	3,345	6,913	9,333	6,880	8,358
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	5,779	8,508	13,122	10,334	13,488
- to replace existing assets	1,745	4,538	3,531	2,579	7,835
Increase (decrease) in reserves	(1,248)	(1,912)	(2,601)	(797)	(5,857)
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	6,276	11,134	14,051	12,116	15,466
Surplus (deficit) of capital funding	(2,931)	(4,221)	(4,718)	(5,236)	(7,108)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
451	500	552	616	660	742	General rates, uniform annual general charges, rates penalties
17,478	18,905	19,799	20,122	20,437	21,408	Targeted rates
-	-	-	-	-	-	Subsidies and grants for operating purposes
301	301	301	301	301	301	Fees, charges, and targeted rates for water supply
-	-	-	-	-	-	Internal charges and overheads recovered
-	-	-	-	-	-	Local authority fuel tax, fines, infringement fees and other receipts
18,231	19,706	20,652	21,039	21,398	22,452	Total operating funding
Applications of operating funding						
7,421	7,597	7,955	8,030	7,964	8,207	Payments to staff and suppliers
919	1,201	1,294	1,225	1,141	1,188	Finance costs
2,106	2,158	2,208	2,250	2,308	2,339	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
10,445	10,956	11,457	11,505	11,413	11,734	Total applications of operating funds
7,785	8,750	9,195	9,534	9,985	10,718	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
16,411	(435)	(5,617)	(608)	14,788	11,490	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
16,411	(435)	(5,617)	(608)	14,788	11,490	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
21,776	5,902	84	4,945	20,445	18,108	- to improve the level of service
8,181	8,274	8,750	7,511	7,822	1,442	- to replace existing assets
(5,761)	(5,861)	(5,256)	(3,530)	(3,494)	2,658	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
24,196	8,315	3,578	8,926	24,773	22,207	Total applications of capital funding
(7,785)	(8,750)	(9,195)	(9,534)	(9,985)	(10,718)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Stormwater

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	4,850	4,170	4,190	4,270	2,822
Targeted rates	651	1,916	2,051	2,202	2,792
Subsidies and grants for operating purposes	-	-	-	-	-
Fees, charges, and targeted rates for water supply	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts	-	-	-	-	-
Total operating funding	5,501	6,086	6,241	6,471	5,613
Applications of operating funding					
Payments to staff and suppliers	1,942	3,259	3,245	3,389	2,068
Finance costs	164	123	147	134	126
Internal charges and overheads applied	1,860	1,714	1,787	1,843	1,916
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	3,966	5,095	5,179	5,365	4,110
Surplus (deficit) of operating funding	1,535	991	1,062	1,106	1,503
Sources of capital funding					
Subsidies and grants for capital expenditure	-	-	-	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	663	2,586	762	(489)	1,235
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	663	2,586	762	(489)	1,235
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	1,121	3,157	1,442	227	1,843
- to replace existing assets	58	515	1,373	1,374	1,350
Increase (decrease) in reserves	1,019	(95)	(990)	(984)	(455)
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	2,198	3,577	1,824	617	2,738
Surplus (deficit) of capital funding	(1,535)	(991)	(1,062)	(1,106)	(1,503)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
2,868	2,953	3,020	3,092	3,169	3,235	General rates, uniform annual general charges, rates penalties
2,743	2,975	3,057	3,204	3,329	3,458	Targeted rates
-	-	-	-	-	-	Subsidies and grants for operating purposes
-	-	-	-	-	-	Fees, charges, and targeted rates for water supply
-	-	-	-	-	-	Internal charges and overheads recovered
-	-	-	-	-	-	Local authority fuel tax, fines, infringement fees and other receipts
5,611	5,928	6,077	6,296	6,498	6,692	Total operating funding
Applications of operating funding						
1,909	2,066	2,036	2,078	2,133	2,187	Payments to staff and suppliers
145	160	199	237	247	264	Finance costs
1,954	2,001	2,046	2,087	2,138	2,172	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
4,009	4,227	4,282	4,402	4,519	4,624	Total applications of operating funds
1,602	1,701	1,795	1,894	1,979	2,069	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
1,013	2,600	2,522	718	1,311	1,007	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
1,013	2,600	2,522	718	1,311	1,007	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
1,695	3,438	3,524	1,769	2,423	2,233	- to improve the level of service
2,906	2,542	2,631	2,705	2,709	2,718	- to replace existing assets
(1,986)	(1,679)	(1,838)	(1,861)	(1,841)	(1,876)	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
2,615	4,302	4,317	2,612	3,290	3,075	Total applications of capital funding
(1,602)	(1,701)	(1,795)	(1,894)	(1,979)	(2,069)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Solid Waste Management

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	3,620	3,663	3,966	4,094	4,265
Targeted rates	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-
Fees, charges, and targeted rates for water supply	1,185	1,200	1,193	1,191	1,191
Internal charges and overheads recovered	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts	220	220	220	220	220
Total operating funding	5,025	5,082	5,379	5,504	5,676
Applications of operating funding					
Payments to staff and suppliers	4,282	4,348	4,567	4,656	4,793
Finance costs	51	40	38	33	31
Internal charges and overheads applied	679	683	713	739	770
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	5,012	5,072	5,318	5,428	5,595
Surplus (deficit) of operating funding	13	11	61	75	81
Sources of capital funding					
Subsidies and grants for capital expenditure	-	58	-	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	(99)	314	93	(152)	2,594
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	(99)	371	93	(152)	2,594
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	205	671	383	104	2,825
- to replace existing assets	120	96	627	97	169
Increase (decrease) in reserves	(412)	(385)	(856)	(278)	(319)
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	(86)	382	154	(77)	2,675
Surplus (deficit) of capital funding	(13)	(11)	(61)	(75)	(81)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
4,471	4,753	4,995	5,187	5,402	5,591	General rates, uniform annual general charges, rates penalties
-	-	-	-	-	-	Targeted rates
-	-	-	-	-	-	Subsidies and grants for operating purposes
1,192	1,192	1,193	1,194	1,194	1,195	Fees, charges, and targeted rates for water supply
-	-	-	-	-	-	Internal charges and overheads recovered
220	220	220	220	220	220	Local authority fuel tax, fines, infringement fees and other receipts
5,883	6,165	6,407	6,600	6,816	7,006	Total operating funding
Applications of operating funding						
4,922	5,068	5,229	5,400	5,581	5,753	Payments to staff and suppliers
70	100	112	107	102	98	Finance costs
784	805	824	839	863	870	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
5,776	5,974	6,166	6,345	6,546	6,721	Total applications of operating funds
106	191	242	255	270	285	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
1,994	806	(369)	(299)	(239)	(215)	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
1,994	806	(369)	(299)	(239)	(215)	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
2,354	1,282	155	172	192	213	- to improve the level of service
540	141	458	219	130	396	- to replace existing assets
(793)	(427)	(741)	(435)	(291)	(539)	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
2,101	997	(127)	(44)	31	70	Total applications of capital funding
(106)	(191)	(242)	(255)	(270)	(285)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - District Facilities

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	3,750	3,643	4,708	5,376	5,410
Targeted rates	10,041	10,200	11,539	11,735	12,098
Subsidies and grants for operating purposes	75	-	-	-	-
Fees, charges, and targeted rates for water supply	1,240	1,293	1,297	1,301	409
Internal charges and overheads recovered	11	11	11	11	7
Local authority fuel tax, fines, infringement fees and other receipts	105	105	105	105	105
Total operating funding	15,221	15,251	17,660	18,528	18,030
Applications of operating funding					
Payments to staff and suppliers	9,554	9,062	9,224	9,245	8,611
Finance costs	370	449	772	786	780
Internal charges and overheads applied	3,016	2,890	3,050	3,178	3,315
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	12,940	12,401	13,046	13,209	12,706
Surplus (deficit) of operating funding	2,282	2,850	4,614	5,319	5,324
Sources of capital funding					
Subsidies and grants for capital expenditure	510	28,858	2,714	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	7,618	24,872	14,008	4,604	2,100
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	8,129	53,730	16,722	4,604	2,100
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	9,083	55,099	20,762	8,021	5,973
- to replace existing assets	3,945	7,717	8,374	4,310	10,419
Increase (decrease) in reserves	(2,617)	(6,236)	(7,800)	(2,407)	(8,968)
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	10,411	56,580	21,336	9,923	7,424
Surplus (deficit) of capital funding	(2,282)	(2,850)	(4,614)	(5,320)	(5,324)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
5,733	5,832	5,925	6,010	6,110	6,193	General rates, uniform annual general charges, rates penalties
12,350	12,699	12,979	13,231	13,636	14,015	Targeted rates
-	-	-	-	-	-	Subsidies and grants for operating purposes
414	418	422	427	432	437	Fees, charges, and targeted rates for water supply
8	8	8	8	8	9	Internal charges and overheads recovered
105	105	105	105	105	105	Local authority fuel tax, fines, infringement fees and other receipts
18,610	19,062	19,440	19,782	20,292	20,759	Total operating funding
Applications of operating funding						
8,722	8,959	9,144	9,302	9,587	9,727	Payments to staff and suppliers
895	859	816	773	729	856	Finance costs
3,377	3,465	3,546	3,609	3,710	3,744	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
12,993	13,283	13,506	13,684	14,026	14,327	Total applications of operating funds
5,616	5,779	5,934	6,098	6,266	6,432	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
(2,800)	(3,354)	(3,340)	(3,392)	7,916	13,557	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
(2,800)	(3,354)	(3,340)	(3,392)	7,916	13,557	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
1,249	709	754	739	12,071	18,300	- to improve the level of service
5,113	8,379	5,129	4,712	6,859	4,881	- to replace existing assets
(3,546)	(6,663)	(3,289)	(2,745)	(4,747)	(3,192)	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
2,817	2,425	2,594	2,707	14,183	19,988	Total applications of capital funding
(5,616)	(5,779)	(5,934)	(6,098)	(6,267)	(6,432)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Customer Services

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	9,949	10,223	10,520	10,876	11,497
Targeted rates	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-
Fees, charges, and targeted rates for water supply	417	412	413	552	562
Internal charges and overheads recovered	-	147	3	3	3
Local authority fuel tax, fines, infringement fees and other receipts	26	18	18	18	18
Total operating funding	10,391	10,800	10,955	11,449	12,081
Applications of operating funding					
Payments to staff and suppliers	5,653	5,713	5,553	5,693	5,867
Finance costs	158	129	107	117	137
Internal charges and overheads applied	3,096	3,437	3,711	3,945	4,150
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	8,907	9,279	9,371	9,755	10,155
Surplus (deficit) of operating funding	1,484	1,520	1,585	1,694	1,926
Sources of capital funding					
Subsidies and grants for capital expenditure	-	-	-	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	(454)	66	1,894	1,323	(743)
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	(454)	66	1,894	1,323	(743)
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	56	657	2,518	2,050	86
- to replace existing assets	478	337	377	701	513
Increase (decrease) in reserves	496	593	584	266	584
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	1,030	1,586	3,479	3,017	1,183
Surplus (deficit) of capital funding	(1,484)	(1,520)	(1,585)	(1,694)	(1,926)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
11,724	12,015	12,321	12,545	12,859	13,086	General rates, uniform annual general charges, rates penalties
-	-	-	-	-	-	Targeted rates
-	-	-	-	-	-	Subsidies and grants for operating purposes
573	584	596	609	622	634	Fees, charges, and targeted rates for water supply
3	3	3	3	3	3	Internal charges and overheads recovered
18	18	18	18	18	18	Local authority fuel tax, fines, infringement fees and other receipts
12,319	12,621	12,939	13,176	13,502	13,741	Total operating funding
Applications of operating funding						
5,997	6,145	6,321	6,435	6,581	6,727	Payments to staff and suppliers
126	115	104	94	84	76	Finance costs
4,226	4,336	4,438	4,513	4,641	4,677	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
10,349	10,597	10,863	11,042	11,306	11,480	Total applications of operating funds
1,971	2,024	2,076	2,134	2,196	2,261	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
(722)	(716)	(708)	(643)	(559)	(526)	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
(722)	(716)	(708)	(643)	(559)	(526)	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
96	108	121	137	155	174	- to improve the level of service
542	1,289	1,992	1,561	973	4,556	- to replace existing assets
609	(89)	(744)	(207)	510	(2,995)	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
1,248	1,308	1,369	1,491	1,638	1,734	Total applications of capital funding
(1,971)	(2,024)	(2,076)	(2,134)	(2,196)	(2,261)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Environmental Management

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	9,381	9,101	9,108	9,525	10,007
Targeted rates	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-
Fees, charges, and targeted rates for water supply	5,366	5,646	5,787	5,920	6,050
Internal charges and overheads recovered	8	7	7	7	7
Local authority fuel tax, fines, infringement fees and other receipts	89	96	98	100	103
Total operating funding	14,844	14,849	15,000	15,553	16,167
Applications of operating funding					
Payments to staff and suppliers	10,489	10,198	9,944	10,176	10,516
Finance costs	74	52	57	45	42
Internal charges and overheads applied	3,886	4,302	4,662	4,988	5,258
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	14,448	14,551	14,662	15,208	15,816
Surplus (deficit) of operating funding	396	298	337	344	351
Sources of capital funding					
Subsidies and grants for capital expenditure	-	-	-	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	(154)	818	(183)	(183)	(183)
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	(154)	818	(183)	(183)	(183)
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	-	953	-	-	-
- to replace existing assets	-	28	-	7	12
Increase (decrease) in reserves	242	135	154	154	156
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	242	1,116	154	162	168
Surplus (deficit) of capital funding	(396)	(298)	(337)	(344)	(351)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
10,203	10,428	10,656	10,896	11,098	11,312	General rates, uniform annual general charges, rates penalties
-	-	-	-	-	-	Targeted rates
-	-	-	-	-	-	Subsidies and grants for operating purposes
6,184	6,320	6,459	6,601	6,746	6,894	Fees, charges, and targeted rates for water supply
7	8	8	8	8	8	Internal charges and overheads recovered
105	107	109	112	114	117	Local authority fuel tax, fines, infringement fees and other receipts
16,499	16,862	17,232	17,617	17,966	18,331	Total operating funding
Applications of operating funding						
10,742	10,969	11,209	11,485	11,680	11,967	Payments to staff and suppliers
39	37	34	31	29	26	Finance costs
5,359	5,491	5,616	5,720	5,869	5,942	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
16,141	16,497	16,859	17,236	17,578	17,935	Total applications of operating funds
358	365	373	380	388	396	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
(175)	(175)	(172)	(171)	(171)	(171)	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
(175)	(175)	(172)	(171)	(171)	(171)	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
-	-	-	-	-	-	- to improve the level of service
-	956	-	5	-	-	- to replace existing assets
183	(766)	201	205	217	225	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
183	190	201	209	217	225	Total applications of capital funding
(358)	(365)	(373)	(380)	(388)	(396)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Strategic Planning and Policy

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	8,036	8,996	9,145	9,728	9,878
Targeted rates	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-
Fees, charges, and targeted rates for water supply	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts	75	75	75	75	75
Total operating funding	8,111	9,071	9,220	9,803	9,953
Applications of operating funding					
Payments to staff and suppliers	6,500	7,372	7,382	7,838	7,888
Finance costs	6	6	4	3	3
Internal charges and overheads applied	1,561	1,658	1,797	1,925	2,024
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	8,067	9,036	9,184	9,766	9,916
Surplus (deficit) of operating funding	44	35	36	37	38
Sources of capital funding					
Subsidies and grants for capital expenditure	-	-	-	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	(23)	(23)	(23)	(23)	(23)
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	(23)	(23)	(23)	(23)	(23)
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	-	-	-	-	-
- to replace existing assets	-	-	-	-	254
Increase (decrease) in reserves	21	12	13	14	(239)
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	21	12	13	14	15
Surplus (deficit) of capital funding	(44)	(35)	(36)	(37)	(38)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
10,159	10,595	10,634	10,855	11,297	11,317	General rates, uniform annual general charges, rates penalties
-	-	-	-	-	-	Targeted rates
-	-	-	-	-	-	Subsidies and grants for operating purposes
-	-	-	-	-	-	Fees, charges, and targeted rates for water supply
-	-	-	-	-	-	Internal charges and overheads recovered
75	75	75	75	75	75	Local authority fuel tax, fines, infringement fees and other receipts
10,234	10,670	10,709	10,930	11,372	11,392	Total operating funding
Applications of operating funding						
8,130	8,515	8,506	8,687	9,071	9,061	Payments to staff and suppliers
3	2	2	2	1	1	Finance costs
2,063	2,113	2,161	2,201	2,257	2,287	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
10,196	10,630	10,669	10,890	11,330	11,349	Total applications of operating funds
38	39	40	41	42	42	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
(23)	(23)	(22)	(8)	(8)	(8)	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
(23)	(23)	(22)	(8)	(8)	(8)	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
-	-	-	-	-	-	- to improve the level of service
-	-	-	11	5	16	- to replace existing assets
16	16	18	22	28	19	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
16	16	18	33	34	34	Total applications of capital funding
(38)	(39)	(40)	(41)	(42)	(42)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Funding Impact Statement - Governance and Strategic Administration

	AP 2020/21 \$000s	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s
Sources of operational funding					
General rates, uniform annual general charges, rates penalties	10,045	8,670	7,921	7,175	8,781
Targeted rates	-	-	-	-	-
Subsidies and grants for operating purposes	38	40	40	40	40
Fees, charges, and targeted rates for water supply	1,001	945	945	945	945
Internal charges and overheads recovered	29	64	65	65	65
Local authority fuel tax, fines, infringement fees and other receipts	390	950	1,300	1,300	1,300
Total operating funding	11,503	10,669	10,271	9,525	11,131
Applications of operating funding					
Payments to staff and suppliers	21,610	22,445	23,487	23,686	24,290
Finance costs	(563)	(364)	(278)	(207)	(195)
Internal charges and overheads applied	(15,054)	(16,153)	(17,411)	(18,501)	(19,448)
Other operating funding applications	-	-	-	-	-
Total applications of operating funds	5,993	5,929	5,799	4,978	4,648
Surplus (deficit) of operating funding	5,510	4,740	4,472	4,547	6,483
Sources of capital funding					
Subsidies and grants for capital expenditure	-	-	-	-	-
Development, financial and other contributions	-	-	-	-	-
Increase (decrease) in debt	196	1,116	1,654	799	(740)
Gross proceeds from sale of assets	-	-	-	-	-
Lump sum contributions	-	-	-	-	-
Total sources of capital funding	196	1,116	1,654	799	(740)
Applications of capital funding					
Capital expenditure					
- to meet additional demand	-	-	-	-	-
- to improve the level of service	686	1,460	2,075	1,332	-
- to replace existing assets	1,690	1,947	2,065	1,139	2,092
Increase (decrease) in reserves	3,330	2,450	1,986	2,876	3,651
Increase (decrease) in investments	-	-	-	-	-
Total applications of capital funding	5,706	5,856	6,126	5,346	5,743
Surplus (deficit) of capital funding	(5,510)	(4,740)	(4,472)	(4,547)	(6,483)
Funding balance	-	-	-	-	-

LTP 2025/26 \$000s	LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
Sources of operational funding						
9,286	8,370	8,271	8,853	9,149	8,857	General rates, uniform annual general charges, rates penalties
-	-	-	-	-	-	Targeted rates
40	40	40	40	40	40	Subsidies and grants for operating purposes
945	945	945	945	945	945	Fees, charges, and targeted rates for water supply
66	66	66	67	67	68	Internal charges and overheads recovered
1,300	1,300	1,300	1,300	1,300	1,300	Local authority fuel tax, fines, infringement fees and other receipts
11,637	10,722	10,622	11,205	11,501	11,209	Total operating funding
Applications of operating funding						
25,135	25,392	25,834	26,839	27,080	27,560	Payments to staff and suppliers
(206)	(217)	(227)	(361)	(252)	(544)	Finance costs
(19,807)	(20,316)	(20,787)	(21,152)	(21,733)	(21,943)	Internal charges and overheads applied
-	-	-	-	-	-	Other operating funding applications
5,122	4,859	4,819	5,326	5,096	5,073	Total applications of operating funds
6,515	5,862	5,803	5,878	6,406	6,136	Surplus (deficit) of operating funding
Sources of capital funding						
-	-	-	-	-	-	Subsidies and grants for capital expenditure
-	-	-	-	-	-	Development, financial and other contributions
(714)	(706)	(823)	(777)	(687)	(635)	Increase (decrease) in debt
-	-	-	-	-	-	Gross proceeds from sale of assets
-	-	-	-	-	-	Lump sum contributions
(714)	(706)	(823)	(777)	(687)	(635)	Total sources of capital funding
Applications of capital funding						
Capital expenditure						
-	-	-	-	-	-	- to meet additional demand
-	-	-	-	-	32	- to improve the level of service
3,504	1,116	5,456	2,082	1,747	2,671	- to replace existing assets
2,297	4,040	(476)	3,019	3,972	2,799	Increase (decrease) in reserves
-	-	-	-	-	-	Increase (decrease) in investments
5,801	5,156	4,980	5,101	5,719	5,501	Total applications of capital funding
(6,515)	(5,862)	(5,803)	(5,878)	(6,406)	(6,136)	Surplus (deficit) of capital funding
-	-	-	-	-	-	Funding balance

Reserves balances

	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s	LTP 2025/26 \$000s
Revaluation reserves					
Opening balance	542,600	624,495	691,057	751,538	814,110
Appropriations	81,895	66,562	60,481	62,572	67,827
Closing balance	624,495	691,057	751,538	814,110	881,937
Fair value through equity reserve					
Opening balance	49	49	49	49	49
Closing balance	49	49	49	49	49
Capital reserve					
Opening balance	2,697	2,697	2,697	2,697	2,697
Closing balance	2,697	2,697	2,697	2,697	2,697
Cash flow hedge reserve					
Opening balance	(387)	(387)	(387)	(387)	(387)
Closing balance	(387)	(387)	(387)	(387)	(387)
General separate fund					
Opening balance	4,333	4,910	5,497	6,092	6,680
Appropriations	577	587	595	588	588
Closing balance	4,910	5,497	6,092	6,680	7,268
Special fund					
Opening balance	4,859	4,859	4,859	4,859	4,859
Closing balance	4,859	4,859	4,859	4,859	4,859
Amenity development fund					
Opening Balance	238	238	238	238	238
Closing Balance	238	238	238	238	238
Community services fund					
Opening balance	(962)	(962)	(962)	(962)	(962)
Closing balance	(962)	(962)	(962)	(962)	(962)
Development contributions					
Opening balance	(16,934)	(16,934)	(16,934)	(16,934)	(16,934)
Closing balance	(16,934)	(16,934)	(16,934)	(16,934)	(16,934)
Open spaces development contributions					
Opening balance	(3,721)	(3,721)	(3,721)	(3,721)	(3,721)
Closing balance	(3,768)	(3,768)	(3,768)	(3,768)	(3,768)

LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
					Revaluation reserves
881,937	950,544	1,027,253	1,106,700	1,191,716	Opening balance
68,607	76,709	79,447	85,016	82,492	Appropriations
950,544	1,027,253	1,106,700	1,191,716	1,274,208	Closing balance
					Fair value through equity reserve
49	49	49	49	49	Opening balance
49	49	49	49	49	Closing balance
					Capital reserve
2,697	2,697	2,697	2,697	2,697	Opening balance
2,697	2,697	2,697	2,697	2,697	Closing balance
					Cash flow hedge reserve
(387)	(387)	(387)	(387)	(387)	Opening balance
(387)	(387)	(387)	(387)	(387)	Closing balance
					General separate fund
7,268	7,856	8,444	9,032	9,621	Opening balance
588	588	588	589	588	Appropriations
7,856	8,444	9,032	9,621	10,209	Closing balance
					Special fund
4,859	4,859	4,859	4,859	4,859	Opening balance
4,859	4,859	4,859	4,859	4,859	Closing balance
					Amenity development fund
238	238	238	238	238	Opening balance
238	238	238	238	238	Closing balance
					Community services fund
(962)	(962)	(962)	(962)	(962)	Opening balance
(962)	(962)	(962)	(962)	(962)	Closing balance
					Development contributions
(16,934)	(16,934)	(16,934)	(16,934)	(16,934)	Opening balance
(16,934)	(16,934)	(16,934)	(16,934)	(16,934)	Closing balance
					Open spaces development contributions
(3,721)	(3,721)	(3,721)	(3,721)	(3,721)	Opening balance
(3,768)	(3,768)	(3,768)	(3,768)	(3,768)	Closing balance

	LTP 2021/22 \$000s	LTP 2022/23 \$000s	LTP 2023/24 \$000s	LTP 2024/25 \$000s	LTP 2025/26 \$000s
Depreciation reserve					
Opening balance	66,086	57,349	44,268	36,482	25,264
Appropriations	37,569	42,512	46,013	49,014	52,128
Withdrawals	(46,306)	(55,593)	(53,799)	(60,232)	(51,778)
Closing balance	57,349	44,268	36,482	25,264	25,614
Retained earnings					
Opening balance	1,414,368	1,467,928	1,485,710	1,496,184	1,516,918
Retained earnings generated	53,560	17,782	10,474	20,734	15,829
Closing balance	1,467,928	1,485,710	1,496,184	1,516,918	1,532,747
Emergency event reserve					
Opening balance	3,196	3,196	3,196	3,196	3,196
Closing balance	3,196	3,196	3,196	3,196	3,196
Mineral survey reserve					
Opening Balance	50	50	50	50	50
Closing Balance	50	50	50	50	50
Property disposal reserve					
Opening balance	169	169	169	169	169
Closing balance	169	169	169	169	169

LTP 2026/27 \$000s	LTP 2027/28 \$000s	LTP 2028/29 \$000s	LTP 2029/30 \$000s	LTP 2030/31 \$000s	
					Depreciation reserve
25,614	23,583	23,697	29,905	31,284	Opening balance
55,987	59,219	62,465	65,768	69,352	Appropriations
(58,018)	(59,105)	(56,257)	(64,389)	(67,255)	Withdrawals
23,583	23,697	29,905	31,284	33,382	Closing balance
					Retained earnings
1,532,747	1,552,351	1,570,826	1,582,463	1,596,338	Opening balance
19,604	18,475	11,637	13,875	7,105	Retained earnings generated
1,552,351	1,570,826	1,582,463	1,596,338	1,603,443	Closing balance
					Emergency event reserve
3,196	3,196	3,196	3,196	3,196	Opening balance
3,196	3,196	3,196	3,196	3,196	Closing balance
					Mineral survey reserve
50	50	50	50	50	Opening balance
50	50	50	50	50	Closing balance
					Property disposal reserve
169	169	169	169	169	Opening balance
169	169	169	169	169	Closing balance

Funding Impact Statement - Rates

Rates for 2021/22

This portion of the funding impact statement has been prepared in two parts. The first part outlines the rating methodologies and differentials which Council has used to set the rates for the 2021/22 rating year. The second part outlines the rates for the 2021/22 year.

General rate

General rates are set on the basis of land value to fund Councils' general activities. This rate is set on a differential basis as described below.

The general rate differentials are generally based on the land use as defined by Council's valuation service provider and included in the rating information database (RID). The differentials are set out in the following table. (Local Government (Rating) Act 2002, Sections 13(2) (b) and 14 and Schedule 2 Clause 1)

General rate differential categories

Differential	Basis	Description	Land use codes
General	100%	These are rating units which have a non-commercial use based on their actual use as defined by their land use code. (Note: in certain circumstances land with a commercial land use may be treated as general if the ratepayer demonstrates to Council's satisfaction that the actual use is not commercial.)	00, 01, 02, 09, 10 to 17, 19 to 29, 90, 91, 92 and 97-99 (93 - 96 may also be treated as general if the actual use of the land is not commercial)
Commercial	275%	These are rating units which have some form of commercial or industrial use or are used primarily for commercial purposes as defined by their land use codes. (Note: in certain circumstances land with a general land use code may be treated as commercial if the actual use of the entire rating unit is commercial in nature.)	03, 04, 05, 06, 07, 08, 18, 30 to 89, 93, 94, 95 and 96
Mixed use		Mixed use may apply where two different uses take place on the rating unit and where each use would be subject to a different differential. In these circumstances Council may decide to split the rating unit in to two divisions for rating purposes and apply the appropriate differential to each part. (Local Government (Rating) Act 2002 Section 27(5))	

Council retains the right to apply a different differential where it can be demonstrated, to its satisfaction, that the actual use of the entire rating unit differs from that described by the current land use code. For more information, refer to the section 'Notes in relation to land use differentials'.

Uniform annual general charge (UAGC)

The UAGC rate is set on the basis of one charge assessed in respect of every separately used or inhabited part (SUIP) on every rateable rating unit. This rate will be set at a level designed to ensure that the total of the UAGC and certain targeted rates set on a uniform basis do not exceed the allowable maximum of 30%. The total of the UAGC and applicable uniform targeted rates for the 2021/22 year is 21%. (Local Government (Rating) Act 2002, Section 15 and 21)

Roading rate

Council has two targeted roading rates to fund a portion of the costs of its roading activities.

- A targeted rate on the basis of a fixed amount of \$100 assessed on every SUIP (on every rateable rating unit) to fund part of the costs of roading. (Local Government (Rating) Act 2002 Section 16 and Schedule 3 Clause 7)
- A targeted rate assessed on the basis of land value to fund 10% of the balance of the roading activity not funded by the uniform roading rate. The remaining 90% is funded from the general rate. This rate is set on a differential basis according to land use as described below. (Local Government (Rating) Act 2002 Sections 16 and 17 and Schedule 2 Clause 1 and Schedule 3 Clause 3)

Roading rate differentials are generally based on land use as defined by Council's valuation service provider and included in the RID. The differential basis is designed to ensure that the specified share of the rate is generated by each of the differential categories. The roading rate differentials are:

Roading rate differential categories

Differential	Share	Description	Land use codes
Residential	29%	Rating units which have residential land uses or are used primarily for residential purposes	09, 90, 91, 92 and 97 - 99 (93 - 96 may also be treated as residential if the actual use is residential in nature)
Lifestyle	20%	Rating units which have lifestyle land uses	02 and 20 - 29
Commercial	7%	Rating units which have some form of commercial land use or are used primarily for commercial purposes	03 - 06, 08, 30 - 39, 40 - 49, 50-59, 60-69, 80-89, (93 - 96 may also be treated as commercial if the actual use is commercial in nature)
Industrial	2%	Rating units which have some form of industrial land use or are used primarily for industrial purposes	07 and 70 - 79
Farming general	16%	Rating units which have some form of primary or farming land use or are used primarily for farming purposes other than land used for dairy or horticulture	01, 10, 12-14, 16, 19
Horticulture	1%	Rating units which have horticultural, market garden or other similar land uses	15
Dairy	7%	Rating units which have dairy land uses	11
Forestry	13%	Rating units which have forestry land uses but exclude land which is categorised under the valuer general's rules as indigenous forests or protected forests of any type	17
Mining / quarry	4%	Rating units which have mining or quarry land uses	18
Other	1%	Rating units where the defined land use is inconsistent or cannot be determined	

Council retains the right to apply a different differential where it can be demonstrated, to its satisfaction, that the actual use of the entire rating unit differs from that described by the current land use code. For more details, refer to the section 'Notes to land use differentials'.

Ward rate

A ward targeted rate is set on the basis of a fixed amount assessed on every SUIP to fund urban, recreational and other local services and activities within the three wards of the district.

The ward rate is set on a differential basis according to the ward in which the rating unit is located as described below. (Local Government (Rating) Act 2002 Sections 16 and 17 and Schedule 2 Clause 6 and Schedule 3 Clause 7)

Ward rate differential categories

Differential	Basis	Description
Te Hiku ward	30%	All rateable rating units within the Te Hiku ward
Bay of Islands-Whangaroa ward	47%	All rateable rating units within the Bay of Islands – Whangaroa ward
Kaikohe-Hokianga ward	23%	All rateable rating units within the Kaikohe-Hokianga ward

Stormwater rate

This rate is to fund specific stormwater capital developments within urban communities across the district. This rate is set in two categories with no general or commercial differentials:

10% to be funded from the general rates and the remaining 90% is to be targeted to urban areas on the basis of capital value on every rateable property within the following communities – refer rating area maps. (Local Government (Rating) Act 2002 Sections 16, 17 and 18 Schedule 2 Clauses 1 and 6)

Stormwater rating areas

Ahipara	Haruru Falls	Kaikohe	Kawakawa
Awanui	Hihi	Kaimaumau	Karikeri communities
East Coast	Houhora / Pukenui	Kaitāia	Kerikeri / Waipapa
Kohukohu	Ōkaihau	Paihia / Te Haumi	Taupō Bay
Moerewa	Ōpononi / Ōmāpere	Rāwene	Tauranga Bay
Ngāwhā	Ōpuā / Ōkiato	Russell	Whangaroa / Kāeo

Paihia central business district development rate

Council has set a targeted rate on a differential basis of a fixed amount assessed on every SUIP to fund improvements to the Paihia central business area. The rated area includes rating rolls 00221, 00223, 00225 and 00227, but excludes any rating units in those rolls that were previously being charged the Kerikeri mainstreet rate – refer rating area map 4. (Local Government (Rating) Act 2002 Sections 16 and 17 Schedule 2 Clauses 1 and 6 and Schedule 3 Clause 7)

Paihia central business district development rate differential categories

Differential	Basis	Description
General	Per SUIP	All rating units which are assessed the general rate – general differential
Commercial	Per SUIP	All rating units which are assessed the general rate – commercial differential

Kaitāia business improvement district rate

This targeted rate is set to support the Kaitāia business improvement district (KBID). Council has a memorandum of understanding with the Business Association for them to undertake agreed improvement works to be funded by the targeted rate. This rate is set on the basis of land value assessed overall rating units which are assessed the general rate – commercial differential within the defined rating area within the Kaitāia Township. Refer rating area maps. (Local Government (Rating) Act 2002, Sections 16 and 17 and Schedule 3 Clause 3)

Hupara Road sealing rate

This targeted rate is set to fund the partial sealing of Hupara Road at Pakaraka. This rate is set on the basis of a fixed amount assessed on every SUIP within the defined rateable area – refer rating area maps on our website for details. (Local Government (Rating) Act 2002, Section 16 and 17, Schedule 2(6) and Schedule 3 Clause 7)

Sewerage rates

There are a number of targeted rates set to fund the provision and availability of sewerage services. These rates are designed to separately fund the costs associated with each wastewater scheme. Council's approach is that each scheme will pay its own interest and depreciation costs through the use of separate targeted capital rates, whereas the operating costs is funded on the basis of a district-wide operating rate. In addition, a uniform public good rate is to be charged per rating unit.

Capital rates (Set on a scheme by scheme basis)

Capital differential rate: Capital rates are set on a scheme by scheme basis to fund the interest and depreciation costs associated with the provision of sewerage services to each of the District's 16 separate sewerage schemes set out below. These rates are set differentially on the basis of the provision or availability of service as set out below. (Local Government (Rating) Act 2002, Section 16, 17 and 18 and Schedules 2 Clause 5 and Schedule 3 Clause 7)

Sewerage schemes

Ahipara	Kaikohe	Kohukohu	Rāwene
East Coast	Kaitiāia and Awanui	Ōpononi	Russell
Hihi	Kawakawa	Paihia	Whangaroa
Kāeo	Kerikeri	Rangiputa	Whatuwhiwhi

Sewerage capital rate differential categories

Differential	Basis	Description
Connected	100%	Per SUIP connected, either directly or indirectly, to any of the District's public reticulated wastewater disposal systems
Availability	100%	Per rating unit that is capable of being connected to a public reticulated wastewater disposal system, but is not so connected ¹

Additional pan rate: In addition to the differential rate, where the total number of water closets or urinals connected either directly or indirectly in a rating unit exceeds two per SUIP an additional targeted rate will be assessed in respect of the third and every subsequent water closet or urinal (pan) in the rating unit after the first two per SUIP set at 60% of the differential rate value. (Local Government (Rating) Act 2002, Section 16 and 17, Schedule 2 Clauses 1 and 5, Schedule 3 Clauses 7 and 12)²

Sewerage public good charge

A charge of \$15 on every rating unit in the district.

Operating rates (Set on a District-wide basis)

Operating rate: The operating targeted rate is to fund the operating costs associated with the provision of sewerage services. This rate is set on the basis of a fixed amount on every SUIP that is connected, either directly or indirectly, to a public reticulated wastewater disposal system. (Local Government (Rating) Act 2002, Section 16 and 17, Schedule 2 Clause 5 and Schedule 3 Clause 7)

Additional pan rate: In addition to the differential rate, where the total number of water closets or urinals connected either directly or indirectly in a rating unit exceeds two per SUIP an additional targeted rate will be assessed in respect of the third and every subsequent water closet or urinal (pan) in the rating unit after the first two per SUIP set at 60% of the differential rate value. (Local Government (Rating) Act 2002, Section 16 and 17, Schedule 2 Clauses 1 and 5, Schedule 3 Clauses 7 and 12)

Notes:

For the sake of clarity, SUIPS which are connected to any of the district's sewerage schemes will be assessed for both the capital and operating rates.

Rating units that are outside of one of the defined sewerage schemes and that are neither connected to, nor capable of connection to a public reticulated sewerage system will not be liable for the capital and operating rates. They will be liable for the public good rate.

Water rates

There are a number of targeted rates set to fund the provision and availability of water supplies. These rates are designed to separately fund the costs associated with each water supply scheme. Council's approach is that each scheme will pay its own interest and depreciation costs through the use of separate targeted capital rates, whereas the operating costs will be funded on the basis of a district wide operating rate. In addition, a uniform public good rate is to be charged per rating unit.

¹ Capable of connection means that rating unit is not connected to a public reticulated sewage disposal system but is within 30 metres of the reticulation, within an area serviced by a sewerage scheme and Council will allow the rating unit to connect.

² In terms of the Local Government (Rating) Act 2002 a rating unit used primarily as a residence for one household will be treated as having only one pan.

Capital rates (Set on a scheme by scheme basis)

Differential rate: A series of separate differential targeted rates is set to fund the capital costs associated with the provision of water supplies to each of the district's eight separate water supply schemes set out below. These rates are set differentially on the basis of the provision or availability of service. (Local Government (Rating) Act 2002, Sections 16, 17 and 18 and Schedule 2 Clause 5 and Schedule 3 Clauses 7 and 9)

Water schemes

Kaikohē	Kawakawa	Ōkaihau	Paihia
Kaitāia	Kerikeri	Ōmāpere / Ōpononi	Rāwene

Water capital rate differential categories

Differential	Basis	Description
Connected	100%	Per SUIP that is connected, either directly or indirectly, to any of the Districts public reticulated water supply systems.
Availability	100%	Per rating unit that is capable of being connected to a public reticulated water supply system, but is not so connected ³

Water public good charge

A charge of \$15 on every rating unit in the district.

Operating rates (Set on a District-wide basis)

Operating rate: This is a targeted rate set for water supply based on the volume of water supplied. This rate will be assessed per cubic metre of water supplied as recorded by a water meter. Different rates are set depending on whether the supply is potable or non-potable water. (Local Government (Rating) Act 2002, Section 19)

Non-metered rate: The targeted rate is set for a water supply to every SUIP which is supplied with water other than through a water meter. This rate will be based on a flat amount equivalent to the supply of 250 cubic metres of water per annum. Different rates are set depending on whether the supply is potable or non-potable water. (Local Government (Rating) Act 2002, Sections 16 and 17, Schedule 2 Clause 5 and Schedule 3 Clauses 8 and 9)

Notes:

For the sake of clarity, SUIPS which are connected to any of the district's water supply schemes will be assessed both the capital and operating rates.

Rating units that are outside of one of the defined water supply schemes and that are neither connected to, nor capable of connection to a public reticulated water supply system, will not be liable for the capital or operating rates. They will be liable for the public good rate.

Land drainage rates

There are four land drainage rating areas in the District all located in the northern part of the Te Hiku ward. Drainage rates are set on all rateable land in the relevant drainage areas.

Kaitāia drainage area

A targeted rate is set to fund land drainage in the Kaitāia drainage area to be assessed on the basis of a uniform rate per hectare of land area within each rating unit located within the drainage rating area. Refer rating area maps on our website for details of the rating area. (Local Government (Rating) Act 2002, Sections 16 and 17, Schedule 2 Clause 5 and Schedule 3 Clause 5)

Kaikino drainage area

A targeted rate is set to fund land drainage in the Kaikino drainage area. This rate will be assessed differentially according to location as defined on the valuation record for each rating unit – refer rating area maps on our website for details of the rating area. This rate is assessed as a rate per hectare of land within each rating unit according to the differentials described below. (Local Government (Rating) Act 2002 Sections 16 and 17, Schedule 2 Clause 5 and Schedule 3 Clause 5)

³ Capable of connection means that rating unit is not connected to a public reticulated water supply system but is within 100 metres of the reticulation, within an area serviced by a water scheme and Council will allow the rating unit to connect.

Motutangi drainage area

A targeted rate is set to fund land drainage in the Motutangi drainage area. This rate will be assessed differentially according to location as defined on the valuation record for each rating unit – refer rating area maps on our website for details of the rating area. This rate is assessed as a rate per hectare of land within each rating unit according to the differentials described below. (Local Government (Rating) Act 2002 Sections 16 and 17, Schedule 2 Clause 5 and Schedule 3 Clause 5)

Waiharara drainage area

A targeted rate is set to fund land drainage in the Waiharara drainage area. This rate will be assessed differentially according to location as defined on the valuation record for each rating unit – refer rating area maps on our website for details of the rating area. This rate is assessed as a rate per hectare of land within each rating unit according to the differentials described below. (Local Government (Rating) Act 2002 Sections 16 and 17, Schedule 2 Clause 5 and Schedule 3 Clause 5)

Drainage rate differential for Kaikino, Motutangi and Waiharara drainage areas

Differential	Basis	Description
Differential area A	100%	All rating units or parts of rating units located within the defined Differential rating area A
Differential area B	50%	All rating units or parts of rating units located within the defined Differential rating area B
Differential area C	17%	All rating units or parts of rating units located within the defined Differential rating area C

BOI Recreation Centre rate

The BOI Recreational Centre rate assists in funding an operational grant to support the BOI Recreation Centre. This rate is assessed on the basis of a fixed amount on every SUIP within the area contained within rating rolls 400 to 499 – refer rating area maps for details of the rating area. (Local Government (Rating) Act 2002, Section 16 and Schedule 3 Clause 7)

Notes in relation to land use differentials

Notwithstanding the above, Council retains the right to apply a different differential where it can be demonstrated, to its satisfaction, that the actual use of the entire rating unit differs from that described by the current land use code.

Council also reserves the right to apply a different differential to any SUIP if it can be demonstrated, to its satisfaction, that the actual use of that part differs from that described by the current land use code for the entire rating unit.

For Council to be able to apply two or more differentials to a single rating unit the area of the land that is used for each purpose must be capable of clear definition and separate valuation.

In some instances there may be two or more different uses taking place on the rating unit but it is not possible or practical to define the areas separately. In those instances, the differential category will be based on the 'highest and best use' applied by the Council's valuation service provider and the rates are set accordingly.

- Where the area of the land used for the different purpose is only minimal or cannot be separately defined, Council reserves the right not to assess that part using a different differential.

In every instance where Council proposes to change the differential on a rating unit from one category to another category it will advise the owner concerned and give them the opportunity to lodge an objection to that proposal.

- Where any rating unit or separately used or inhabited part of a rating unit would normally be subject to a commercial differential but complies with one or more of the exceptions set out below, that rating unit will be subject to the general rate general differential.
- Where the rating unit or part thereof is in receipt of a remission of rates pursuant to a policy adopted by Council and is not used for private pecuniary profit and is not subject to a licence for the sale of liquor.
- Where the rating unit is used solely for the purposes of providing private rental accommodation. This exclusion does not include properties such as hotels, motels or other forms of visitor accommodation except for bed and breakfast establishments, home or farm stay operations or similar accommodation providers where less than six bedrooms are provided for guest accommodation. Such properties will however, be subject to any additional sewerage charges where additional toilets are provided for guest use, for example ensuite facilities.

Schedule of rates for 2021/22

Set out in the following tables are the indicative rates for the 2021/22 rating years. For comparison purposes the rates for the 2021/22 rating year are also shown. Please note all rates include GST.

Rate	Basis of Assessment	Differential Matter*	Rates 2021/22		Rates 2020/21
			Rate (GST Inc)	Total Rate	Rate (GST Inc)
General rates					
Uniform Annual General Charge	Per SUIP1	-	\$450.00	\$16,625,475	\$450.00
General differential	Per \$ of land value	1	\$0.0046648	\$45,211,528	\$0.0046211
Commercial differential	Per \$ of land value	1	\$0.0128282	\$5,930,390	\$0.0127080
Targeted ward services rate					
BOI - Whangaroa ward differential	Per SUIP	6	\$327.60	\$5,575,261	\$310.60
Te Hiku ward differential	Per SUIP	6	\$288.40	\$3,602,549	\$276.10
Kaikohe - Hokianga ward differential	Per SUIP	6	\$373.90	\$2,782,377	\$339.00
Targeted roading rates					
Uniform roading rate	Per SUIP	-	\$100.00	\$3,694,550	\$100.00
Roading differential rate					
Residential	Per \$ of land value	1	\$0.0001041	\$433,624	\$0.0001019
Lifestyle	Per \$ of land value	1	\$0.0001130	\$299,051	\$0.0001038
Farming general	Per \$ of land value	1	\$0.0001243	\$239,241	\$0.0001182
Horticulture	Per \$ of land value	1	\$0.0000776	\$14,953	\$0.0000756
Dairy	Per \$ of land value	1	\$0.0001803	\$104,668	\$0.0001740
Forestry	Per \$ of land value	1	\$0.0019579	\$194,383	\$0.0018944
Commercial	Per \$ of land value	1	\$0.0002810	\$104,668	\$0.0002727
Industrial	Per \$ of land value	1	\$0.0003402	\$29,905	\$0.0003300
Mining / quarry	Per \$ of land value	1	\$0.0087814	\$59,810	\$0.0085496
Other	Per \$ of land value	1	\$0.0001935	\$14,953	\$0.0001779
Stormwater targeted rates					
Stormwater targeted rate		1	\$0.0002787	\$2,000,381	\$0.00
General differential	Per rating unit	1	-	-	\$35.78
Commercial differential	Per rating unit	1	-	-	\$71.56
Targeted development rates					
Paihia CBD development rate					
General differential	Per SUIP	1	\$18.00	\$37,179	\$18.00
Commercial differential	Per SUIP	1	\$56.00	\$18,872	\$56.00
Kaitiāia BID rate	Per \$ of land value	-	\$0.0013551	\$57,500	\$0.0013444
BOI Recreation Centre rate					
Uniform targeted rate	Per SUIP	-	\$5.00	\$23,490	\$5.00
Private roading rates					
Hupara Road sealing					
Uniform rate	Per SUIP	-	\$661.73	\$25,146	\$661.73
Sewerage targeted rates					
Sewerage capital rates					
Ahipara					
Ahipara connected	Per SUIP	5	\$269.73	\$144,575	\$207.55
Ahipara availability	Per rating unit	5	\$269.73	\$34,256	\$207.55
Ahipara additional pans	Per Sub Pan ²	-	\$161.84	\$9,225	\$124.53
East coast					
East coast connected	Per SUIP	5	\$244.41	\$364,660	\$156.01
East coast availability	Per rating unit	5	\$244.41	\$109,007	\$156.01
East coast additional pans	Per Sub Pan	-	\$146.65	\$20,824	\$93.61
Hihi					
Hihi connected	Per SUIP	5	\$467.74	\$74,371	\$435.28
Hihi availability	Per rating unit	5	\$467.74	\$12,161	\$435.28
Hihi additional pans	Per Sub Pan	-	\$280.64	\$1,964	\$261.17
Kāeo					
Kāeo connected	Per SUIP	5	\$587.14	\$100,401	\$543.34
Kāeo availability	Per rating unit	5	\$587.14	\$11,156	\$543.34
Kāeo Additional Pans	Per Sub Pan	-	\$352.28	\$29,592	\$326.00

Rate	Basis of Assessment	Differential Matter*	Rates 2021/22		Rates 2020/21
			Rate (GST Inc)	Total Rate	Rate (GST Inc)
Kaikohe					
Kaikohe connected	Per SUIP	5	\$183.02	\$310,036	\$148.69
Kaikohe availability	Per rating unit	5	\$183.02	\$11,347	\$148.69
Kaikohe additional pans	Per Sub Pan	-	\$109.81	\$85,762	\$89.21
Kaitāia and Awanui					
Kaitāia and Awanui connected	Per SUIP	5	\$189.62	\$493,770	\$189.43
Kaitāia and Awanui availability	Per rating unit	5	\$189.62	\$18,014	\$189.43
Kaitāia and Awanui additional pans	Per Sub Pan	-	\$113.77	\$96,932	\$113.66
Kawakawa					
Kawakawa connected	Per SUIP	5	\$392.13	\$224,298	\$364.59
Kawakawa availability	Per rating unit	5	\$392.13	\$5,098	\$364.59
Kawakawa additional pans	Per Sub Pan	-	\$235.28	\$37,880	\$218.75
Kerikeri					
Kerikeri connected	Per SUIP	5	\$698.57	\$1,104,439	\$309.62
Kerikeri availability	Per rating unit	5	\$698.57	\$162,068	\$309.62
Kerikeri additional pans	Per Sub Pan	-	\$419.14	\$164,303	\$185.77
Kohukohu					
Kohukohu connected	Per SUIP	5	\$570.13	\$49,601	\$542.77
Kohukohu availability	Per rating unit	5	\$570.13	\$5,131	\$542.77
Kohukohu additional pans	Per Sub Pan	-	\$342.08	\$5,473	\$325.66
Ōpononi					
Ōpononi connected	Per SUIP	5	\$251.54	\$99,358	\$237.68
Ōpononi availability	Per rating unit	5	\$251.54	\$26,160	\$237.68
Ōpononi additional pans	Per Sub Pan	-	\$150.92	\$16,903	\$142.61
Paihia					
Paihia connected	Per SUIP	5	\$391.95	\$809,769	\$272.98
Paihia availability	Per rating unit	5	\$391.95	\$83,485	\$272.98
Paihia additional pans	Per Sub Pan	-	\$235.17	\$292,316	\$163.79
Rangiputa					
Rangiputa connected	Per SUIP	5	\$210.23	\$22,074	\$205.62
Rangiputa availability	Per rating unit	5	\$210.23	\$3,994	\$205.62
Rangiputa additional pans	Per Sub Pan	-	\$126.14	\$505	\$123.37
Rāwene					
Rāwene connected	Per SUIP	5	\$455.90	\$109,416	\$426.96
Rāwene availability	Per rating unit	5	\$455.90	\$12,765	\$426.96
Rāwene additional pans	Per Sub Pan	-	\$273.54	\$12,856	\$256.18
Russell					
Russell connected	Per SUIP	5	\$392.48	\$228,032	\$346.27
Russell availability	Per rating unit	5	\$392.48	\$60,442	\$346.27
Russell additional pans	Per Sub Pan	-	\$235.49	\$33,911	\$207.76
Whangaroa					
Whangaroa connected	Per SUIP	5	\$477.95	\$7,169	\$506.12
Whangaroa availability	Per rating unit	5	\$477.95	\$2,390	\$506.12
Whangaroa additional pans	Per Sub Pan	-	\$286.77	\$3,154	\$303.67
Whatuwhiwhi					
Whatuwhiwhi connected	Per SUIP	5	\$258.42	\$191,231	\$240.25
Whatuwhiwhi availability	Per rating unit	5	\$258.42	\$106,727	\$240.25
Whatuwhiwhi additional pans	Per Sub Pan	-	\$155.05	\$2,791	\$144.15
Sewerage public good rate					
Uniform charge	Per rating unit	-	\$15.00	\$501,938	\$0.00
Sewerage operating rate					
Connected rate (all schemes)	Per SUIP	-	\$617.07	\$8,045,388	\$620.01
Subsequent pan rate (all schemes)	Per Sub Pan	-	\$370.24	\$1,507,261	\$372.01
Water targeted rates					
Water capital rates					
Kaikohe					
Kaikohe connected	Per SUIP	5	\$225.62	\$424,842	\$224.42
Kaikohe availability	Per rating unit	5	\$225.62	\$13,537	\$224.42

Rate	Basis of Assessment	Differential Matter*	Rates 2021/22		Rates 2020/21
			Rate (GST Inc)	Total Rate	Rate (GST Inc)
Kaitiāia					
Kaitiāia connected	Per SUIP	5	\$260.86	\$671,193	\$217.52
Kaitiāia availability	Per rating unit	5	\$260.86	\$19,825	\$217.52
Kawakawa					
Kawakawa connected	Per SUIP	5	\$334.37	\$387,535	\$301.96
Kawakawa availability	Per rating unit	5	\$334.37	\$11,034	\$301.96
Kerikeri					
Kerikeri connected	Per SUIP	5	\$135.59	\$377,076	\$129.69
Kerikeri availability	Per rating unit	5	\$135.59	\$18,033	\$129.69
Ōkaihau					
Ōkaihau connected	Per SUIP	5	\$272.47	\$49,862	\$271.95
Ōkaihau availability	Per rating unit	5	\$272.47	\$1,907	\$271.95
Ōmāpere/Ōpononi					
Ōmāpere/Ōpononi connected	Per SUIP	5	\$528.98	\$213,179	\$576.00
Ōmāpere/Ōpononi availability	Per rating unit	5	\$528.98	\$44,434	\$576.00
Paihia					
Paihia connected	Per SUIP	5	\$178.63	\$383,519	\$169.01
Paihia availability	Per rating unit	5	\$178.63	\$15,005	\$169.01
Rāwene					
Rāwene connected	Per SUIP	5	\$318.96	\$100,791	\$380.73
Rāwene availability	Per rating unit	5	\$318.96	\$6,379	\$380.73
Water public good rate					
Uniform charge	Per rating unit	-	\$15.00	\$501,938	\$0.00
Water operating rates					
Water by meter rates					
Potable water	Per M ³	-	\$3.43	\$7,797,248	\$3.17
Non-potable water	Per M ³	-	\$2.23	\$2,226	\$2.06
Non-metered rates					
Non-metered potable rate	Per SUIP	-	\$1,084.14	\$66,133	\$1,009.87
Non-metered non-potable rate	Per SUIP	-	\$784.45	\$1,569	\$732.06
Drainage targeted rates					
Kaitiāia drainage area	Per Ha of land area		\$9.60	\$87,694	\$8.66
Kaikino drainage area					
Kaikino A	Per Ha of land area	6	\$19.22	\$7,220	\$11.73
Kaikino B	Per Ha of land area	6	\$9.61	\$3,618	\$5.87
Kaikino C	Per Ha of land area	6	\$3.21	\$4,230	\$1.96
Motutangi drainage area					
Motutangi A	Per Ha of land area	6	\$90.07	\$43,047	\$48.19
Motutangi B	Per Ha of land area	6	\$45.04	\$22,890	\$24.09
Motutangi C	Per Ha of land area	6	\$15.04	\$23,317	\$8.05
Waiharara drainage area					
Waiharara A	Per Ha of land area	6	\$21.66	\$2,256	\$17.80
Waiharara B	Per Ha of land area	6	\$10.83	\$8,422	\$8.90
Waiharara C	Per Ha of land area	6	\$3.62	\$1,916	\$2.97

*** Differential Matters**

1. Land use
5. Provision or availability of a service
6. Location of the rating unit

Notes

1. Per SUIP - Separately Used or Inhabited Parts of a rating unit
2. Per sub pan - Per subsequent pan

All rates are GST inclusive

Example rates

Set out below are examples shown for the average rates on different land uses and property values across the District.

Example of rates on different land uses and values

Land Values	General Rates	UAGC	Road UAGC	Roading Rate	Ward Rate Average	Public Good Rate	Wastewater Average	Water Average (Excluding Usage)	Final Rates 2021/22	2020/21
Residential										
100,000	\$466	\$450	\$100	\$10	\$324	\$30	\$949	\$228	\$2,558	\$2,532
250,000	\$1,166	\$450	\$100	\$26	\$324	\$30	\$949	\$228	\$3,273	\$3,239
500,000	\$2,332	\$450	\$100	\$52	\$324	\$30	\$949	\$228	\$4,465	\$4,417
750,000	\$3,499	\$450	\$100	\$78	\$324	\$30	\$949	\$228	\$5,658	\$5,594
1,000,000	\$4,665	\$450	\$100	\$104	\$324	\$30	\$949	\$228	\$6,850	\$6,772
Rural and Lifestyle										
100,000	\$466	\$450	\$100	\$11	\$324	\$30	-	-	\$1,381	\$1,350
250,000	\$1,166	\$450	\$100	\$28	\$324	\$30	-	-	\$2,098	\$2,057
500,000	\$2,332	\$450	\$100	\$57	\$324	\$30	-	-	\$3,293	\$3,236
750,000	\$3,499	\$450	\$100	\$85	\$324	\$30	-	-	\$4,487	\$4,414
1,000,000	\$4,665	\$450	\$100	\$113	\$324	\$30	-	-	\$5,681	\$5,592
Commercial										
100,000	\$1,283	\$450	\$100	\$28	\$324	\$30	\$949	\$228	\$3,392	\$3,392
250,000	\$3,207	\$450	\$100	\$70	\$324	\$30	\$949	\$228	\$5,358	\$5,334
500,000	\$6,414	\$450	\$100	\$140	\$324	\$30	\$949	\$228	\$8,636	\$8,571
750,000	\$9,621	\$450	\$100	\$211	\$324	\$30	\$949	\$228	\$11,913	\$11,808
1,000,000	\$12,828	\$450	\$100	\$281	\$324	\$30	\$949	\$228	\$15,190	\$15,045

Notes:

1. Land Values are indicative amounts only.

2. In addition to the total rates indicated above, ratepayers in the rateable area for the stormwater network will be charged the targeted rate per \$ of capital value of their rateable property i.e. for \$100K of capital value the targeted rate for stormwater charge will be \$27.87 in Y1 of the LTP.

Projected number of rating units

Local Government Act 2002 Schedule 10 Clause 20A requires Council to state the projected number of rating units within the district or region of the local authority at the end of the preceding financial year.

Council is projecting 38,794 rating units at 30 June 2021.

The projected total values at 30 June 2021:

- Land Value \$10,745,613,650
- Capital Value of \$20,598,078,350

Definition of a separately used or inhabited part (SUIP) of a rating unit

Where rates are calculated on each separately used or inhabited part of a rating unit, the following definitions will apply:

- any part 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

- any part or parts of a rating unit that is used or occupied by the ratepayer for more than one single use.

The following are considered to be separately used parts of a rating unit:

- individual flats or apartments
- separately leased commercial areas which are leased on a rating unit basis
- vacant rating units
- single rating units which contain multiple uses such as a shop with a dwelling
- a residential building or part of a residential building that is used, or can be used as an independent residence. An independent residence is defined as having a separate entrance, separate cooking facilities, e.g. cooking stove, range, kitchen sink etc. together with living and toilet/bathroom facilities.

The following are not considered to be separately used or inhabited parts of a rating unit:

- a residential sleep-out or granny flat that does not meet the definition of an independent residence
- a hotel room with or without kitchen facilities
- a motel room with or without kitchen facilities
- individual offices or premises of business partners.

Postponement charges

Pursuant to the Local Government (Rating) 2002 Act, Council will charge a postponement fee on all rates that are postponed under any of its postponement policies.

The postponement fees are as follows:

- Application fee: \$300.00
- Administration fee: \$50.00 per year
- Financing fee on all postponements: Currently set at 3.00% pa but may vary to match Council's average cost of funds.

At Council's discretion all these fees may be added to the total postponement balance.

Payment of rates

With the exception of water by meter charges, Council will charge the rates for the 2021/22 rating year by way of four equal instalments. Each instalment must be paid on or before the due dates shown below. Any rates paid after the due date will become liable for penalties.

Rate instalment dates

Instalment	Due date	Penalty date
One	20 August 2021	27 August 2021
Two	22 November 2021	29 November 2021
Three	21 February 2022	28 February 2022
Four	20 May 2022	27 May 2022

Water by meter

Water meters are read on a six-month cycle and are payable on the 20th of the month following the issue of the invoice as follows:

Scheme	1st invoice	Due date	Penalty date	2nd invoice	Due date	Penalty date
Kaikohe	November 2021	20/12/2021	27/12/2021	May 2022	20/06/2022	27/06/2022
Kaitiāia	August 2021	20/09/2021	27/09/2021	February 2022	21/03/2022	28/03/2022
Kawakawa	July 2021	20/08/2021	27/08/2021	January 2022	21/02/2022	28/02/2022
Kerikeri	September 2021	20/10/2021	27/10/2021	March 2022	20/04/2022	27/04/2022
Ōkaihau	July 2021	20/08/2021	27/08/2021	January 2022	21/02/2022	28/02/2022
Ōmāpere / Ōpononi	July 2021	20/08/2021	27/08/2021	January 2022	21/02/2022	28/02/2022
Paihia	October 2021	22/11/2021	29/11/2021	April 2022	20/05/2022	27/05/2022
Rāwene	July 2021	20/08/2021	27/08/2021	January 2022	21/02/2022	28/02/2022

Penalties on rates

Sections 57 and 58 of the Local Government (Rating) Act 2002 empower councils to charge penalties on the late payment of rates.

Pursuant to sections 57 and 58 of the Act, Council will impose the following penalties:

- A ten percent (10%) penalty on any portion of each instalment of rates assessed in the 2021/22 financial year that is not paid on or by the due date for payment, as listed above.

Penalties on water by meter rates

A ten percent (10%) penalty on any portion of the rate assessed for the supply of water, as separately invoiced, that is not paid on or by the due date for payment as set out on the invoice. This penalty will be added on the 27th day of the month in which the invoice was due.

For rating area maps please see our website: www.fndc.govt.nz keyword: rating

Significant forecast assumptions

Assumption	Level of financial risk	Impact for high risk assumptions	Level of uncertainty	Financial impact for assumption with high level of uncertainty
General assumptions				
<p>District growth: Population statistics have been sourced from Statistics New Zealand here. The population of the Far North is estimated at 2020 at 71,000 and is projected to increase at a rate of 0.5% per annum between now and 2043 to an estimated population of 78,000.</p> <p>Growth is expected to be isolated to larger urban areas, particularly Kaitiāia, Kaikohe, Kerikeri and Paihia, and the Doubtless Bay area.</p> <p>The population structure of the Far North is likely to change over the next 30 years, with the over 65 age group becoming a dominant demographic. This is likely to be the result of longer life expectancy and the baby boom generation reaching retirement. Demographic changes will occur slowly over time, so we are unlikely to see any great change in expectation from our communities within the next 10 years as a result.</p> <p>Deprivation levels throughout the District are expected to remain unchanged from current levels. Council has used .id as a basis for deprivation mapping across our District. For a description of how deprivation is measured go to www.profile.idnz.co.nz/far-north/deprivation-index. The map of deprivation in the Far North is at www.atlas.idnz.co.nz/far-north. From Map Selector choose income and well-being then deprivation index.</p>	Medium	Not applicable	Medium	Not applicable
<p>COVID-19: Infometrics economists report that the Northland economy in general remains resilient in the face of COVID-19, with the highest annual increase in spending across New Zealand for the month of January 2021 so far. Regional spending so far in 2021 is up 3.4% per annum on average from a year earlier.</p> <p>Council continues to maintain a sound understanding of the economic impacts of the COVID-19 pandemic.</p> <p>In the short to medium term Council assumes that Northland (and therefore the Far North) will remain one of the most resilient regions in the country.</p>	Medium	Not applicable	Medium	Not applicable
<p>Legislative changes: Legislation and / or other regulations relating to Council activities will remain largely the same over the life of this LTP.</p>	Medium	Not applicable	Medium	Not applicable
<p>Building activity: Council estimates building activity to remain at a constant level for the early part of the LTP and then reduce, with approximately 360 new dwellings being expected to be constructed each year for the first three years reducing to 250 per year for the remainder of the plan.</p>	Low	Not applicable	Low	Not applicable

Assumption	Level of financial risk	Impact for high risk assumptions	Level of uncertainty	Financial impact for assumption with high level of uncertainty
<p>Climate change: Climate change projections are assumed to align with IPCC RCP 8.5 projections from the fifth IPCC report (2018). IPCC projections are expected to be updated in 2022 at which time FNDC and the regional adaptation working group will realign plans. In the meantime, Northland assumes the following effects:</p> <ul style="list-style-type: none"> • drought frequency will increase by 10% • sea levels will continue to rise, increasing the risk from coastal hazards • Rainfall will vary locally. The largest changes will be for particular seasons rather than annually. For example, spring rainfall is expected to decrease in Kaitiāia • Northland is not expected to experience a significant change in the frequency of extreme rainy days as a result of climate change. In fact it is likely to experience a decrease in daily extreme rainfall by 2090 under the highest emissions scenario (RCP 8.5) • Future changes in the frequency of storms are likely to be small compared to natural inter-annual variability. Some increase in storm intensity, local wind extremes and thunderstorms is also likely. <p>Council is not expecting to see significant impacts in the next 10 years but we recognise the need to do some very long range planning. To that end, Council is developing a sustainable district strategy to identify where issues are likely to arise, when those issues will arise and what we need to do. A Climate Change roadmap was adopted by Council in 2020, and FNDC continues to be a member of the regional Climate Change Adaptation working group.</p>	Medium	Not applicable	Medium	Not applicable
<p>Security of water supply: Water shortages due to drought conditions over the past two summers will continue to be addressed in collaboration with the Government. Projects to establish secure water storage assets are advanced, and Council assumes ongoing governmental funding assistance.</p>	Medium	Not applicable	Medium	Not applicable
<p>Subdivisions: Council estimates subdivision activity to result in an annual increase in rateable properties of 0.5% in year 2 reducing to 0.3% in year 10. There are currently over 7,000 undeveloped residential and lifestyle blocks and these will accommodate growth within the District over the life of the plan.</p>	Low	Not applicable	Low	Not applicable

Assumption	Level of financial risk	Impact for high risk assumptions	Level of uncertainty	Financial impact for assumption with high level of uncertainty						
<p>Rating base: The number of properties we receive rates from is conservatively expected to increase by approximately 0.5% in year 2 and 3 decreasing to 0.3% in year 10. The total number of units over the 10 years is predicted to increase by 1,337 units.</p> <table border="1"> <thead> <tr> <th>Area</th> <th>2021/22</th> <th>2030/31</th> </tr> </thead> <tbody> <tr> <td>District</td> <td>35,252</td> <td>36,469</td> </tr> </tbody> </table>	Area	2021/22	2030/31	District	35,252	36,469	Medium	Not applicable	Medium	Not applicable
Area	2021/22	2030/31								
District	35,252	36,469								
<p>Inflation: Future cost increases align with BERL forecasts published in October 2020, retrieved from www.solgm.co.nz/assets/BERL-</p>	Medium	Not applicable	High	If inflation is 0.5% higher than forecast in 2020/21, this will increase the cost of goods and services by \$701,506. If inflation is 0.5% higher than forecast in every year of this plan the cost of goods and services would increase by \$8,219,136 over the 10 years of this plan						
<p>Levels of service: Levels of service will remain static for the period of the LTP. Council is investing in work that maintains its ability to deliver the level of service to the Community (for example, meeting 3 water standards or creating resilience) and this work is deemed not to be renewal related investment.</p>	Low	Not applicable	Low	Not applicable						
<p>Resource consents: The requirements of future resource consents will be in line with current expected environmental standards.</p>	Medium	Not applicable	Medium	Not applicable						
Expenditure assumptions										
<p>Interest rates: Expected interest rates vary from 2.2% in year one to 1.5% in year 10, and the average 'cost of borrowing' for the period is 1.6%.</p>	High	Interest rate risk exposure is managed through long term swaps and forward rate cover.	High	A 0.5% movement in interest will affect operating budgets by +/- \$516,341 in 2021/22. If the rates move by 0.5% for every year of the plan, the effect on operating budgets would be +/- \$11,140,392 (over the 10 years of the plan)						
<p>Unfunded depreciation: Council does not fund depreciation on transportation assets to the extent that Waka Kotahi NZ Transport Agency funds renewals. The current subsidy rate is 69%. Council has decided to not fund 24% of strategic asset depreciation for the first three years of the plan and then to scale back to 100% over the next 10 years.</p>	Low	Not applicable	Low	Not applicable						
<p>Capital borrowings: Borrowings for capital expenditure are assumed to be repaid over 20 years.</p>	Medium	Not applicable	Low	Not applicable						

Assumption	Level of financial risk	Impact for high risk assumptions	Level of uncertainty	Financial impact for assumption with high level of uncertainty
<p>Capital achievability: The capital works programme is considered to be achievable in the timeframe stated. Usual delays, such as consenting and weather, have been factored into timeframes and phasing. Wherever possible, works are based on known asset condition and have been prioritised to ensure critical assets are renewed on time. Where asset condition is uncertain the best information available has been used. Timing of renewals programmes reflects the expected delivery of asset condition assessment (i.e. increased certainty of condition information over time). Council expects a minimal amount of projects carried forward due to delays.</p>	Medium	Not applicable	High	A 20% shift in 3 water renewals from year 1 of the plan to year 2 would be equal to \$967,972. If year 2 of the plan had to then be flexed by 20% to accommodate the movement, the impact on year 2 would be \$451,753.
<p>Waka Kotahi NZ Transport Agency funding: Waka Kotahi NZ Transport Agency requirements and specifications for the performance of subsidised work will not alter to the extent that they impact adversely on operating costs.</p>	High	The recent change in Government will result in a Government Policy Statement that reduces the amount of subsidy provided.	High	Variations in subsidy rates will increase / decrease Council subsidy revenue. This may necessitate Council to review and amend its roading programme.
Revenue assumptions				
<p>Subsidies: Council will apply for and receive Government subsidies for applicable projects.</p> <p>Indicative allocations for the first three years of the plan are \$17m less than the original bid and this has been adjusted against renewal work as Waka Kotahi NZ Transport Agency is unable to provide work class detail until after the LTP has been adopted.</p> <p>Any further shortfall in funding from what was applied for would see a reduction/ reprioritisation in the capital projects and subsequent reduction in Council's subsidy funding.</p>	High	Council may not receive the funding or receive a lesser amount resulting in Council being unable to deliver the project as planned, including the requirement of additional consultation with affected stakeholders.	High	If external funds are not received, Council will consider rescheduling other projects to allow the original project to proceed without the subsidy, or explore alternative cost-effective and affordable options. Costs to the ratepayer will be subject to consultation as required.
<p>Funding sources: Future replacement of significant assets is assumed to be funded in line with the Revenue and Financing Policy.</p>	Low	Not applicable	Low	Not applicable
<p>User fees: Increases are based on expected cost increases (inflation). This is expected to be sufficient for funding purposes.</p>	Low	Not applicable	Low	Not applicable
<p>Far North Holdings Limited (FNHL): It is assumed that Council will receive dividends from FNHL throughout the term of the plan and that the business of FNHL will not significantly change.</p>	Medium	Council may not receive the level of dividend expected due to unforeseen economic impacts	Medium	If an economic shock, such as COVID-19, occurs then FNHL will amend the dividend payment to council. This could result in reduced income in the year and may require an amendment to future year plans

Assumption	Level of financial risk	Impact for high risk assumptions	Level of uncertainty	Financial impact for assumption with high level of uncertainty
<p>Development contributions: In 2015 Council resolved to suspend Development Contribution charges in light of the economic downturn. No decision has been made to re-commence the charging of Development Contributions for the term of this LTP, and therefore no income from source is assumed.</p>	Low	Not applicable	Low	Not applicable
Asset assumptions				
<p>Useful lives: Depreciation rates for each asset group have been calculated using rates included in the Accounting Policies.</p> <p>Depreciation rates are based on the expected useful life analysis performed by registered valuers in line with the requirements of Accounting Standards.</p> <p>Renewal of assets is based on a mixture of condition and operational indicators, being maintenance and repair data, and Council has confidence that it will achieve the renewal works in line with the timeframes in this plan.</p>	Medium	Not applicable	Medium	Not applicable
<p>Legislated reform of Three Waters services: Council will continue to collaborate with the Crown on the reform programme for the ongoing provision of water, wastewater and stormwater services that was introduced to local authorities in 2020. Draft legislation is expected to be out for public consultation in late 2021. Local authorities have been advised that any substantive change will not occur before the 2023/24 financial year.</p> <p>While we are anticipating that there will be change to the ownership and delivery of three waters in the next ten years, we are not able to say with certainty what those changes will be. This LTP has been developed on the basis that it is business as usual for the delivery of three waters but that change is very likely over the mid-term (3-5 years).</p>	Medium	Not applicable	Low	Not applicable
<p>Asset lifecycle: Lifecycles of significant assets, including underground assets, are optimised to strike the best balance between maintenance, operations and renewals costs.</p>	Medium	Not applicable	Medium	Not applicable
<p>Asset age: Council has previously used asset age as an effective proxy for the condition of an asset. In the current plan, condition information has been used alongside operational information from asset managers to determine a priority for renewal of assets. A programme of work is in place to increase the level of asset condition information to provide a basis for future planning.</p>	Medium	Not applicable	Medium	Not applicable

Assumption	Level of financial risk	Impact for high risk assumptions	Level of uncertainty	Financial impact for assumption with high level of uncertainty
<p>Infrastructure asset revaluations: An assumption has been made that revaluation of infrastructure assets will continue to occur as follows:</p> <ul style="list-style-type: none"> • roading and maritime assets - annually • remainder of assets – biannually, with water and wastewater one year and District Facilities the next. 	Medium	Not applicable	Medium	Not applicable
<p>Forestry assets: An assumption has been made that forestry assets will be held for the duration of the plan and no harvesting will take place.</p>	Low	Not applicable	Low	Not applicable
Liability assumptions				
<p>Borrowings: It is assumed that Council will have the facilities to secure funding as required throughout the term of this LTP.</p>	Low	Not applicable	Low	Not applicable
Other assumptions				
<p>Northern Transportation Alliance (NTA): A shared services agreement between four Northland councils (Kaipara, Far North, Northland Regional and Whangarei) and Waka Kotahi NZ Transport Agency was established in 2016. The activities of the NTA attract subsidy on subsidised projects. Council has made provision for gaining subsidy on NTA activities for these subsidised projects throughout the term of this LTP.</p>	Low	Not applicable	Low	Not applicable
<p>Strategic assets: Council has not planned for the disposal or transfer of ownership of any strategic assets during the term of this LTP, although it is consulting the public on the divestment of its Housing for the Elderly portfolio</p>	Low	Not applicable	Low	Not applicable
<p>Currency movement: Council does not have any significant exposure to currency movements and consequently has not specifically taken them into account.</p>	Low	Not applicable	Low	Not applicable
<p>Emissions trading scheme (ETS): Council covers its liability for carbon emissions through fees and charges. Council has assumed no changes to carbon credit prices during the term of this LTP.</p>	Low	Not applicable	Low	Not applicable

Ngā Kaupapa Here • Policies



Kaupapa here Hiringa here Tomokanga • Significance and Engagement Policy

Purpose

This Policy explains how Council will determine the significance of decisions and when and how our communities can expect to participate in Council's decision-making processes.

Context

Genuine engagement is integral to high-quality Council planning, decision-making and operations. To be effective, we must be well acquainted with our community and their preferences, and our plans should have solid community backing.

Engagement is a process of dialogue between decision-makers, partners, communities and stakeholders for the purpose of making decisions, policies and strategies. Effective engagement serves to build trust in Council decision-making and increase Council's awareness of issues in the community.

This Policy provides guidance for assessing significance and the level of engagement suitable to the significance of the decision, along with guidance on the circumstances in which we would not consult. While our staff interact with community members, Māori partners and key stakeholders daily, some Council decisions require a more structured form of engagement due to the significance a matter has within the wider community, or for groups within the community. Conversely, it would not be appropriate for Council to take every decision to the community.

The goal is to give people a sense of ownership of decisions and ensure Council's work is relevant to the people who live in our district.

Objective

The objectives of this policy are to:

1. Ensure consistency when determining the significance of proposals, assets and decisions
2. Identify the extent and type of public engagement required before a decision is made
3. Provide clarity about how and when communities can expect to be engaged in decisions
4. Build genuine relationships with Māori, Treaty partners, key stakeholders and the wider community through a better understanding of their preferences, and encouraging co-operation, respect and mutual understanding of other points of view
5. To acknowledge the enduring presence, aspirations, and cultural obligations of mana whenua as kaitiaki of the Far North
6. Comply with section 76AA of the Local Government Act 2002.

Definitions

Consultation is a formal type of engagement, often prescribed by legislation and time bound. It generally involves seeking community feedback on a draft proposal, plan or document in order to inform Council's decision-making.

Engagement describes a broad range of activities, which might include consultation, designed to invite community participation in solving problems or making decisions related to Council's work. This means Council's work can better reflect or respond to the needs, views, preferences or aspirations of the community.

Hapū defines a cluster of families linked by the same whakapapa that may share the same land boundaries and same marae.

Levels of service refer to the targets Council aims to achieve for the various services and facilities it provides. These are reviewed every three years in the Long-Term Plan. An example of this is the percentage of the roading network we aim to reseal each year.

Mana whenua are Māori with authority over the land and kaitiaki status.

Mātāwaka are Māori for whom their place of residence is not their traditional home, and therefore are not described as mana whenua.

Memorandum of Understanding (MOU) in this policy refers to a Crown-Māori Relationship Instrument, which is a documented agreement or arrangement, signed by both parties, that establishes or recognises an ongoing collaborative relationship between Ministers, Government agencies or Crown entities (such as Local Government), and a whānau, hapū, iwi, Māori organisation or Māori communities.

Significance is the degree of importance of an issue, proposal, decision, or matter that concerns or is before Council.

Significance relates to the likely impact on:

1. the wellbeing of the district
2. people affected
3. the ability of Council to perform its role, and the financial and other costs of doing so.

A more detailed definition can be found in section 5 of the Local Government Act 2002.

Special consultative procedure is prescribed by legislation. It requires Council to prepare and adopt a statement of proposal and a summary of the information if needed to reduce or remove confusion, and to make this widely available for public consumption and feedback, within a timeframe of no less than one month. Council

must also provide an opportunity for people to present their views orally, if they wish to do so. Further detail is set out in section 83 of the Local Government Act 2002.

Strategic assets are assets, such as infrastructure or properties, that Council needs in order to achieve outcomes it decides are important to the current or future well-being of the community. A more detailed definition can be found in section 5 of the Local Government Act 2002.

Tangata whenua refers to “people of the land”. It might relate to specific groups, or more broadly to Māori as a people.

Principles of engagement

1. Our principles for engagement are laid out in the Local Governance Statement and are guided by the Local Government Act 2002 sections 82 Principles of Consultation and section 81 Contributions to Decision Making Processes by Māori.
2. We clearly communicate how and to what extent those we are engaging with can influence outcomes and within these limits we are genuinely open to the feedback and ideas of our community.
3. We think about engagement at the beginning of any project or process so that it is planned and purposeful. This also means, where appropriate, stakeholders or the community can be involved from an early stage.
4. We consider who will be affected by or interested in the project or process, and we try to reach as many people as possible within that group.
5. We provide clear, easy-to-understand background information to those we are engaging with, so they are better equipped to discuss the project or process and provide informed feedback.
6. We consider the timing of our engagement activities so as not to overburden our community.
7. We thank community members for their contributions, provide them with a summary of feedback and explain our decisions.

Engaging with tangata whenua

1. Council acknowledges the unique perspective of Te Ao Māori and recognise that Māori are more than an interest group or stakeholder.
2. We will continue to build and strengthen our relationships with mana whenua representative entities and engage in a range of ways to ensure their views are appropriately represented in the decision-making process.
3. Council acknowledges that different approaches are needed for Māori who live in the Far North but do not have genealogical connections to mana whenua hapū.

4. When engaging with tangata whenua and Māori, Council will:
 - a. Engage early in the decision-making process
 - b. Establish and maintain processes to provide opportunities for Māori to contribute to Council’s decision-making, including partnership approaches where appropriate, and support Māori to fully engage with us
 - c. Ensure existing general and project-specific relationship processes between Council and tangata whenua will, where working well, remain as a starting point for engagement
 - d. Recognise and empower existing formal relationships (i.e. MOUs) with iwi and hapū
 - e. Actively consider the recognition and protection of Māori rights and interests within the Far North and how we can contribute to the needs and aspirations of Māori
 - f. Ensure all Council reports identify any impacts on Māori
 - g. Build ongoing relationships with Māori through a range of approaches that enables Māori to guide how they want to engage with Council
 - h. Fulfil its obligations under any Treaty Settlement legislation.

Engaging with diverse communities

1. Council will consider those in our community with visual, hearing or literacy impairments, and those who speak English as a second language.
2. When undertaking engagement, Council will consider how to meet the needs of our diverse communities in respect of accessibility, language and cultural expectations to ensure engagement with Council is enabled as much as possible.
3. Council will consider the many demographics and interested parties across the District, including but not limited to youth, business, retirees and ratepayers that do not live in the district.

Determining significance

1. Significance is determined in the early stages of a proposal, before decision making occurs. If it becomes necessary to do so, the significance of a proposal may be re-assessed at any time.
2. In determining a proposal’s degree of significance, Council will be guided by:
 - a. Legislative requirements including the Local Government Act 2002 (LGA), the Resource Management Act 1991 (RMA), and Treaty Settlement (TS) legislation including Memoranda of Understanding (MOU)
 - b. Whether the decision is inconsistent with previous Council decisions or current policies, according to section 80 of the LGA

- c. Commitments made in relationship agreements such as any MOU and/or mana-enhancing agreement
- d. Historic levels of community impact or interest in the proposal
- e. The likely impact on iwi/hapū/whanau and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.

- 3. The criteria in section 10. Matters of Significance are considered sufficient to assess the significance of decisions that have a climate change element, cause or impact.

Climate change

- 1. From 31 December 2021 the RMA requires councils to have regard to emissions plans and adaptation plans under the Climate Response Act 2002.
- 2. Council routinely considers the implications of its actions on climate change mitigation and adaption in its decision-making.

Matters of significance

- 1. A decision is of high significance if one of the following applies:
 - a. It involves the transfer of the ownership or control of a strategic asset (Schedule 1) or other important asset (Schedule 1a) to or from Council; or
 - b. It is inconsistent with Council plans or policies and meets one of the thresholds shown in the table below:

Criteria	Threshold
Transfer of a strategic asset	The proposal involves the transfer of the ownership or control of a strategic asset (Appendix A) to or from Council.
Unbudgeted financial impacts	The proposal will incur unbudgeted net operational expenditure exceeding 2.5% of total rates in the year commenced OR unbudgeted net capital expenditure exceeding 10% of total rates in the year commenced.
Of specific interest to Māori	The proposal has a major and long-term impact on the wellbeing of iwi/hapū/whanau and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.
Level of public interest	The proposal is likely to generate considerable interest or community views render the community deeply divided.
Effect on the community and its demographics	The proposal is likely to have an impact on the social, economic, environmental or cultural wellbeing of the District or an aspect of the District (e.g. a particular ward, a community of interest, a geographic area, or demographic).
Level of service	The proposal is likely to result in a change in the level of service and that the change will be major and long-term.

Determining engagement

- 1. Council looks at the level of significance of a proposal when deciding what type of engagement is appropriate.
- 2. If a proposal is determined to be of high or medium significance, Council will conduct some form of engagement to inform the decision-making process.
- 3. If a proposal is determined to be of low significance, Council may inform the community once a decision has been made, or it may choose not to engage with the community at all (section 13).
- 4. Council applies the International Association of Public Participation (IAP2) spectrum to guide its approach to engagement.
- 5. Schedule 2 sets out the type of engagement the community can expect for proposals at different levels of significance.

Special consultative procedure

- 1. In some cases, the type of consultation required is set out in the legislation, i.e. the LGA. This is called a special consultative procedure and is prescribed in section 83 of the LGA, and is applied in the following situations:
 - 2. Adoption or amendment of a Long Term Plan
 - 3. Making, amending or revoking a bylaw that is considered of significant interest to the public or will likely cause significant impact on the public
 - 4. When Council decides it is prudent to do so.
 - 5. In these circumstances, the Special Consultative Procedure is a minimum requirement – Council may choose to conduct other engagement in addition to this process.

When Council may choose not to engage

Things Council will generally not engage on include, but are not limited to:

1. Operational matters that do not reduce a level of service
2. Emergency management activities
3. Those decisions made by delegation to Council staff
4. Commercially sensitive decisions (e.g. awarding contracts)
5. Decisions made to manage an urgent issue
6. Decisions where action is necessary to:
 - a. comply with the law
 - b. protect life, health, or amenity and infrastructure
 - c. prevent serious damage to property
 - d. avoid, remedy, or mitigate an adverse effect on the environment.

Schedule 1: Strategic Assets

The following is a list of assets that Council requires in order to achieve outcomes important to the current or future well-being of the community:


1. Council Headquarters
2. The roading network
3. The stormwater network
4. The wastewater network
5. The water supply network
6. The open space network, including parks, walkways and sports fields under the Reserves Act 1977
7. Council-owned cemeteries
8. Libraries
9. Shares in Far North Holdings Limited
10. Housing for the elderly.

Schedule 1a: Other Assets of importance to the community

The following are non-strategic assets (i.e. not defined as a "strategic asset" under the Local Government Act Section 5 Interpretation), but are considered by Far North District Council to be important to the well-being of the community:

1. Council land that is subject to claim under Te Tiriti o Waitangi
2. Council land/assets that have been transferred to Council Controlled Organisations.

Schedule 2: Engagement Assessment

Significance	LOW	MEDIUM	HIGH		
Expectation	MINIMUM	Local Government Act 2002 s82 and s83			
Level of engagement	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Engagement Focus	This is what we are doing	Tell us what you think	Help us decide	Let's work together	You make the decision
What does it involve?	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	Two-way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision-making.	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision-making.	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.	The final decision is in the hands of the public. Under the LGA, the Mayor and Councillors are elected to make decisions on behalf of their constituents.
When the community can expect to be involved	Council would generally advise the community once a decision is made.	Council would advise the community once a draft decision is made by Council and would generally provide the community with up to four weeks to participate and respond. Where desirable to meet the needs of affected parties or groups, and possible within timeframes available, Council may consider extending this period.	Council would generally provide the community with a greater lead-in time to allow them time to be involved in the process.	Council would generally involve the community at the start to scope the issue, again after information has been collected, and again when options are being considered.	Council would generally provide the community with a greater lead-in time to allow them time to be involved in the process, e.g. typically a month or more.
Tools Council can use	Website and publications Social media Media release	Surveys Focus groups Submissions	Formal Hearings Public meetings Drop-in Centres	External Working Groups MOUs	Referenda Elections Polls

Revenue and Financing Policy

Overview

The Local Government Act 2002 (LGA) requires all councils to adopt a Revenue and Financing Policy showing how they propose to fund operating and capital expenditures, and more importantly, who will pay these and why.

Council must decide, in accordance with s101(3) of the LGA, how each activity will be funded, taking into consideration:

- The community outcomes to which the activity primarily contributes
- The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals
- The period over which those benefits are expected to occur
- The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
- The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities
- The overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community.

This Revenue and Financing Policy sets out how the Far North District Council plans to fund its operating and capital expenditure, over the life of the Long-Term Plan.

The Policy discusses all available potential revenue and funding sources and outlines how and when it will use these. In considering funding arrangements Council has taken the following factors into account:

- The community outcomes to which each activity primarily contributes
- Who benefits from the activity
- The period over which the benefits are delivered
- Whether the activity is needed in response to the action(s) (or lack of action(s)) of some person or group
- Whether it would be more prudent for the activity to be funded separately or included with other activities
- The overall impact of any allocation of liability for revenue needs on the community.

How has Council developed its Policy?

Every activity has been analysed using the factors discussed above. This analysis was then used to develop a set of funding decisions about the use of rates, both general and targeted, user charges, and other funding sources to arrive at what Council considers is an optimal funding arrangement for the activity.

Council then considered the overall effects of each separate funding proposal on the District as a whole.

The ultimate objective of this analysis was to find ways of funding Council's activities that are, as far as possible, affordable, transparent, and accountable.

Funding principles

After considering the above factors, Council agreed the following basic principles to guide the assessment of fairness and equity in choosing funding sources:

- Each generation of ratepayers should pay for the services they receive
- User charges are preferred whenever a private benefit can be identified, and it is efficient to collect the revenue
- Council will use any other funding sources before rates
- Capital expenditure to replace assets will be funded from rates in the form of funded depreciation
- Capital expenditure to upgrade or build new assets will be funded through borrowings
- Rate increases will be within the limits set in the financial strategy
- Borrowing will be within the limits set in the financial strategy.

Complying with these principles can at times be challenging. Council must apply judgment in assessing options to determine fairness in the development of budgets or the acquisition of assets along with the choice of funding sources.

Operating costs

Operating costs are the day-to-day outgoings used to maintain the services delivered by Council, including a contribution to the wear and tear on assets used (referred to as depreciation). Council generally operates a balanced budget, meaning that all operating costs are met from operating income. This ensures that those who pay for Council services are those who use them.

Operating cost funding sources:

- User charges
- User charges are levied for services where there is a benefit to an individual or group. The price of the service is set, taking account of several factors, including:
 - The cost of providing the service
 - An estimate of the private benefit derived from the use of the service
 - The impact of cost in encouraging/discouraging behaviours
 - The impact of cost on the demand for the service

- The cost and efficiency of fee collection mechanisms
- The impact of affordability on users
- Other matters as determined by Council.

Grants, sponsorship, and subsidies

Grants, sponsorship, and subsidies are leveraged when available. Council expects to continue receiving substantial subsidies for roading and footpath activities from Waka Kotahi NZ Transport Agency.

Investment income, dividends, and interest

Income from dividends and interest is used to offset the overall costs of Council.

Other revenue

Council receives other operating income from:

- Petrol tax
- Property rentals
- Other minor sources.

Rates review

Since the last local body election, Council has reviewed its rates structure, and recently carried out soft consultation to see if there is an appetite by the community for changes to improve fairness and equity across the District. Council then decided to formally consult on all options. The consultation sought feedback on several potential rating changes:

- Transition over the next 10 years to capital value as the basis for calculating the general rate. **DECLINED**
- Changing the urban stormwater targeted rate to target 90% to urban areas based on CV with the remaining 10% being charged through the general rate. **APPROVED**
- Consult on changing the targeted water and wastewater rates to a District-wide rate and include a small 'public good' charge of \$15 per rating unit for water and for wastewater. **APPROVED**
- Reduce the availability charge by 40% for those who could connect to a reticulated system but choose not to. **DECLINED**
- Reduce the commercial differential from 2.75 to 1.75. **DECLINED**
- Disestablish uniform charges (the uniform annual general charge and the roading uniform charge). **DECLINED**
- Remove the current roading targeted rate. **DECLINED**

The outcome of the consultation showed that many ratepayers supported a change in rates but were undecided about what part of the rating system should change. This is likely linked to the complexity of rates in general. In debating public feedback, Council

acknowledged that it set out to improve the equitability of the rating system but in making these decisions has made little change. However, also front-of-mind for Councillors is the inquiry into the future of local government that may result in changes to funding and financing options for councils. Further, the impacts of the Resource Management Act review and Three Waters Reform are likely to change core business and purpose. It was decided that Council should continue to look for ways to ease the affordability issue. The community can expect further discussion on the matter.

Rates

Having identified all other potential funding sources, Council funds operating expenses from rates as follows:

General Rates

Council sets its General Rates on the basis of Land Value.

The General Rate is set using two differentials, general and commercial. This reflects Council's view that the general rate is a form of property-based tax, where different benefits are received by general and commercial ratepayers.

Uniform Annual General Charge (UAGC)

Council sets a UAGC. The UAGC is applied to each Separately Used or Inhabited Parts (SUIP) of a Rating Unit.

Targeted Rates

Council sets targeted rates where it believes that the cost of the service should be paid for by the group that benefits most or exclusively from the activity. Targeted rates may be set on a uniform basis or differentially for different categories of rateable land.

Some targeted rates can be considered proxies for user charges, particularly for services such as water and sewerage. They are referred to as 'proxies' because they are generally fixed amounts payable by the different category of ratepayer, rather than an amount based on the level of usage.

An example of the difference between a proxy and a user charge is the way that Council charges for sewerage. Council charges a fixed amount to the rating unit based on the number of users (SUIPS) and/or the number of pans. If that rate were a true user charge, Council might charge on the basis of the amount of sewerage being discharged. Although the community regularly requests that form of rating, that mechanism is currently not permitted by law. The only legal volumetric charge a council can impose is water by meter charges.

Council's targeted rates are:

- Ward rates for the Bay of Islands-Whangaroa, Kaikohe-Hokianga and Te Hiku wards
- The Urban Stormwater rate
- Drainage rates for Kaitāia, Kaikino, Motutangi, Waiharara

- Sewerage capital rates for each Council wastewater scheme
- Sewerage operating rates for each Council wastewater scheme
- Water capital rates for each Council water scheme
- Community Development rates for Paihia and Kaitiāia Commercial Business Districts (CBDs)
- The Bay of Islands Recreation Centre rate
- The roading uniform rate
- A differential roading rate
- Water by meter charges

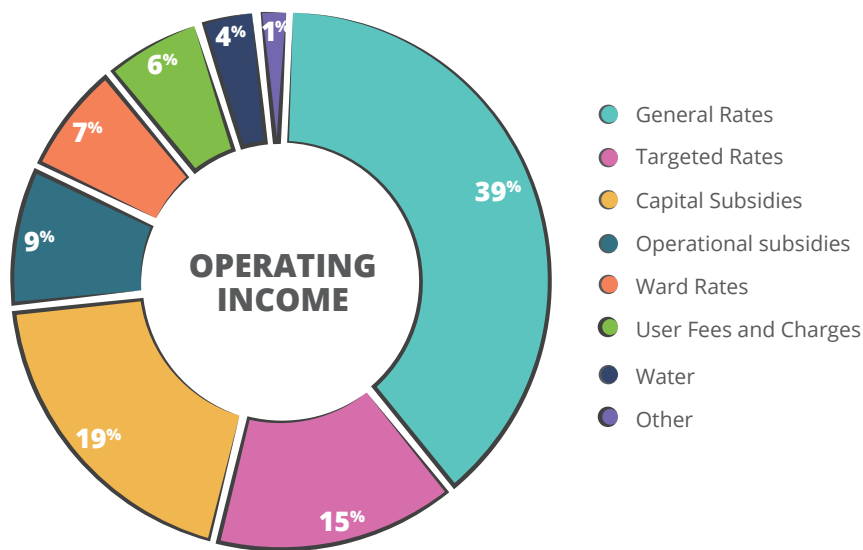
- Private roading sealing rate for Hupara Road
- A \$15 public good rate for water and for wastewater, charged to each rating unit
- Non-metered water rate per connection

Details of all rates charged are included in the Funding Impact Statement published in the Long-Term Plan and each year's Annual Plan.

Operating funding sources for 2021/22

Operating costs are the day to day spending that maintains the services delivered by Council. This includes a contribution to the wear and tear on assets used (depreciation), interest charged on borrowing for capital projects and a contribution to corporate overheads.

Figure 1 – Summary of operating income



Note: Operating funding sources may change from year to year; this summary shows funding arrangements for 2021/22

Capital costs

Capital costs are those relating to the purchase, development or acquisition of long-term assets.

Capital cost funding sources

As shown in figure 2, funding of capital costs may come from a variety of sources including:

Borrowings

Funds for assets that will provide long term benefits to the community will be borrowed to ensure the achievement of inter-generational equity.

Council reserves

Reserves include financial contributions collected under the Resource Management Act 1991 and development contributions collected under the Local Government Act 2002.

While Council has resolved to continue to suspend the charging of development contributions for this LTP, contributions will continue to be received with respect to consents granted prior to the suspension of the policy in 2015.

Capital contributions

Capital contributions are made by ratepayers or other parties in support of specific capital projects.

Lump sum contributions

Lump sum contributions are made by ratepayers where they choose this method of payment towards specified capital works.

Grants, subsidies and other income

Contributions towards capital expenditure from other parties such as Waka Kotahi NZ Transport Agency in relation to certain roading projects, and the Crown in

relation to certain wastewater projects and MBIE for Economic Stimulus and Employment Opportunities.

Revenue collected to fund renewals

Renewal projects are primarily funded from depreciation reserves where those funds are available.

Council has approved the following:

Accounting treatment – funding depreciation

- A. All depreciation on assets will be funded from rates except for:
 - Roothing/footpath assets – the subsidy element relating to the depreciation for these assets will not be funded by the relevant rooding subsidy rate applicable in the relevant year.
 - Swimming pools – the depreciation for these assets will be reduced equal to any community contribution to ensure that the community benefits from the contributions made.
 - Water/wastewater/public toilet assets – the depreciation for these assets will be reduced equal to any subsidy element to ensure that the benefit expected to be received by the current rate payers is applied.
- B. Asset groups where depreciation will not be fully funded from depreciation:
 - All strategic assets, as per our Significance and Engagement Policy, will have depreciation funded at 76% until 30 June 2024 followed by a phased return to 100% over the next 10 years. This does not apply to the items identified in (A).

- Depreciation will be funded at a rate of 50% for community buildings/centres, halls and museums.
- Depreciation will not be funded from rates for Civil Defence (alarms), carparks, maritime assets, motor camps, parks and reserves minor structures (e.g. boardwalks / park benches etc) and solid waste assets.

Any asset groups not covered above will have depreciation fully funded from rates (corporate assets etc.)

Proceeds from the sale of assets

From time-to-time Council sells assets and may use the proceeds (after paying for the cost of the sale) to repay any debt attached to the asset.

Rates

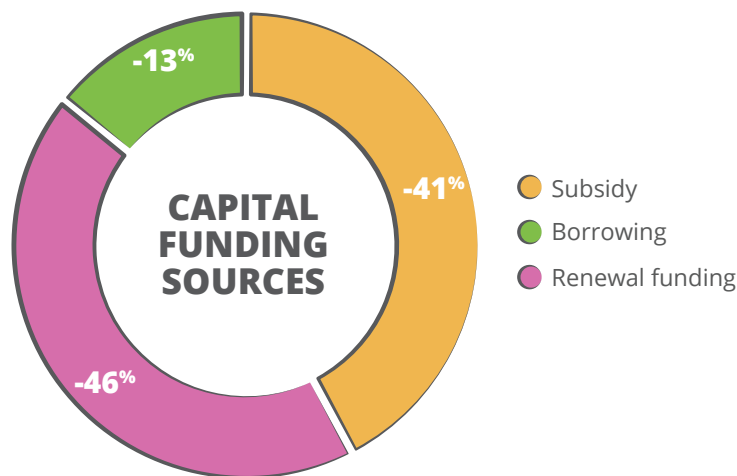
Rates are primarily used to fund Council's day-to-day expenses. This includes funding an annual amount toward the ongoing renewal of existing assets, and the funding of financing costs on debt incurred to purchase or develop assets.

From time-to-time Council may undertake specific capital works funded by borrowings, where the debt repayment is sourced from targeted rates, usually for specific community projects.

Operating surpluses

Operating surpluses may be used to fund capital expenditure.

Capital Funding Sources 2021/22
Figure 2 – Summary of capital funding



Note: Capital funding sources may change from year to year. This summary shows funding arrangements for 2021/22

Balanced budget

Section 100 of the LGA requires that Council's projected operating revenues match its projected operating expenditures. Despite this, Council may choose not to fully fund operating expenditure in any particular year if it can show that it is financially prudent to do so and where the deficit can be funded from operating surpluses in the immediately preceding or subsequent years. An operating deficit will only be budgeted when it would be beneficial to avoid significant fluctuations in rates, fees, or charges.

Council may choose to fund from the above sources more than is necessary to meet the operating expenditure in any particular year. Council will only budget for such an operating surplus if necessary, to fund an operating deficit in the immediately preceding or following years, or to repay debt. Council will have regard to forecast future debt levels when ascertaining whether it is prudent to budget for an operating surplus for debt repayment.

Funding needs analysis

This section sets out how Council proposes to fund each of its activities. It has been prepared in accordance with the provisions of Section 101(3) of the Local Government Act 2002 (the Act).

Note that throughout this section references are made to legislative provisions. Unless stated otherwise, these references refer to the Local Government Act 2002.

This analysis document is designed to show how Council has considered each of these requirements and how they relate to the final Revenue and Financing Policy.

Analysis identifies the arrangements Council proposes to apply when budgeting for each activity. Frequently there is a mix of funding mechanisms including both general and targeted rates together with a range of fees and charges. In many instances the final funding mix depends on the level of activity and Council's ability to recover costs from user charges.

Section 101(3) analysis of operating expenditure by activity

Council has reviewed the funding for each of its individual activities using the methodologies set out in s101(3) of the LGA. The method used for this process was to consider each activity individually and reach a conclusion on each of the required factors.

Council has determined the proportion of operating expenditure to be funded from each of the sources listed above, and the method for apportioning rates and other charges. The details of the funding apportionment are set out in the Funding Sources Summary that is included in this Policy.

The LGA requires Council to produce Funding Impact Statements (FIS), which provide details of the funding mechanisms to be used for each group of activities for each year covered by the LTP. These FIS show how Council intends to implement the Revenue and Financing Policy. It also shows the amounts to be collected from each available source for each group and how various rates are to be applied.

Once this was completed, Council was then able to then decide how much of the activity should be funded by direct user charges and how much by rates. In this context, rates include the General Rate, Targeted Rates and Water by Meter charges, while user charges include all other forms of fees and charges.

Appendix A shows the results of this analysis and outlines the different funding arrangements. To add clarity the splits between Rates and User Charges are presented in 10% bands.

Section 101(3) analysis of capital expenditure by activity

Council will fund the cost of borrowing on the same basis as operating costs unless it resolves otherwise.

It is not practical to create separate funding policies for every capital project, so Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity. Whenever Council resolves to consider a separate funding policy Council will consider the sources of funds outlined above, the Revenue and Financing Policy and complete a s101(3) assessment to determine a fair funding and equitable arrangement for the project.

Generally, Council will resolve the funding policy at the time the project is proposed in an Annual or Long-Term Plan.

Appendix A – Funding of operational expenditure

Activity	Community outcomes - refer Appendix B	Who benefits	Period of benefit	Whose actions creates a need	Separate funding	Rationale
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Notes:

1. The Funding Source relates to Council costs only. It excludes any subsidies that may be received
2. The split between public (rate) and private (user) funding is an approximation and is arranged in 10% bands
3. Refer to Appendix C for a description of these headings

Funding source – Rates 100% (approx. may include other minor funding sources)

Customer Services	Sustainable Development	Individuals, groups and community	Ongoing	Community	Most of the costs of this activity relate to its public benefits so it is fully funded by general rates.	The community as a whole benefits from this activity. Whilst there are opportunities to recover some costs by way of fees and charges, these are very limited.
Economic Development	Sustainable Development	Individuals, businesses	Ongoing	Individuals, businesses, Community	High level of public benefit so the activity is fully funded by general rates.	This activity benefits the whole district but in particular the commercial and industrial sectors recognised through the General Rate differentials.
Governance	Leadership	Community	Ongoing	Community	This activity is core to Council's democratic operations, so it is fully general rate funded.	This activity supports Council's democratic process it is therefore fully funded from General Rates.
Land Drainage	Sustainable Infrastructure	Individuals, Groups	Ongoing	Landowners in areas of benefit	Fully funded by benefiting property owners using separate targeted rates.	This activity provides a private benefit for the landowners located within the defined drainage areas. It is therefore fully funded by local targeted rates.
Māori Engagement	Partnerships	Community	Ongoing	Community	High level of public benefit so it is fully general rate funded.	This is a public good activity core to the District's planning and governance functions therefore it is fully funded from General Rates.
Public Safety	Safety	Individuals, Groups	Ongoing	Individuals, Groups	Most of the costs of this activity relate to its public benefits so it is fully general rate funded.	Council provides for 100% emergency management from rates to ensure that the Community is safeguarded. Where possible recovery is sought from exacerbators to reduce public funding which is provided from General Rates.

Activity	Community outcomes - refer Appendix B	Who benefits	Period of benefit	Whose actions creates a need	Separate funding	Rationale
Recreation	Sustainable Development	Individuals, groups and community	Ongoing	Individuals	Some private benefits but limited or no opportunities to charge so it is fully funded from general and ward rates.	<p>Most of Council's recreational activities are non-excludable.</p> <p>That means that Council cannot exclude people from using the facilities.</p> <p>For that reason, the activity is fully funded from General and Ward Rates.</p>
Stormwater	Safety	Ongoing	Individuals	Some private benefits but limited or no opportunities to charge so it is fully funded from general and ward rates.	Most of Council's recreational activities are non-excludable.	Despite the private benefit received from the provision of stormwater, Council is of the view that the overall benefit to the community supports the continuation of the funding from the general rate with a smaller stormwater rate over urban communities.
Strategic Planning	Sustainable Development	Community	Ongoing	Community	This is a core planning function, so it is fully general rate funded.	This activity supports Council's democratic process which benefits all ratepayers therefore it is fully funded from General Rates.
Town Maintenance	Sustainable Development	Individuals, groups and community	Ongoing	Community	Most of the costs of this activity relate to its public benefits so it is funded by ward and general rates.	<p>Council needs to balance maintenance and up-grade costs against what the communities want and can afford.</p> <p>Most town maintenance activities benefit the communities at large so it is fully rate funded.</p>
Water Supply	Safety Sustainable Infrastructure	Individuals, Groups	Ongoing	Landowners in areas of benefit	Separately funded with a mix of targeted rates - scheme based capital rates and a district-wide meter operating rate.	The activity is primarily undertaken for the benefit of the consumers, so no public funding is provided. The mix of district-wide and scheme-based rates balances the individual benefits with affordability.

Activity	Community outcomes - refer Appendix B	Who benefits	Period of benefit	Whose actions creates a need	Separate funding	Rationale
Sewerage Treatment and Disposal	Safety Environmental Protection	Individuals, groups	Ongoing	Landowners in areas of benefit	Separately funded with a mix of targeted rates - scheme based capital rates and a district-wide operating rate.	The activity is primarily undertaken for the benefit of the ratepayers connected to the schemes however there is a small public benefit arising from wastewater treatment protecting the environment. For this reason, a small general rate contribution provided.
Roading legalisation, cycleway and core administration	Safety Sustainable infrastructure	Individuals, groups	Ongoing	Users	This is a core function, so it is fully general rate funded.	This is a public good activity core to the District's planning and governance functions. Therefore it is fully funded from General Rates.
Funding source - Rates 90% - 99% User Charges 1% - 10%						
The mix of district-wide and scheme-based rates balances the individual benefits with affordability						
Roading emergency works	Safety	Community	Ongoing	Users	Council recognised that different categories of ratepayers receive different benefits. When an emergency event occurs Council can access additional subsidy from NZTA	Emergency works are hard to predict and often costly therefore additional subsidy support is required
Monitoring and Enforcement	Safety	Individuals, groups and community	Ongoing	Individuals, Groups	This activity relates to the control of negative effects but the ability to recover these is limited by statute. Unrecovered costs are funded from general rates.	Most of the work carried out under this activity is for public good and it is primarily funded from General Rates. The only individual or private good relates to the bylaw licensing aspect of the role where these costs are recovered by fees.

Activity	Community outcomes - refer Appendix B	Who benefits	Period of benefit	Whose actions creates a need	Separate funding	Rationale
Libraries	Sustainable Development	Individuals, groups and community	Ongoing	Individuals, Groups	High level of private benefit, but with a limited ability to apply user charges. Primarily general rate funded.	<p>By their nature libraries are a public benefit provided to the community.</p> <p>Given the remote nature of many of the district's communities and the relatively low-level internet access, libraries are important facility providing sources knowledge and supporting and improving educational opportunities in the district.</p> <p>For these reasons they are primarily funded from General Rates.</p>
Swimming Pools	Sustainable Development Sustainable Infrastructure	Individuals, groups and community	Ongoing	Individuals, Community	High level of private benefit, but with a limited ability to apply user charges. Primarily general rate funded.	Swimming pools are used by the public therefore user charges are applied but they do not necessarily cover all costs.
Funding source – Rates 80% - 89% User Charges 11% - 20%						
Parking Enforcement	Safety Sustainable Development	Individuals, groups and community	Ongoing	Individuals, Groups	Council's view is that whilst parking control is primarily required because of the actions of individuals, the control of parking also provides a significant community benefit.	Most of the costs of this activity are funded by fines and user charges. The balance is seen as a public good contribution and is funded by rates.

Activity	Community outcomes - refer Appendix B	Who benefits	Period of benefit	Whose actions creates a need	Separate funding	Rationale
Building Compliance Management	Safety Environmental Protection	Community	Ongoing	Community	This activity is predominantly carried out for the public good, and whilst there is some fee income this is limited. Unrecovered costs are funded from general rates.	This activity is primarily about Council ensuring that it meets its legislative requirements as a consent authority therefore much of the costs are not recoverable. The cost of issuing compliance and other certificates are borne by applicants which the shortfall funded by general rates.
Funding source – Rates 70% - 79% User Charges 21% - 30%						
Footpaths	Safety Sustainable Infrastructure	Community	Ongoing	Users	Most of the costs of this activity relate to its public benefits so is fully general rate funded.	The provision of footpaths is one of the core Council activities and is therefore fully funded from General and Ward Rates.
Civic Buildings	Sustainable Infrastructure	Community	Ongoing	Community	Some private benefits which general some fees but because of the limited opportunities to charge the unrecovered costs are funded from general rates.	Whilst Council believes that the users of these facilities should contribute towards their costs; it needs to balance the maintenance and up-grade costs against what the community can afford so it is primarily rate funded.
Solid Waste Management	Safety Sustainable Infrastructure	Community	Ongoing	Community	Council has previously considered whether to separately fund this activity but has retained the current general rate funding.	This activity is about the management of the waste stream for the district therefore it is appropriate for it to be primarily funded from general rates with some user charges. The collection and management of refuse within the communities is carried out by independent operators who charge directly for the service.

Activity	Community outcomes - refer Appendix B	Who benefits	Period of benefit	Whose actions creates a need	Separate funding	Rationale
Animal Control	Safety	Individuals, groups and community	Ongoing	Individuals	Majority of funding is received from fees and charges but there is an overall benefit to the community. Unrecovered costs are funded from general rates.	Animal Control includes both dog and other animal and stock control. Most dog owners register their dogs in the required time and rarely call upon the service beyond the registration or micro-chipping requirements. The majority of responses to incidents or complaints come from the general public and whilst there are mechanisms to recover some costs, these are limited, and the fee income rarely covers this expense.

Funding source – Rates 70% - 89% User Charges 11% - 30%

Information Centres – i- SITES	Sustainable Development Sustainable Infrastructure	Individuals, groups	Ongoing	Individuals	This activity is primarily provided for visitors to the district but there are limited user charging opportunities. Unrecovered costs funded from general rates.	Some fee income received but this is quite limited. Council's avowed intention is to make i-SITES fully self-funding but, given that they also act as service centres, this is unlikely to be achieved.
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Funding source – Rates 60% - 79% User Charges 21% - 40%

Cemeteries	Safety Sustainable Infrastructure	Community Individuals	Ongoing	Individuals	High level of private benefit reflected in user charges but there is a need for indefinite maintenance requiring significant general rate funding.	Cemeteries are important to the community for cultural and social and environmental reasons. Whilst they do provide a private benefit there is a long term need to maintain them for an indefinite period of years.
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Activity	Community outcomes - refer Appendix B	Who benefits	Period of benefit	Whose actions creates a need	Separate funding	Rationale
Funding source – Rates 50% - 59% User Charges 41% - 50%						
Resource Consent Management	Safety Environmental Protection	Individuals, groups and community	Ongoing	Individuals, Groups	Primarily fee funded but some public good costs cannot be recovered. Unrecovered costs are funded from general rates.	This activity is primarily to support developers and provides a high level of private good. There is, however, a significant investment in providing advice to the public on a no-fee basis and in responding to and defending consent appeals because the courts rarely award full costs.
Funding source – Rates 40% - 60% User charges 60% - 40%						
Roading	Safety Sustainable Infrastructure	Community	Ongoing	Users	Council recognised that different categories of ratepayers receive different benefits. There is a small contribution from other fees and charges.	Council considered separately funding the whole of the roading activity with differentiated targeted rates but because of community engagement agreed to primarily fund it from General Rates with a relatively small contribution from Targeted Rates and fees and charges. Council believes that this arrangement provides clarity and affordability for funding the roading activity.
Building Consent Management	Safety Environmental Protection	Individuals, groups and community	Ongoing	Individuals, groups	This activity is primarily funded by separate fees – some costs arise from the provision of ‘public good’ activities such as giving information and advice, this is funded by general rates.	The full costs of the consent process should be borne by the applicants, but it is currently not practical to identify and charge all those who receive advice, these costs are funded from general rates.

Activity	Community outcomes - refer Appendix B	Who benefits	Period of benefit	Whose actions creates a need	Separate funding	Rationale
Environmental Health	Safety Environmental Protection	Individuals, groups and community	Ongoing	Individuals, Groups	User charges are based on the level of private benefit but the ability to recover these is restricted because fees are limited by statute. Unrecovered costs are funded from general rates.	Many of the costs arising from this activity relate to private benefits and the control of negative effects. The ability to recover those costs is governed by statute or a need to remain affordable to avoid the risk of reduced compliance. There is an overall benefit to the community from increased safety and health which is reflected in the general rate funding.

Funding source – Rates 30% - 49% User Charges 51% - 70%

Housing for the Elderly	Safety Sustainable Infrastructure	Individuals	Ongoing	Individuals	High level of private benefit paid for in rental income, but some costs cannot be recovered. Unrecovered costs funded from general rates.	Primarily funded by rentals paid by the occupiers but Council recognises that at times this activity may not be self-funding. This can be caused by several factors such as unexpected vacancies, market conditions etc. In that event the additional funding will be provided from General Rates.
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Funding source – Rates 20% - 39% User Charges 61% - 80%

Ferry	Safe and connected	Individuals, groups	Ongoing	Individuals, groups	User pay charges and subsidy from NZTA contribute to the funding of the service.	This is a key transport link that supports community access to medical services.
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Appendix B

Our community outcomes were reviewed as part of the Long-Term Plan 2021-31.

	Communities that are healthy, safe, connected, and sustainable	Whakataukī He tina ki runga, he tāmore ki raro. Contentment above, firmly rooted below.
	Connected communities prepared for the unexpected	Whakataukī Te toka tū moana. The boulder standing in the ocean.
	Proud, vibrant communities	Whakataukī Te pā harakeke. A community of harakeke plants.
	Prosperous communities supported by a sustainable economy	Whakataukī He kuaka mārangaranga, kotahi te manu i tau ki te tāhuna, ka tau, ka tau, tau atu e. Godwits rise and flock together in the air, one bird comes down to land on the sandbank to feed, then another, then another and another.
	A wisely managed and treasured environment that recognises the role of tangata whenua as kaitiaki	Whakataukī Whatungarongaro te tangata, toitū te whenua. As man disappears, the land remains.
	We embrace and celebrate our unique culture and heritage and value it as a source of enduring pride	Whakataukī Ahakoa he iti he pounamu. Although it is small, it is greenstone.

Appendix C: Factors considered in assessing s101(3) matters

LGA Section	Description from table	Factors considered
S101(3)(a)(i)	Community outcomes	Information drawn from Council's Outcomes adopted 28 February 2018 and updated for Council decisions on 24 May 2018.
S101(3)(a)(ii)	Who benefits	Council has grouped the beneficiaries of every activity according to the following criteria: Individuals: where there is a direct benefit to a user. Groups: where a particular group in the community benefits. For example, a group could be identified by proximity to a service or by association. Community: where there is a benefit to the majority of persons or properties in the community.
S101(3)(a)(iii)	Period of benefit	For operating costs, the period of benefit is ongoing as Council regularly provides the service. For the purpose of user charges, the benefit is restricted to the period of use, and user charges recognise this. For capital projects Council will consider the period of benefit to be the current and future generations who will benefit from the activity and will distribute the funding accordingly.
S101(3)(a)(iv)	Whose act creates a need	Council considered whether the action or inaction of individuals or groups contribute to the need to undertake the activity. This assessment may help Council determine whether user charges or targeted rates may be a funding option to modify the behaviour of those whose action or inaction causes cost to Council
S101(3)(a)(v)	Separate funding and Funding source	In the first instance Council considered whether individual user charges were the best method to attribute transparent and accountable charges to beneficiaries of the service. In considering the feasibility of this, Council considered the cost of and efficiency of collecting the separate revenues. Council believes that the current mix of general and targeted rates provides a transparent funding arrangement whilst, at the same time does not create an excessive complex system to maintain.

LGA Section	Description from table	Factors considered
S101(3)(b)	Rationale	<p>In considering the overall impact of the liability to pay rates, Council is of the view that it is not possible or fair to allocate the cost solely on individuals' benefits (as if rates replicated user pays). It is through the collective contribution of the whole community that the wellbeing of the district is best improved.</p> <p>Council does, however, operate a range of differentials which are designed to allocate the funding requirements to recognise the different demands that different ratepayer groups make on the services that Council provides.</p>

Price level adjustors

Source		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26	Year 6 2026/27	Year 7 2027/28	Year 8 2028/29	Year 9 2029/30	Year 10 2030/31	20 Year Average
Capital Expenditure												
All activities	LGCI - CAPEX	2.3%	3.0%	2.6%	2.6%	2.7%	2.6%	2.8%	2.8%	2.9%	2.7%	2.3%
Specific Operating												
Roading and Footpaths	BERL - Roothing	2.4%	3.1%	3.0%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%
Water Supply	BERL - Water and Environmental	2.4%	3.5%	2.6%	2.7%	2.9%	2.8%	3.2%	3.3%	3.4%	3.1%	2.5%
Wastewater	BERL - Water and Environmental	2.4%	3.5%	2.6%	2.7%	2.9%	2.8%	3.2%	3.3%	3.4%	3.1%	2.5%
Stormwater	BERL - Water and Environmental	2.4%	3.5%	2.6%	2.7%	2.9%	2.8%	3.2%	3.3%	3.4%	3.1%	2.5%
Solid Waste Management	BERL - Water and Environmental	2.4%	3.5%	2.6%	2.7%	2.9%	2.8%	3.2%	3.3%	3.4%	3.1%	2.5%
District Facilities	BERL - Community Activities	2.1%	2.7%	2.5%	2.4%	2.5%	2.4%	2.5%	2.6%	2.6%	2.4%	2.1%
Customer Services	BERL - Community Activities	2.1%	2.7%	2.5%	2.4%	2.5%	2.4%	2.5%	2.6%	2.6%	2.4%	2.1%
Environmental Management	BERL - Planning and Regulation	2.2%	2.5%	2.3%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.0%
Others	BERL - Planning and Regulation	2.2%	2.5%	2.3%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.0%

Interest rate projection

	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25	Year 5 2025/26	Year 6 2026/27	Year 7 2027/28	Year 8 2028/29	Year 9 2029/30	Year 10 2030/31
Interest rates used	2.2%	1.8%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

To the reader:

Independent Auditor's report on Far North District Council's 2021-31 long-term plan

I am the Auditor-General's appointed auditor for Far North District Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 24 June 2021.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and co-ordination of the Council's resources; and
 - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 33 to 34 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

Emphasis of Matters

Without modifying our opinion, we draw attention to the following disclosures.

Uncertainty over three waters reforms

Page 25 and 26 outlines the Government's intention to make three waters reform decisions during 2021. The effect that the reforms may have on three waters services provided is currently uncertain because no decisions have been made. The plan was prepared as if these services will continue to be provided by the Council, but future decisions may result in significant changes, which would affect the information on which the plan has been based.

Uncertainty over water supply and wastewater assets condition information

Page 60 outlines that, although the Council continues to update its asset information, the asset condition information used to support its planned water supply and wastewater assets renewal programme is not complete. The Council uses the available condition assessment information and performance of the assets to determine the renewals required. There is therefore a risk that all assets that may need replacing have not been identified. The Council sets out how it plans to reduce this risk and notes that it proposes to spend more on better understanding its assets.

Uncertainty over the delivery of the capital programme

Page 27 outlines that the Council is proposing to spend \$1.1 billion on capital projects over the next 10 years. Although the Council is taking steps to deliver its planned capital programme, as outlined on page 39, there is uncertainty over the delivery of the programme due to the significant constraints in the construction market. If the Council is unable to deliver on a planned project, it could affect intended levels of service.

Basis of opinion

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised) *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. In meeting the requirements of this standard, we took into account particular elements of the Auditor-General's Auditing Standards and the International Standard on Assurance Engagements 3400 *The Examination of Prospective Financial Information* that were consistent with those requirements.

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;

- the Council's forecasts to replace existing assets are consistent with its approach to replace its assets, and reasonably take into account the Council's knowledge of the assets' condition and performance;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

Responsibilities of the Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

We are responsible for expressing an independent opinion on the plan and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan's policy content.

Independence and quality control

We have complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the independence and ethical

requirements of *Professional and Ethical Standard 1* issued by the New Zealand Auditing and Assurance Standards Board; and

- quality control requirements, which incorporate the quality control requirements of *Professional and Ethical Standard 3 (Amended)* issued by the New Zealand Auditing and Assurance Standards Board.

Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council or any of its subsidiaries.



David Walker

Audit New Zealand

On behalf of the Auditor-General, Auckland, New Zealand



HE WHENUA RANGATIRA
A DISTRICT OF SUSTAINABLE PROSPERITY & WELL-BEING

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