



**CENTRAL  
HAWKE'S BAY**  
DISTRICT COUNCIL

# Council Workshop

Wednesday, 6 March 2024

9.00am

Council Chambers,  
28-32 Ruataniwha Street, Waipawa

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Order Of Business

1 Welcome / Karakia ..... 3

2 Council Workshop ..... 3

**1 WELCOME / KARAKIA**

**2 COUNCIL WORKSHOP**

## 2 COUNCIL WORKSHOP PRESENTATIONS

**File Number:****Author:** Doug Tate, Chief Executive**Authoriser:** Doug Tate, Chief Executive**Attachments:**

- 1. Council Workshop Presentation 6 March 2024 [↓](#)
- 2. Draft Levels of Service for Workshop Feedback [↓](#)
- 3. Draft Significant Assumptions for Workshop Feedback [↓](#)
- 4. Draft Significance and Engagement Policy for Workshop Feedback [↓](#)

### PURPOSE

This workshop covered the key topics that further build on the development of the Three-Year Plan budget. It also included other key topics of work including the Council's upcoming Representation Review. A description of these topics are:

#### Better off funding

In this session, Officers are sought further feedback on Better Off Funding options ahead of presenting options for Council to formally consider at its 14 March Council Meeting.

#### Three Year Plan programme

The workshop session provided an update on the key milestones, dates and decision-making points for Council.

#### Three Year Plan consultation options

The purpose of this workshop session was to seek feedback from Elected Members on the proposed options for the Consultation Document, ahead of Officers seeking formal endorsement of the options at its meeting on 14 March.

#### Updated Levels of Service for further feedback

The purpose of this session was to provide the Council with an update on the revised Levels of Service following feedback received late last year through both the Morrison Low Review and elected member feedback.

Officers sought feedback on the levels of service, prior to seeking formal endorsement of the Levels of Service at the Council Meeting being held on the 14 March 2024.

#### Draft Significant Forecasting Assumptions for further feedback

The purpose of this session was to provide the Council with an update on the revised key forecasting assumptions following feedback from Council and Risk and Assurance Workshops held in 2023.



Officers sought feedback on these prior to seeking formal endorsement of the Significant Forecasting Assumptions at the Council Meeting being held on 14 March.

### **Significant and Engagement Policy – Review**

The purpose of this session was to provide the Council with an opportunity to review the Significance and Engagement Policy as part of the Three-Year Plan Process.

This workshop session was to provide the opportunity for any questions or general feedback on the policy ahead Officers presenting this for adoption at the 14 March 2024 meeting.

### **Representation review update and Timeline**

The purpose of this session was to provide the Council with an update on the timeline for 2024 and next steps. This will follow Council receiving a formal update at its 14 March meeting.



# Council Workshop

6 March 2024



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## Workshop Agenda – 6 March 2024

Better Off Funding

3 Year Plan Consultation Options

Updated Levels of Service for further feedback

Draft Significant Forecasting Assumptions for further feedback

Significance and Engagement Policy – Review

Representation Review Update



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# Better Off Funding

6 March 2024



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## Further assessment of options since last week

### Three key objectives:

1. *Options to reduce impact on ratepayers (targeted in particular) in the 3-year plan (Year 1 in particular)*
  2. *Tangible “nice to haves”/community activation funding for community over the next 3 years*
  3. *Options to negate the loss of some levels of service*
- Feedback also received from Councillors over past few days on different options



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## Objective 1: reducing the impact on ratepayers

- Looked at the Capex work programme, filtered down to projects that are 50% or more rate funded
- Approximately \$1,000,000 rate-funded projects in YR1
  - Majority of these projects are renewals/improvements
  - Majority funded by the general ratepayer
- 3 Capex projects identified to include in for this objective
  - Bulk water metering (100% targeted)
  - I&I project (50% targeted rate 50% loan)
  - Hall UV upgrades (100% general)
- Identified key driver of targeted rate increase
  - Stormwater is the main driver (85% targeted, 15% General)



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Reducing the rates increase	\$1,150,000	Rate type	Saving (Targeted)	Saving (General)
Stormwater yr1	\$850,000	85% Targeted, 15% General	7.3%	1.3%
Bulk water metering yr1	\$50,000	100% Targeted	0.5%	
I&I project yr1	\$150,000	100% Targeted	1.5%	
Hall UV upgrades	\$100,000	100% General		1.0%

- Approx 9.3% saving (average) on the targeted rate and 2.3% on the general rate in Year 1
- Approx \$260 average saving in Year 1 for the targeted ratepayer
- Approx 4.2% decrease reduction on average (ie reducing the 24% to 20% average increase)
- Savings are for only Year 1 – defers increase to Year 2 and onwards
- Roughly a 2% increase for Year 2 on targeted ratepayer

	Y1	Y2	Y3
Existing	24.2%	11.6%	11.1%
New	19.9%	13.5%	11.1%



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## Objective 2: Tangible “nice to haves”/ community activation projects

- Support for most of the projects presented last week
- Reduced level of investment requested
- Projects to be ‘co-designed’ and implemented with community
  - Adequate structures need to be established to allocate community plan implementation

Community Activation	\$590,000
Harker St reinstatement	\$150,000
Waipawa town centre	\$100,000
Russell Park Master Plan	\$140,000
Russell Park Implementation	\$200,000
Community plans implementation	\$150,000

- Alternative option suggested for this objective is endowment fund, with interest invested in community projects



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## Objective 3: Maintaining level service

- Key project identified for YR1 that has been taken out of the model is the maintaining the Recycling Trailer service

Maintaining levels of service	\$60,000
Recycling trailers (1yr)	\$60,000



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## Existing commitments re BOF

- Funds already committed for Russell Park Master Plan (\$140,000) and for Cyclone Recovery Year 1 (\$250,000)
- Continue to fund Cyclone Recovery activity (year 2) through Better-Off Funding - \$250,000
  - FTEs + Opex + comms to 'tell our story'
- Fund implementation of the 'Our Homes' housing strategy through BOF
  - Have reduced amount proposed for this project (\$380,000 to \$150,000)
  - FTE resource + Opex for implementation of actions



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## Officer recommendations

- Property needs project (\$150,000) important to set ourselves well for future decision-making around civics and community property 2027 LTP
- Need some funding for programme management and administration over next 2 years
  - Less than half of what was recommended previously (because fewer projects)

\*Council to give consideration on how to fund progressing the Hawke's Bay 3-waters model



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## New proposed option for consideration

		Reducing rates increase	Community Activation	Maintain LOS	Recovery
<b>Reducing the rates increase</b>	<b>\$1,150,000</b>				
Stormwater Opex yr1	\$850,000	X		*	X
Bulk water metering yr1	\$50,000	X		*	
I&I project yr1	\$150,000	X		*	
Hall UV upgrades	\$100,000	X	X	*	
<b>Community Activation</b>	<b>\$740,000</b>				
Harker St reinstatement	\$150,000	*	X	X	X
Waipawa town centre	\$100,000	*	X	X	X
Russell Park Master Plan	\$140,000	*	X	X	
Russell Park Implementation	\$200,000	*	X	X	
Community plans implementation	\$150,000	*	X	X	X
<b>Maintaining levels of service</b>	<b>\$60,000</b>				
Recycling trailers (1yr)	\$60,000	*		X	
<b>Recovery</b>	<b>\$500,000</b>				
Recovery YR1	\$250,000	*		X	X
Recovery YR2	\$250,000	*		X	X
<b>Property needs</b>	<b>\$150,000</b>	*	X		
<b>Housing</b>	<b>\$150,000</b>	*	X		X
<b>Admin (2 Yrs)</b>	<b>\$80,000</b>				
<b>Total</b>	<b>\$2,830,000</b>				

## Other Options for considerations

- Options for generating revenue and / or saving costs:
  - Endowment fund (with interest spent on community activation projects)
  - Bringing infrastructure activities in-house (eg, traffic management, small drainage works etc)
  - Requires setting up a process for good decision making for these types of investments
- Building resilience in drinking water supply (eg, contribution to moving Waipawa Treatment Plant)
  - Limited alignment with 3 objectives set out last week
  - Would require co-funding from other sources for full move and upgrade of the plant
  - *Could* facilitate additional Crown co-funding
- How to fund CHBDC's contribution to moving forward the Hawke's Bay 3-Waters model?



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## Next steps

- Require feedback from Council to prepare Three Year Plan options to be agreed next week at Councils meeting
- Confirm endorsement from CIP

FOR WORKSHOP DISCUSSION – NOT COUNCIL POLICY



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# Three-Year Plan - Programme

6 March 2024



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## Purpose

- To provide elected members with an update on the Three-Year Plan programme
- To highlight the key milestone dates and acknowledge the timing constraints to meet the adoption date of 13 June to adopt a Three-Year Plan

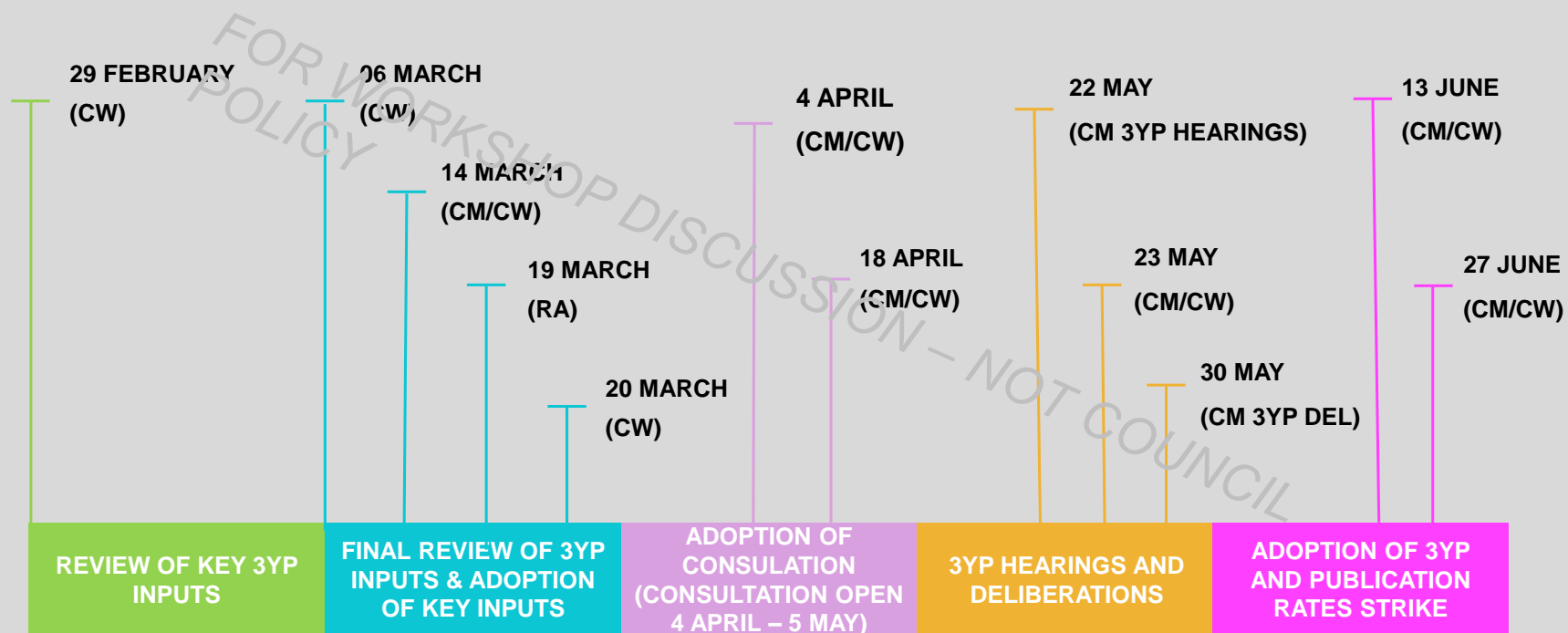


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# High Level Timeline



# Three-Year Programme

<b>FEBRUARY</b> <b>01</b>	<b>MARCH</b> <b>02</b>	<b>APRIL</b> <b>03</b>	<b>MAY</b> <b>04</b>	<b>JUNE</b> <b>05</b>
<b>29 FEBRUARY (CW)</b> <ul style="list-style-type: none"> <li>• Community Affordability Forum</li> <li>• Infrastructure Strategy</li> <li>• Financial Strategy</li> <li>• Development Contributions Policy</li> <li>• Better Off Funding Options</li> </ul>	<b>6 MARCH (CW)</b> <ul style="list-style-type: none"> <li>• Rates Remission – SNA</li> <li>• 3YP Further Policy Updates</li> <li>• LOS &amp; Significant Assumptions</li> <li>• Significance &amp; Engagement Policy Review</li> <li>• Better Off Funding Options</li> </ul> <b>14 MARCH (CM/CW)</b> <ul style="list-style-type: none"> <li>• Adoption of all Key Inputs Presented on 29 Feb +6 March + Treasury Management Policy</li> </ul> <b>19 MARCH (RA)</b> <ul style="list-style-type: none"> <li>• 3YP Consultation Doc (WS)</li> </ul> <b>20 MARCH (CW)</b> <ul style="list-style-type: none"> <li>• 3YP Consultation Doc (WS)</li> </ul>	<b>4 APRIL (CM)</b> <ul style="list-style-type: none"> <li>• Consultation Doc for adoption + consultation period starts 4 April – 5 May</li> </ul>	<b>22 MAY (CM 3YP HEARINGS)</b> <ul style="list-style-type: none"> <li>• Hearings</li> </ul> <b>23 MAY (CM/CW)</b> <ul style="list-style-type: none"> <li>• Adoption of Fees and Charges</li> </ul> <b>30 MAY (CM 3YP DEL)</b> <ul style="list-style-type: none"> <li>• Deliberations</li> </ul>	<b>13 JUNE CM/CW)</b> <ul style="list-style-type: none"> <li>• Adoption of 3YP</li> <li>• Rates Strike</li> </ul> <b>27 JUNE (CM/CW)</b>
				

## Key Inputs still be endorsed for the Three-Year Plan

Key Input	Decision Date
Financial Strategy	14 March 2024
Infrastructure Strategy	14 March 2024
Development Contributions Policy	14 March 2024
Levels of Service & Performance Measures	14 March 2024
Significant Forecasting Assumptions	14 March 2024
Better Off Funding Options	14 March 2024
Rates Remission Policy – SNA's	14 March 2024
Treasury Management Policy	14 March 2024
Significance and Engagement Policy	14 March 2024
Options for Consultation	14 March 2024
Three Year Plan Consultation Document and Supporting Information Fees and charges	4 April 2024
Hearing of Submissions Deliberations	22 May 2024 30 May 2024
Adoption of 3YP and striking of Rates	13 June 2024



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## Programme timing?

- Just a heads up, if there is further/major change, we will have to push out our 4 April timeline.

FOR WORKSHOP DISCUSSION – NOT COUNCIL POLICY



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# Three-Year Plan Consultation Options

6 March 2024

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## Purpose

- To seek feedback on the proposed options for the Consultation Document and formal consultation with community.
- Better Off Funding decisions and direction will impact option approach.



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## Feedback

- Clearly heard that there need to be tangible options for community
- Need to tell the story of what historical investment has achieved
  - What will additional investment achieve
- Simple options
- Need to explain what reductions have already been included



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## 15 February Council meeting

Proposed four key challenge areas for consultation:

- Stormwater
- Drinking water and Wastewater
- Land Transport
- Other activities

Focussed attention on the key issues driving cost, uncertainty and future investment

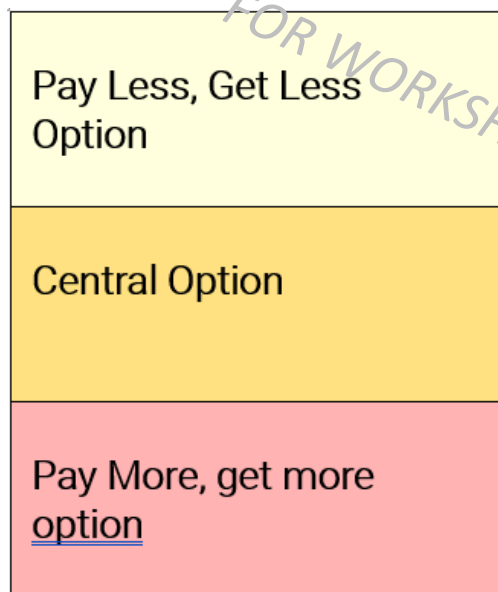


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## Option Approach



- Will allow people to select an option overall as well as consider each option across the four challenge areas
- In LTP 2021 we used the four challenge areas, but didn't articulate what a simpler or more ambitious outcome would cost overall.
- Each option explained across the four challenge areas
  - Stormwater
  - Drinking water and Wastewater
  - Land Transport
  - Other activities



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## Land Transport

- Each area would be provided with context on:
  - What we have done with previous investment and background context
  - What reductions have already been made (Central option)
  - Tradeoffs from the options
  - What future investment will achieve
  - Other Issues – eg Land Transport Recovery

Pay Less, Get Less Option XX%	<ul style="list-style-type: none"> <li>• Reduction in sealing programme by 20% meaning roads will deteriorate and pothole faster.</li> <li>• Reduce gravel roading programme by 20%, meaning more corrugations and potholes.</li> </ul>
Central Option XX%	<ul style="list-style-type: none"> <li>• Funding of \$2m remains set aside to support a bespoke 95% Funding Assistance Rate/Co Contribution for roading recovery over a five year period. No other recovery funding is in the Three Year Budget.</li> <li>• We can start to address our backlog of roadside maintenance over 12 years.</li> <li>• Reducing minor safety projects by half and increasing back over three years, to focus on the most critical areas of safety improvement.</li> <li>• There are no new Seal extensions (dust) and new footpaths.</li> </ul>
Pay More, get more option XX%	<ul style="list-style-type: none"> <li>• New funding to begin to proactively replace structural assest such as retaining walls across the roading network each year (\$300k)</li> <li>• Increased proactive investment in rural roadside drainage to prevent road failure (\$500k)</li> </ul>



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## Where the options land us\*

	Applying Better Off Funding	No Better Off Funding
Pay Less, Get Less Option	17.4%	19.9%
Central Option	19.9%	24.2%
Pay More, get more option	24.1%	28.4%

\*Estimated and still needs to be modelled properly.



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## Applying Better Off Funding

- Numbers still indicative
- Year 2 and 3 to be modelled properly
- Achieving a rating reduction becomes even harder
  - Reverting back to options dismissed



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	Land Transport	Water and Wastewater	Stormwater	Other activities		
				Solid Waste	Places and Open Spaces	Economic and Community Activities
<b>Pay Less, Get Less Option</b>  <b>17.4%</b>	<ul style="list-style-type: none"> <li>Reduction in sealing programme by 20% meaning roads will deteriorate and pothole faster.</li> <li>Reduce gravel roading programme by 20%, meaning more corrugations and potholes.</li> </ul> <p>Requires further savings of \$500k to achieve a \$200k rate savings (roughly .75% rates increase).</p>	<ul style="list-style-type: none"> <li>Reductions to operational funding across water and wastewater activities, focussing maintenance works to critical activities only.</li> </ul> <p>Requires operational savings of \$150,000.</p>	n/a	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Stopping and reducing services to achieve operational cost reductions, rebuilding over three years (Parks contract).</li> <li>Close the Waipawa Library and further reduce hours across other facilities.</li> </ul> <p>Requires an extra \$340,000 of savings</p>	<ul style="list-style-type: none"> <li>Stopping or reducing economic development activities that support the local economy, such as the Spring Fling, and initiatives in our Economic Development Action Plan.</li> </ul> <p>Requires an extra \$20k in savings</p>
<b>Central Option</b>  <b>Average 19.9%</b>	<ul style="list-style-type: none"> <li>Funding of \$2m remains set aside to support a bespoke 95% Funding Assistance Rate/Co Contribution for roading recovery over a five year period. No other recovery funding is in the Three Year Budget.</li> <li>We can start to address our backlog of roadside maintenance over 12 years.</li> <li>Reducing minor safety projects by half and increasing back over three years, to focus on the most critical areas of safety improvement.</li> <li>There are no new Seal extensions (dust) and new footpaths.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing with urgent replacement of end of life drinking water reservoirs in Waipawa and Waipukurau.</li> <li>Progressing with the Waipukurau Second Supply Resilience project.</li> <li>Minor upgrades for the Waipukurau Wastewater Treatment Plant to address growth, meaning projects such as the Waipukurau South Growth Precinct (Old Hospital site) can progress</li> <li>Delaying major Wastewater investment until the impacts of Cyclone Gabrielle are better understood (2027+)</li> </ul>	<ul style="list-style-type: none"> <li>\$850,000 is funded through Better Off Funding. No rating impact in Year 1, will further impact Year 2</li> <li>Improved stormwater management through an increased level of maintenance across Otane, Takapau, Waipawa and Waipukurau.</li> <li>Major capital projects to address network shortfalls in the networks in Waipukurau and Waipawa cannot be completed.</li> </ul>	<ul style="list-style-type: none"> <li>Permanent closure of the Waipawa and Takapau Transfer Station.</li> <li>Rationalisation of opening hours at Porangahau Transfer Station.</li> <li>Retention of all Recycling Drop of Centres</li> <li>No changes to urban kerbside bag and recycling services.</li> <li>Rural Recycling trailer service funded through BOF Funding.</li> </ul>	<ul style="list-style-type: none"> <li>Substantially maintain the current services across Councils services such as libraries, parks, museums, and pools, with some hour changes.</li> <li>Minor renewals remain funded, to ensure that assets do not significantly further deteriorate (noting that greater renewal investment than budgeted is required).</li> <li>Capital funding investment in new assets is delayed for the next three years, unless externally funded, with minor new funding for Russell Park the only new funding proposed in the three years.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing with key economic development activities, including the Spring Fling, with minor reductions across the activities.</li> </ul>
<b>Pay More, get more option</b>  <b>24.1%</b>	<ul style="list-style-type: none"> <li>Reinstatement of Year 1 new 'Structural Fund' (\$300k/\$123 rates) to match Year 2 Funding.</li> <li>\$500k/\$205 rates) one-off investment in rural roadside drainage in Year 1. Financial impact in Year 2 (hence not continued)</li> </ul> <p>Requires total increase of \$800k, \$328 in rates.</p>	<ul style="list-style-type: none"> <li>Roading reinstatement backlog from Water repairs (\$250k) – one off.</li> <li>Further Wastewater condition assessments (\$100k) – One off.</li> </ul> <p>Financial impact in Year 2 (hence not continued)</p>	<ul style="list-style-type: none"> <li>\$400k of additional urban stormwater shortfalls (explain what this will be) – one off</li> </ul> <p>Financial impact in Year 2 (hence not continued)</p>	<ul style="list-style-type: none"> <li>Keep Takapau Transfer Station Operational.</li> <li>Some operating hours may still be rationalised</li> </ul> <p>Requires \$25k of extra funding.</p>	<ul style="list-style-type: none"> <li>No reduction in Library hours</li> </ul> <p>Requires \$30k of extra funding</p>	n/a



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## No Better Off Funding

- Numbers still indicative
- Years 2 and 3 still to be modelled
- Options could be lower (including Central option) depending on BOF use
  - Eg other rate-funded waters projects
- Focus on reducing the Targeted rate
- Land Transport could reduce rate further (.7%)



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	Land Transport	Water and Wastewater	Stormwater	Other activities		
				Solid Waste	Places and Open Spaces	Economic and Community Activities
<b>Pay Less, Get Less Option</b>  <b>19.9 %</b>	<ul style="list-style-type: none"> <li>No reductions in Land Transport as a rural priority (Focus is on reducing targeted rates)</li> </ul>	<ul style="list-style-type: none"> <li>Reductions to operational funding across water and wastewater activities, focussing maintenance works to critical activities only.</li> <li>Requires operational savings of \$200,000.</li> </ul>	<ul style="list-style-type: none"> <li>\$700K reduction in stormwater rate, will further impact Year 2 unless reduced. Inflation only.</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Close the Waipawa Library and further reduce hours across other facilities.</li> <li>Requires an extra \$240,000 of savings</li> </ul>	<ul style="list-style-type: none"> <li>Stopping or reducing economic development activities that support the local economy.</li> <li>Requires an extra \$20k in savings</li> </ul>
<b>Central Option</b>  <b>Average 24.2%</b>	<ul style="list-style-type: none"> <li>Funding of \$2m remains set aside to support a bespoke 95% Funding Assistance Rate/Co Contribution for roading recovery over a five year period. No other recovery funding is in the Three Year Budget.</li> <li>We can start to address our backlog of roadside maintenance over 12 years.</li> <li>Reducing minor safety projects by half and increasing back over three years, to focus on the most critical areas of safety improvement.</li> <li>There are no new Seal extensions (dust) and new footpaths.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing with urgent replacement of end of life drinking water reservoirs in Waipawa and Waipukurau.</li> <li>Progressing with the Waipukurau Second Supply Resilience project.</li> <li>Minor upgrades for the Waipukurau Wastewater Treatment Plant to address growth, meaning projects such as the Waipukurau South Growth Precinct (Old Hospital site) can progress</li> <li>Delaying major Wastewater investment until the impacts of Cyclone Gabrielle are better understood (2027+)</li> </ul>	<ul style="list-style-type: none"> <li>Improved stormwater management through an increased level of maintenance across Otane, Takapau, Waipawa and Waipukurau.</li> <li>Major capital projects to address network shortfalls in the networks in Waipukurau and Waipawa cannot be completed.</li> </ul>	<ul style="list-style-type: none"> <li>Permanent closure of the Waipawa and Takapau Transfer Station.</li> <li>Rationalisation of opening hours at Porangahau Transfer Station.</li> <li>Retention of all Recycling Drop of Centres</li> <li>No changes to urban kerbside bag and recycling services.</li> <li>Rural Recycling trailer service funded through BOF Funding.</li> </ul>	<ul style="list-style-type: none"> <li>Substantially maintain the current services across Councils services such as libraries, parks, museums, and pools, with some reductions in hours.</li> <li>Minor renewals remain funded, to ensure that assets do not significantly further deteriorate (noting that greater renewal investment than budgeted is required).</li> <li>Capital funding investment in new assets is delayed for the next three years, unless externally funded, with minor new funding for Russell Park the only new funding proposed in the three years.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing with key economic development activities, including the Spring Fling, with minor reductions across the activities.</li> </ul>
<b>Pay More, get more option</b>  <b>28.4 %</b>	<ul style="list-style-type: none"> <li>Reinstatement of Year 1 new 'Structural Fund' (\$300k/\$123 rates) to match Year 2 Funding that is ongoing.</li> <li>\$500k/\$205 rates) ongoing investment in rural roadside drainage in Year 1.</li> <li>Alternatively apply \$800k to the programme across programmes (would need to be confirmed what)</li> </ul> <p>Requires total increase of \$800k, \$328 in rates.</p>	<ul style="list-style-type: none"> <li>Roading reinstatement backlog from Water repairs (\$250k)</li> <li>Further Wastewater condition assessments (\$100k)</li> </ul>	<ul style="list-style-type: none"> <li>\$400k of additional urban stormwater shortfalls (explain what this will be)</li> </ul>	<ul style="list-style-type: none"> <li>Keep Takapau Transfer Station Operational.</li> <li>Some operating hours may still be rationalised</li> </ul> <p>Requires \$25k of extra funding.</p>	<ul style="list-style-type: none"> <li>No reduction in Library hours</li> <li>Requires \$30k of extra funding</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>



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## Feedback and next steps

- Seeking feedback on the options
- Develop options for endorsement at Councils 14 March meeting.



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# Updated Levels of Service for further feedback

6 March 2024



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## Purpose

- To provide elected members with an update on the refined Levels of Service (LOS).
- To provide an opportunity for further feedback prior to the LOS coming back to Council on the 14<sup>th</sup> March for endorsement to be included in the Three Year Plan Consultation.



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## Refresher on key dates LOS were presented to Council

- 5 October – AMP Presentations
- 1 November – AMP Presentations
- 15 November – AMP Presentations
- 21 November – Final AMP Presentations
- 29 November – Presentation on LOS Review completed by Morrison Low



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## What did we hear from elected members?

- Plain language to be used
- Ensure the measures mean something to the community and are easily understood

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## What did we hear from the LOS Review?

- More level of service measures based on community survey than most other councils
  - CHB's targets are typically higher too – most targets are 90% at CHB, with most other councils aiming for around 80%
- Fewer output measures, for example in:
  - Environmental health monitoring and compliance activity
  - Economic and community development
  - Open spaces/community facilities
- Strikes a reasonable balance between being detailed and meaningful

*This is compared with 8 other Councils e.g. Hastings, Napier, Tararua, Ruapehu, Far North, Thames-Coromandel, South Waikato, Matamata-Piako*



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So what has changed?

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# 1. Leadership, Governance & Consultation Group

## 1.1. Leadership Governance and Consultation

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council listens to its community, responds efficiently and effectively, communicates well and has a 'can do' customer services attitude.	The percentage of people who consider that Council has responded well or very well to community needs and issues	66% 2020/2021 76% 2022/23	85%	85%	85%	85%
	The percentage of formal consultation which follows legislative and policy requirements.	100%	100%	100%	100%	100%
	The percentage of people who consider that Council has engaged and communicated well about Council business	81% 2022/23	85%	85%	85%	85%
	Iwi and Marae report to be satisfied with the level of engagement and partnership with Central Hawke's Bay District Council. The percentage of responding Marae that are satisfied/ very satisfied that their Mana whenua status is recognised by Council and they have the opportunity for meaningful involvement in decision making.	0% New	50%	60%	70%	80%
Council operates within its financial means.		Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy



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## 2.1. Social Development

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
<u>In partnership with our community we develop and implement effective strategies, policies and initiatives that support community wellbeing.</u>	The percentage of the community satisfied with the Social Development activity of Council.	<u>8769% - 2022/23</u>	<u>9855%</u>	<u>8595%</u>	<u>9585%</u>	<u>8595%</u>
<u>Council has a strong voice so that it can, in partnership with community, advocate and lead change in social issues and opportunities for the District.</u>	<u>Council implements the Social Wellbeing New Strategy.</u>	<u>100%100%</u>	<u>100%100%</u>	<u>100%100%</u>	<u>100%100%</u>	<u>100%100%</u>
<u>Council provides quality advice, information and support to community groups, agencies and communities and helps build a strong community and voluntary sector.</u>	The percentage of community groups associated with the Social Wellbeing Network that are satisfied with the advice and support provided by Council.	<u>95%New</u>	<u>985%</u>	<u>895%</u>	<u>985%</u>	<u>985%</u>
<u>Council creates opportunities for the community to build capacity and is resourced to deliver on community priorities.</u>	<u>Council supports community groups to achieve their goals.</u>					
	The percentage of community groups associated with the Social Wellbeing Network that supported by Council are satisfied with the level of service provided advice, information and support provided by Council.	<u>10095%</u>	<u>10095%</u>	<u>10095%</u>	<u>10095%</u>	<u>10950%</u>



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# Economic Development

## 2.2. Economic Development

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council supports the enhancement of economic wellbeing by the delivery of increased job opportunities, a diversified and resilient local economy and increased productivity.	Implement the 2019 Economic Development New Action Plan (Implementation Plan).		100%	100%	100%	100%
	<del>Representatives (%) of the Economic New Leadership Group that are satisfied that the 2019 Economic Development Action Plan deliverables are being achieved.</del>		<del>90%</del>	<del>90%</del>	<del>90%</del>	<del>90%</del>



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# Land Transport

## 3. Land Transport

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASLINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To deliver safe, reliable and lasting road assets that connect our people and places, and allow our district to prosper.	<a href="#">Reducing trend of serious and fatal accidents where road condition is a factor. 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.</a>	<a href="#">2022/23: 0 Fatalities 8 Serious injuries 2020: 1 Fatality, 4 Serious injury</a>	Reduce to Zero	Reduce to Zero	Reduce to Zero	Reduce to Zero
	The average quality of ride on a sealed local road network, measured by smooth travel exposure.	<a href="#">90.798.3% 2022/23</a>	Between 85% and 90%	Between 85% and 90%	Between 85% and 90%	Between 85% and 90%
	At least 20% of the footpaths in excellent condition and no more than 10% of the footpaths in poor condition measured annually.	<a href="#">No footpath condition rating was completed during 2019/2020 Achieved 2022/23</a>	Excellent >50% Poor <10%	Excellent >50% Poor <10%	Excellent >50% Poor <10%	Excellent >50% Poor <10%
	The percentage of sealed local road network that is resurfaced.	<a href="#">4.2% 2022/23 6.5%</a>	<a href="#">Between 7% and 10% Between 4% and 10%</a>	<a href="#">Between 7% and 10% Between 4% and 10%</a>	<a href="#">Between 7% and 10% Between 4% and 10%</a>	<a href="#">Between 7% and 10% Between 4% and 10%</a>
	The percentage of customer service requests relating to roads and footpaths to which we respond to within <a href="#">fivethree</a> working days.	88%	100%	100%	100%	100%
	The percentage of users satisfied with the roading service provided.	<a href="#">34% 72% 2022/23</a>	<a href="#">65% 90%</a>	<a href="#">97%</a>	<a href="#">75% 90%</a>	<a href="#">89%</a>



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# Reserves and Open Spaces + Retirement Housing

## 4.1. Reserves and Open Spaces

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides a range of parks and reserves that are affordable, well maintained, safe and provide for the recreational (play and sport), cultural, and environmental wellbeing of the community.	Monitoring the number of health and safety incidents or injuries due to inadequate or poor maintenance in our parks, reserves and sportsgrounds	New	0	0	0	0
	The <u>average</u> percentage of residential New dwellings within <u>10 minute walk</u> (redshd) of a Council owned or supported playground	60%	60%	60%	60%	<u>60 – 80</u> 70-90%
	The <u>average</u> percentage of urban dwellings New within <u>10 minute walk</u> (redshd) of a park or community open space	<u>40</u> 60%	<u>40</u> 60%	<u>40</u> 60%	<u>40</u> 60%	<u>70-90</u> 40- 60%
	The percentage of people that have used or visited a park, reserve or open space in the last 12 months	79%	80%	80%	80%	80%
	The percentage of people that are satisfied with parks, reserves and open spaces.	95%	90%	90%	90%	90%

## 4.2. Retirement Housing

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides safe, well maintained and comfortable community housing for our Retired Community	Tenants' overall satisfaction with Council's Retirement Housing services <u>based on responses</u> .	82%	<u>90</u> 90%	<u>90</u> 90%	90%	90%



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# Public Toilets + Community Facilities

## 4.3. Public Toilets

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASILINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides public toilets that are clean, safe, in good working order and meet the needs of our community and visitors	The number of complaints we receive about inadequate maintenance and poor cleaning of our toilets.	<a href="#">≤7 complaints 2022/23 year New</a>	<108 complaints	<8 complaints	<86 complaints	<68 complaints

## 4.4. Community Facilities

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASILINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides safe, affordable and appropriate facilities that provide for the cultural and social wellbeing of our community. These are activated and vibrant community spaces used by our community.	The number of Community users of the Waipawa Pool	12,133	12,000	13,000	14,000	14,000+
	<a href="#">The percentage of District Hall Committees satisfied with the advice and support provided by Council.</a> <a href="#">The percentage of users that were satisfied with community halls</a>	New	6750%	680%	8560%	8560%



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# Libraries

## 4.5. Libraries

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Our libraries are inclusive places, and all people are encouraged to make use of the library's <a href="#">services</a>	The number of people visiting our libraries (physical)	Based on 2022/2023 physical visits to the libraries 130,000 Based on 2018/2019 Physical visit Waipukurau 81,000 Waipawa 66,000	130,000 Waipukurau 81,000 Waipawa 66,000	132,000 Waipukurau 81,000 Waipawa 66,000	135,000 Waipukurau 81,000 Waipawa 66,000	Waipukurau 81,000 Waipawa 66,000 140,000
	The number of digital visits through our website, online databases, and platforms. The number of people visiting our libraries (digital)	Based on 2022/2023 Digital Visits of 20,000 Based on 2019/20 12,000 digital visit	20,000 12,000	21,000 12,000	22,000 12,500	12,000-13,000 23,000
Council will provide a range of information services for community to access.	Levels of issues per capita per annum - both physical and digital	Based on 2022/2023 Pop. 15,950 (2022) and 95,489 issues, for 6 issues per capita. Based on Public Library Stats 2018/19 - population of 14,304 and issues of 114,849 to provide a baseline of 8 issues per capita.	6 issues per capita	6 issues per capita Council will provide a range of information services for community to access.	6 issues per capita Levels of issues per capita per annum - both physical and digital	6 issues per capita Based on Public Library Stats 2018/19 - population of 14,304 and issues of 114,849 to provide a baseline of 8 issues per capita.



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# Libraries continued

Council will provide a range of activities and learning opportunities.	The number of services, programmes and learning opportunities available.	Based on 2022/2023	500	400	500	400
	The number of events and programmes available and participants	500 services, programmes and learning opportunities	500	400	500	400
Participants of events including programmes, exhibitions, author events and classes.						
		Based on 2019/20	400	500	500	400
		Based on 2022/2023 attendance stats	6,000	6,250	6,500	6,000

# Cemeteries

## 4.6. Cemeteries

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council looks after its Cemetery grounds, providing a special place of remembrance for loved ones amongst attractive and well-maintained grounds	The percentage of the community satisfied with the condition and maintenance of our Districts cemeteries	97% of residents were satisfied in the 2019/20 residents opinion survey.	90%	90%	90%	90%
	No complaints about late or inadequate interment services at our cemeteries	New	100%	100%	100%	100%

# Planning and Regulatory Services

## 5.1. District Planning

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council creates an environment where development and the use of land in our district strategically balances the need for growth while protecting our special places and community values.	A District Plan that is compliant with the Resource Management Act and other higher order Resource Management Act instruments within the timeframes required. A District Plan current within the statutory timeframes.	AchievedOur current District Plan is not RMA Compliant and we have not given effect to national policy statements	AchievedNot achieved	AchievedNot achieved	AchievedAchieved	AchievedAchieved
Council creates an environment where development and the use of land in our District balances the need for growth while protecting our special places and community values.	Develop and maintain a programme of work to ensure the District Plan is responsive to growth, is focused on achieving positive environmental outcomes and is consistent with the requirements of the broader planning framework.	New New	Achieved Develop a project plan for changes to respond to growth and rolling reviews over the next ten years.	Achieved Develop changes to the District plan to provide for projected residential and commercial growth.	Achieved Develop changes to the District plan to provide for projected residential and commercial growth.	Achieved Develop changes to the District plan to provide for projected residential and commercial growth.
	A District Plan that is future focussed and responsive to the Districts Growth and development.					



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# Building Control

## 5.2. Building Control

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To protect the community from unsafe buildings and ensure buildings are designed and constructed in a manner that promotes sustainable development, Council provides an effective Building Consent Authority to service to the district.	The percentage of Building Consents processed within 20 working days (the statutory timeframe)	98%	1>95%00%	95%100%	95%100%	195%00%
	The percentage of customers satisfied with Building Consent services provided	8879% - 2022/23	85%90%	95%90%	85%90%	85%90%

# Animal Services

## 5.3. Animal Services

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASLINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
<u>We provide great customer service and the animal control activity minimises nuisance and makes our community a safer place to live. To ensure that animals are looked after in a humane manner and are not menacing, dangerous or a nuisance to the public.</u>	The percentage of known dogs registered	<u>98.5%</u>	>95%	>95%	>95%	>95%
	Percentage of serious dog incidences responded to within 2 hours	<u>91.5%</u> 100%	100%	100%	100%	100%
	Response to all stock complaints and requests within 24 hours	100%	100%	100%	100%	100%
	The percentage of users satisfied with the Animal Control service provided	<u>90.7%</u> 90%	90%	90%	90%	90%



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# Compliance and Monitoring

## 5.4. Compliance and Monitoring

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides a compliance and monitoring service which is compliant, efficient and customer friendly.	The percentage of pool owners satisfied with the Swimming Pool inspection service provided	New	65% 90% 85%	65% 95% 85%	65% 100% 85%	65% 100% 85%
	Owners, or their agents, advised that their BWOE has lapsed within one month of expiry					
	The percentage of swimming pools inspected within the three yearly inspection period					
	All PIMs, LIMs, and CCCs are issued within the statutory timeframe	100% New 0%	100%	100%	100%	100%
	Respond to complaints about non-compliance with bylaws within three working days	100%	100%	100%	100%	100%
	The percentage of new resource consents monitored within two years of being issued	0% New	25% 100%	50% 100%	100%	100%
	The percentage of users satisfied with the Compliance and Monitoring service provided	90%	90%	90%	90%	90%
	Respond to environmental compliance enquiries within 3 working days	New	90%	90%	90%	90%



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# Environmental Health

## 5.5. Environmental Health

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To keep the community safe and healthy by ensuring environmental and public health standards are maintained.	Complaints received are responded to within three working days	100%	100%	100%	100%	100%
	The percentage of customers satisfied with the public health services delivered	72%	80%95%	80%95%	80%95%	80%95%

# Land Use Consenting

## 5.6. Land Use and Consenting

WHAT WE DO	HOW WE KNOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To enable use, development and subdivision of land in line with our District Plan and other environmental policies	The percentage of resource consents (non-notified) processed within 20 working days (the statutory timeframe)	4179%	60%80%	65%80%	75%80%	80%80%
	The percentage of customers satisfied with the <del>land use and subdivision</del> resource consent services provided	5983%	65%90%	70%90%	75%90%	80%90%
	<del>The percentage of customer service requests relating to land use and resource consen</del> ting to which we respond to within five working days. <del>The percentage of planning enquiries</del> enquiries responded to within five working days.	New	80%	80%	80%	80%

# Solid Waste

## 6. Solid Waste

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASLINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council supports and provides incentives for waste reduction, reuse and recycling in order to achieve its Waste Free CHB goals.	The percentage of total waste that is diverted from the landfill to recycling, re-use and recovery.	New Measure	32%	40%	48%	>50%
	The amount of green waste processed each year	2,273 m3	>2,250 m3	>2,250 m3	>2,250 m3	>2,250 m3
	The number of schools participating in waste minimisation programmes	91.4%	75%	75%	75%	75%
	Hold waste minimisation promotional events in the District	5	4	4	4	4
	The percentage of users satisfied with the solid waste service provided	77%	90%	90%	90%	90%
Provide communities with access to safe, efficient, and cost-effective recycling services to achieve WasteFREE CHB goals.	The percentage of total waste that is diverted from the transfer station and kerbside refuse collection to recycling, re-use and recovery.	40%	49%	50%	>50%	>50%
	The percentage of users satisfied with the Kerbside Recycling Services.	81%	83%	85%	85%	>85%
	The percentage of users satisfied with the Recycling Drop Off Centres.	90%	94%	95%	95%	95%



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# Stormwater

## 7. Stormwater

We will provide an update on these measures in workshop next week.

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To effectively manage stormwater in a manner that respects and protects private and public assets and preserves the health of our waterways.	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system).	0 (2022/23 - 31) as a result of Cyclone Gabrielle. 0 in previous years.	0	0	0	0
	Compliance with the territorial authority's resource consents for discharge from its stormwater systems measured by the number of:					
	abatement notices;	0 (2022/23 - 3) as a result of Cyclone Gabrielle. 0 in previous years.	0	0	0	0
	infringement notices;	0 (2022/23 - 0)	0	0	0	0
	enforcement orders; and	0 (2022/23 - 0)	0	0	0	0
	successful prosecutions, received by the territorial authority in relation to those resource consents.	0 (2022/23 - 0)	0	0	0	0
	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.	0 (no flooding events in 2020) (2022/23 ≤ 2hr)	≤ 2hr	≤ 2hr	≤ 2hr	≤ 2hr
	The number of complaints received about the performance of the stormwater system (expressed per 1000 properties connected to the stormwater system)	4.7 (2022/23 - 7.7)	≤ 5	≤ 5	≤ 5	≤ 5
	The percentage of users satisfied with the stormwater service provided	92% (2022/23 64%)	90%	90%	90%	90%



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# Wastewater

## 8. Wastewater

We will provide an update on these measures in workshop next week.

WHAT WE DO	HOW WE'LL SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To provide for the effective reticulation, treatment and disposal of wastewater in a way that protects the health of our communities and our natural environment.	Target number of dry weather sewerage overflows (per 1000 connections to the total sewerage systems)	3.5 (2022/23 – 16.2)	≤10	≤10	≤10	≤10
	Target number of total sewerage overflows (per 1000 connections to the total sewerage)	3.5 (2022/23 – 20.6)	≤30	≤30	≤30	≤30
	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:					
	abatement notices;	0 (2022/23 – 0)	0	0	0	0
	infringement notices;	0 (2022/23 – 0)	0	0	0	0
	enforcement orders; and	0 (2022/23 – 0)	0	0	0	0
	convictions, received by the territorial authority in relation to those resource consents.	0 (2022/23 – 0)	0	0	0	0
	Median response time for attending sewerage overflows resulting from blockages or other faults (measured from the time that notification is received to the time that the service personnel reach the site)	47 minutes (2022/23 28.8 mins)	≤1hr	≤1hr	≤1hr	≤1hr
	Median resolution time for attending sewerage overflows resulting from blockages or other faults (measured from the time that notification is received to the time that the service personnel reach the site)	2 hours 20 minutes (2022/23 – 2 hrs 46 mins)	≤ 4 hrs	≤ 4 hrs	≤ 4 hrs	≤ 4 hrs



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## Solid Waste continued

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<u>The percentage of users satisfied with the Districts Transfer Stations</u>	<u>76% - 2022/23</u>	<u>78%</u>	<u>80%</u>	<u>82%</u>	<u>84%</u>
<u>The percentage of users satisfied with the Rural Mobile Recycling Services</u>	<u>87%</u>	<u>89%</u>	<u>91%</u>	<u>93%</u>	<u>95%</u>
<u>Incentivise, provide or support waste minimization initiatives to achieve Waste free CHB goals.</u>	<u>The amount of green waste processed each year.</u>	<u>&gt;2400 m3</u>	<u>&gt;2400 m3</u>	<u>&gt;2400 m3</u>	<u>&gt;2400 m3</u>
<u>The percentage of schools participating in waste minimisation programmes.</u>	<u>94.40% 2022/23</u>	<u>&gt;90%</u>	<u>&gt;90%</u>	<u>&gt;90%</u>	<u>&gt;90%</u>
<u>The number of waste minimisation promotional events in the district each year.</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>6</u>



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## Wastewater continued

WHAT WE DO	HOW WE'LL SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURE	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
	received to the time that service personnel confirm resolution of the blockage or other fault)					
	Number of complaints received per annum per 1000 sewerage connections about any of the following:	14.4 (2022/23 – 37.5)	≤ 10	≤ 10	≤ 10	≤ 10
	Sewage odour, Sewerage system faults, Sewerage system blockages or Council's response to issues with its sewerage systems.					
	The percentage of users satisfied with the wastewater service provided	91% (2022/23 – 93%)	90%	90%	90%	90%



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# Water Supply

## 9. Water Supply

We will provide an update on these measures in workshop next week.

WHAT WE DO	HOW WE'LL SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To provide safe, reliable and consistent water supplies to our community working with our customers to support wise and sustainable water use.	The extent to which the local authorities drinking water supply complies with <u>Part 4 of the drinking water standards the new Part D rules under the DWQAR's</u> (bacteria compliance criteria)	Reticulation Otane Pass (2019: Pass) Waipawa Pass (2019: Pass) Waipukurau Pass (2019: Pass) Takapau Pass (2019: Pass) Kairakau Pass (2019: Pass) Porangahau Pass (2019: Pass) NEW	All potable supplies 100%	All potable supplies 100%	All potable supplies 100%	All potable supplies 100%
	The extent to which the local authorities drinking water supply complies with <u>the new Part T rules under the DWQAR's Part 5 of the drinking water standards</u> (protozoal compliance criteria)	Treatment Otane Pass (2019: Fail) Waipawa Pass (2019: Fail) Waipukurau Fail (2019: Fail) Takapau Fail (2019: Pass) Kairakau Fail (2019: Fail) Porangahau Fail (2019: Fail) NEW	All potable supplies 100%	All potable supplies 100%	All potable supplies 100%	All potable supplies 100%
	Percentage of real water loss from the local authority's networked reticulation system	Unmeasurable	≤ 30% unmeasurable	≤ 30% unmeasurable	≤ 30% unmeasurable	≤ 30% unmeasurable
Attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site		28 minutes (2022/23 – 23 mins)	≤ 2 hours	≤ 2 hours	≤ 2 hours	≤ 2 hours



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## Next Steps

- Incorporate any feedback received today, into the levels of service and performance measures document to be endorsed at Council Meeting on 14 March 2024.

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# Draft Significant Forecasting Assumptions for further feedback

6 March 2024

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## Purpose

- To provide elected members with an update on the refined Significant Forecasting Assumptions work completed to date.
- To provide an opportunity for further feedback prior to the Significant Forecasting Assumptions coming back to Council on 14 March for endorsement to be included in the Three Year Plan Consultation.



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## Focus on changes

Main focus has been on reducing assumptions to aligning with key focus on what is purpose of key assumptions are:

- Assumptions that are material
- Have a high degree of uncertainty



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Whats changed?

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# Significance and Engagement Policy – Review

6 March 2024



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## Purpose

- To provide elected members with an update on the review of the Significance and Engagement Policy.
- To provide an opportunity for feedback prior to the Council on 14 March for endorsement to be included in the Three-Year Plan Consultation.



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## What work has been completed to date?

- Officers have sought sector advice on this policy.
- From the sector advice officers are not proposing to make any changes to the current policy.
- However, officers would like to provide an opportunity for elected members to ask any questions or provide general feedback, prior to formally endorsing the policy so that it can be included in the Three Year Plan Consultation.



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Is there any feedback or changes you would like to reflect in the current Policy?

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# Representation Review update

6 March 2024



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## Background

- Currently reviewing our district's representation arrangements for the 2025 and 2028 local government elections.
- This process determines how the council is made up i.e number of councillors to be elected, the basis of election for councillors (such as wards, boundaries and names of those wards) and whether there are to be community boards in the district, where they might be and what their membership arrangements are.



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## Early Survey

- The first step of a representation review is to listen to our communities and learn what they think representation should look like at the council via a preliminary survey.
- Survey will be live from mid-March – 2 April 2024. Please share with your networks and encourage people to complete the survey as this will form the basis of a number of options in the Draft Proposal.
- Based on feedback from the preliminary survey, a representation proposal will be put to council workshop on 18 April 2024 with the help with an external consultant, Stephen Hill (Electionz).
- This workshop will focus on Rep Review options and feedback from this workshop will assist officers to develop further options and incorporate into final Draft Rep Review Proposal.
- A final draft Rep Review proposal will be presented to you during May (date yet to be confirmed with Stephen Hill).



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## Key Dates continued

- 27 June 2024 – Final Draft Rep Review Proposal adopted at Council meeting.
- Public notice will follow for a 6-week period (15 July – 28 August)
- If any submissions received on the Draft Proposal, Hearings will be scheduled on 5 September (currently a council workshop).
- 19 September 2024 – Council meeting: Final Rep Review Proposal to be adopted.
- 4 Nov – 3 Dec 2024 – Appeals and objections (close on 3 Dec 2024)
- 20 Dec 2024 – Forward all appeals and objections to Local Government Commission
- 10 April 2025 – Last date for LGC determination on representation review.



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## 2024 Representation Review Timeline

### Preliminary Survey

From Mid March – 2 April 2024

### Manawhenua Kahui

Tuesday, 12 March at 5.30pm – 7.00pm  
Council Chamber

### Council considers feedback and determines best representation arrangement

Council Workshop  
Thursday, 18 April 2024

### Adopt Draft Initial Representation Review Proposal

Thursday, 27 June 2024 at 9.00am



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**Formal Public Notice on the Draft Representation Review Proposal**

15 July - 28 Aug 2024

**Manawhenua Kahui**Tuesday, 13 August at 5.30pm – 7.00pm  
Council Chamber**Adopt FINAL Initial Representation Review Proposal**

Thursday, 19 September 2024 at 9.00am

**Formal Public Notice on the FINAL Representation Review Proposal**

4 October - 4 November 2024

**Appeals & Objections close**

Monday, 4 November 2024 at 5pm

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**Appeals & Objections forwarded to Local Government Commission (if required)**

Friday, 20 December 2024

**Last date for LGC determination on Representation Review**

10 April 2025



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## Survey Review

- Are the further questions/ points of feedback that might you think would be helpful as you consider options on the review?

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1. Leadership, Governance and Consultation Group

1.1. Leadership Governance and Consultation

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council listens to its community, responds efficiently and effectively, communicates well and has a 'can do' customer services attitude.	The percentage of people who consider that Council has responded well or very well to community needs and issues.	66% 2020/2021 76% 2022/2376%	85%	85%	85%	85%
	The percentage of formal consultation which follows legislative and policy requirements.	100%	100%	100%	100%	100%
	The percentage of people who consider that Council has engaged and communicated well about Council business	81% 2022/23New	85%	85%	85%	85%
	Iwi and Mārae report to be satisfied with the level of engagement and partnership with Central Hawke's Bay District Council. The percentage of responding Mārae that are satisfied/ very satisfied that their Mana whenua status is recognised by Council and they have the opportunity for meaningful involvement in decision making.	0%New	50%	60%	70%	80%
	Council operates within its financial means.	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy	Zero breaches of the Financial Reporting Prudence Benchmarks set in the Financial Strategy

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2.1. Social Development

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
<u>In partnership with our community we develop and implement effective strategies, policies and initiatives that support community wellbeing.</u> <u>Council has a strong voice so that it can, in partnership with community, advocate and lead change in social issues and opportunities for the District.</u>  <u>Council provides quality advice, information and support to community groups, agencies and communities and helps build a strong community and voluntary sector.</u> <u>Council creates opportunities for the community to build capacity and is resourced to deliver on community priorities.</u>	The percentage of the community satisfied with the Social Development activity of Council.	<del>87</del> 69% - 2022/23	985%	859%	958%	859%
	<u>Council implements the Social Wellbeing Strategy.</u> <u>Central Hawkes' Bay Network of Network Action Plans are developed and implemented.</u>	<del>100</del> %-100%	100%-100%	100%-100%	100%-100%	100%-100%
	The percentage of community groups associated with the Social Wellbeing Network that are satisfied with the advice and support provided by Council. Council supports community groups to achieve their goals.	<del>95</del> %New	985%	895%	985%	985%
	The percentage of community groups associated with the Social Wellbeing Network that supported by Council are satisfied with the level of service provided advice, information and support provided by Council.	<del>100</del> 95%	10095%	10095%	10095%	1095%

2.2. Economic Development

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council supports the enhancement of economic wellbeing by the delivery of increased job opportunities, a diversified and resilient local economy and increased productivity.	Implement the 2019 Economic Development New Action Plan (Implementation Plan).		100%	100%	100%	100%
	<del>Representatives (%) of the Economic New Leadership Group that are satisfied that the 2019 Economic Development Action Plan deliverables are being achieved.</del>		99%	99%	99%	99%

3. Land Transport

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASLINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To deliver safe, reliable and lasting road assets that connect our people and places, and allow our district to prosper.	Reducing trend of serious and fatal accidents where road condition is a factor. 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.	2022/23: 0 Fatalities 8 Serious injuries 2020: 1 Fatality 4 Serious Injury New	Reduce to Zero	Reduce to Zero	Reduce to Zero	Reduce to Zero
	The average quality of ride on a sealed local road network, measured by smooth travel exposure.	90.744.3% 2022/23	Between 85% and 90%	Between 85% and 90%	Between 85% and 90%	Between 85% and 90%
	At least 20% of the footpaths in excellent condition and no more than 10% of the footpaths in poor condition measured annually.	No footpath condition rating was completed during 2019/2020 Achieved 2022/23	Excellent >50% Poor <10%	Excellent >50% Poor <10%	Excellent >50% Poor <10%	Excellent >50% Poor <10%
	The percentage of sealed local road network that is resurfaced.	4.2% 2022/23 6.5%	Between 7% and 10% Between 4% and 10%	Between 7% and 10% Between 4% and 10%	Between 7% and 10% Between 4% and 10%	Between 7% and 10% Between 4% and 10%
	The percentage of customer service requests relating to roads and footpaths to which we respond to within five three working days.	88%	100%	100%	100%	100%
	The percentage of users satisfied with the roading service provided.	73.42% 2022/23	65% 90%	970%	7590%	890%

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4. Places and Open Spaces Group

4.1. Reserves and Open Spaces

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides a range of parks and reserves that are affordable, well maintained, safe and provide for the recreational (play and sport), cultural, and environmental wellbeing of the community.	Monitoring the number of health and safety New incidents or injuries due to inadequate or poor maintenance in our parks, reserves and sportsgrounds		0	0	0	0
	The <u>average</u> percentage of residential New dwellings within 10 minute walk (pedshed) of a Council owned or supported playground		60%	60%	60%	<del>60 – 80</del> 70-90%
	The <u>average</u> percentage of urban dwellings New within 10 minute walk (pedshed) of a park or community open space		<del>40</del> 60%	<del>40</del> 60%	<del>40</del> 60%	<del>70-90</del> 40- 60%
	The percentage of people that have used or visited a park, reserve or open space in the last 12 months	<del>79</del> 8%	80%	80%	80%	80%

4.2. Retirement Housing

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides safe, well maintained and comfortable community housing for our Retired Community	Tenants' overall satisfaction with Council's Retirement Housing service	<del>82</del> 100%	<del>90</del> 90%	<del>90</del> 0%	90%	90%

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4.3. Public Toilets

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides public toilets that are clean, safe, in good working order and meet the needs of our community and visitors	The number of complaints we receive about inadequate maintenance and poor cleaning of our toilets.	<7 complaints 2022/23 year-New	<10 complaints	<8 complaints	<8 complaints	< 6 complaints

4.4. Community Facilities

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides safe, affordable and appropriate facilities that provide for the cultural and social wellbeing of our community. These are activated and vibrant community spaces used by our community.	The number of Community users of the Waipawa Pool	12,133	12,000	13,000	14,000	14,000+
	The percentage of District Hall Committees satisfied with the advice and support provided by Council. The percentage of users that were satisfied with community halls	New	67.5%	68.0%	85.6%	85.6%

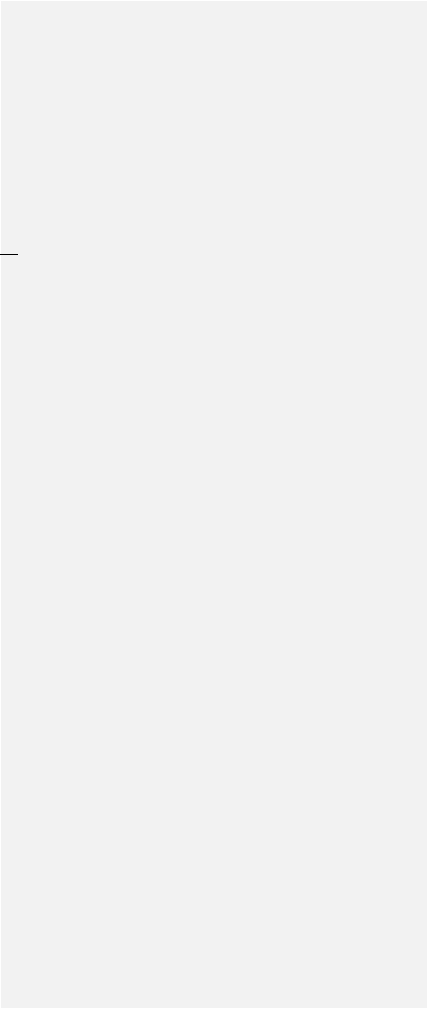
4.5. Libraries

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Our libraries are inclusive places, and all people are encouraged to make use of the library's services	The number of people visiting our libraries (physical)	Based on 2022/2023 physical visits to the libraries 130,000 Based on 2018/2019 Physical visits Waipukurau 81,042 Waipawa 66,000	130,000 Waipukurau 81,000 Waipawa 66,000	132,000 Waipukurau 81,000 Waipawa 66,000	135,000 Waipukurau 81,000 Waipawa 66,000	140,000 Waipukurau 81,000 Waipawa 66,000
	The number of digital visits through our website, online databases, and platforms. The number of people visiting our libraries (digital)	Based on 2022/2023 Digital Visits of 20,000 Based on 2019/2020 12,000 digital visit	20,000 12,000	21,000 12,000	22,000 12,500	23,000 13,000
Council will provide a range of information services for community to access.	Levels of issues per capita per annum - both physical and digital	Based on 2022/2023 Pop. 15,950 (2022) and 95,489 issues, for 6 issues per capita. Based on Public Library Stats 2018/19 - population of 14,304 and issues of 114,849 to provide a baseline of 8 issues per capita.	6 issues per capita Council will provide a range of information services for community to access.	6 issues per capita Council will provide a range of information services for community to access.	6 issues per capita Based on Public Library Stats 2018/19 - population of 14,304 and issues of 114,849 to provide a baseline of 8 issues per capita.	6 issues per capita Based on Public Library Stats 2018/19 - population of 14,304 and issues of 114,849 to provide a baseline of 8 issues per capita.
Council will provide a range of activities and learning opportunities.	The number of services, programmes and learning opportunities available. The number of events and programmes available and participants	Based on 2022/2023 500 services, programmes and learning opportunities	500 400	500 400	500 400	500 400

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	Based on 2019/20 400 events and programmes				
Participants of events including programs, exhibitions, author events and classes.	Based on 2022/2023 attendance stats 6,000 6,000	6,000	6,250,000	6,500,000	6,007,500

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4.6. Cemeteries

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council looks after its Cemetery grounds, providing a special place of remembrance for loved ones amongst attractive and well-maintained grounds	The percentage of the community satisfied with the condition and maintenance of our Districts cemeteries	97% of residents were satisfied in the 2019/20 residents opinion survey.	90%	90%	90%	90%
	No complaints about late or inadequate interment services at our cemeteries	New	100%	100%	100%	100%

5. Planning and Regulatory Services

5.1. District Planning

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council creates an environment where development and the use of land in our district strategically balances the need for growth while protecting our special places and community values.	A District Plan that is compliant with the Resource Management Act and other higher order RMA instruments within the timeframes required. A District Plan current within the statutory timeframes.	AchievedOur current District Plan is not RMA compliant and we have not given effect to national policy statements	AchievedNot achieved	AchievedNot achieved	AchievedAchieved	AchievedAchieved
Council creates an environment where development and the use of land in our District balances the need for growth while protecting our special places and community values.	Progress made to ensure the district plan is responsive. A District Plan that is future focussed and responsive to the Districts Growth and development.	New - Not achievedNew	Develop and maintain a programme of work to ensure the District Plan is responsive to local issues and is consistent with the requirements of the broader planning framework. Develop a project plan for changes to respond to growth and rolling reviews over the next ten years.	Maintain a programme of work to ensure the District Plan is responsive to local issues and is consistent with the requirements of the broader planning framework. Develop changes to the District Plan to provide for projected residential and commercial growth	Maintain a programme of work to ensure the District Plan is responsive to local issues and is consistent with the requirements of the broader planning framework. Develop changes to the District Plan to provide for projected residential and commercial growth	Maintain a programme of work to ensure the District Plan is responsive to local issues and is consistent with the requirements of the broader planning framework. Develop changes to the District Plan to provide for projected residential and commercial growth

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5.2. Building Control

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To protect the community from unsafe buildings and ensure buildings are designed and constructed in a manner that promotes sustainable development.	The percentage of Building Consents processed within 20 working days (the statutory timeframe)	98%	<del>100%</del> 95%	<del>100%</del> 95%	<del>100%</del> 95%	<del>100%</del> 95%
	The percentage of customers satisfied with Building Consent services provided	<del>88%</del> 79% - 2022/23	<del>90%</del> 85%	<del>90%</del> 85%	<del>90%</del> 85%	<del>90%</del> 85%

5.3. Animal Services

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
We provide great customer service to our customers and the animal control activity minimises nuisance and makes our community a safer place to live. To ensure that animals are looked after in a humane manner and are not menacing, dangerous or a nuisance to the public.	The percentage of known dogs registered	≥98.5%	>95%	>95%	>95%	>95%
	Percentage of serious dog incidences responded to within 2 hours	94.5%-100%	100%	100%	100%	100%
	Response to all stock complaints and requests within 24 hours	100%	100%	100%	100%	100%
	The percentage of users satisfied with the Animal Control service provided	90.73%	90%	90%	90%	90%



#### 5.4. Compliance and Monitoring

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council provides a compliance and monitoring service which is compliant, efficient and customer friendly	The percentage of pool owners satisfied with the Swimming Pool Inspection service provided	New	65%90%	65%95%	65%100%	65%100%
	Owners, or their agents, advised that their BWQF has lapsed within one month of expiry					
	All PIMs, LIMs and CCCs issued within the statutory timeframe	10New9%	100%	100%	100%	100%
	Respond to complaints about non-compliance with bylaws within three days	100%	100%	100%	100%	100%
	The percentage of new resource consents monitored within two years of being issued	0%New	25%100%	50%100%	100%	100%
	The percentage of users satisfied with the Compliance and Monitoring service provided	90%	90%	90%	90%	90%

## 5.5. Environmental Health

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To keep the community safe and healthy by ensuring environmental and public health standards are maintained	Complaints received are responded to within three working days	100%	100%	100%	100%	100%
	The percentage of customers satisfied with the public health services delivered	72%	80% 95%	80% 95%	80% 95%	80% 95%

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5.6. Land Use and Consenting

WHAT WE DO	HOW WE SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To enable use, development and subdivision of land in line with our District Plan and other environmental policies	The percentage of resource consents (non-notified) processed within 20 working days (the statutory timeframe)	41.79%	60%80%	65%80%	75%80%	80%80%
	The percentage of customers satisfied with the land use and subdivision consent services provided	59.83%	65%90%	70%90%	75%90%	80%90%
	The percentage of customer service requests relating to land use and resource consenting to which we respond to within five working days.	New	80%	80%	80%	80%

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6. Solid Waste

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
Council supports and provides incentives for waste reduction, reuse and recycling in order to achieve its Waste Free CHB goals.	The percentage of total waste that is diverted from the landfill to recycling, re-use and recovery.	New Measure	22%	40%	48%	>50%
	The amount of greenwaste processed each year	2,273 m3	>2,250 m3	>2,250 m3	>2,250 m3	>2,250 m3
	The number of schools participating in waste minimisation programmes	94.4%	75%	75%	75%	75%
	Hold waste minimisation promotional events in the District	5	4	4	4	4
	The percentage of users satisfied with the solid waste service provided	77%	90%	90%	90%	90%
Provide communities with access to safe, efficient, and cost-effective recycling services to achieve WasteFREE CHB goals.	The percentage of total waste that is diverted from the transfer station and kerbside refuse collection to recycling, re-use and recovery.	40%	49%	50%	>50%	>50%
	The percentage of users satisfied with the Kerbside Recycling Services.	81%	83%	85%	85%	>85%
	The percentage of users satisfied with the Recycling Drop Off Centres.	90%	94%	95%	95%	95%

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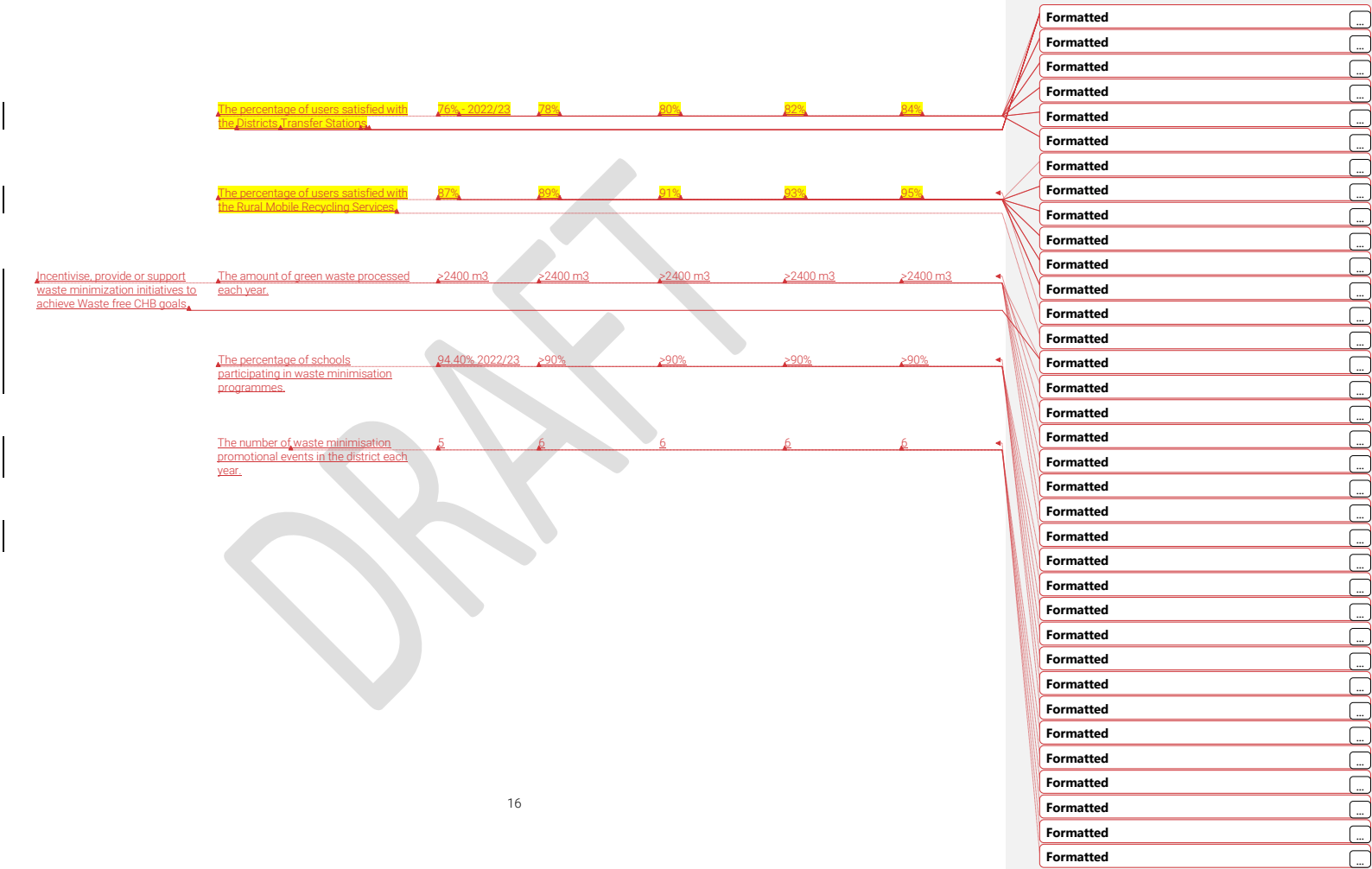
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7. Stormwater

We will provide an update on these measures in workshop next week.

WHAT WE DO		HOW WE SHOW WE ARE DOING A GREAT JOB				
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To effectively manage stormwater in a manner that respects and protects private and public assets and preserves the health of our waterways.	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.)	0	0	0	0	0
	Compliance with the territorial authority's resource consents for discharge from its stormwater systems measured by the number of:					
	abatement notices;	0	0	0	0	0
	infringement notices;	0	0	0	0	0
	enforcement orders; and	0	0	0	0	0
	successful prosecutions, received by the territorial authority in relation those resource consents.	0	0	0	0	0
	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.	0 (no flooding events in 2020)	≤2hr	≤2hr	≤2hr	≤2hr
	The number of complaints received about the performance of the stormwater system (expressed per 1000 properties connected to the stormwater system)	4.7	≤ 5	≤ 5	≤ 5	≤ 5
	The percentage of users satisfied with the solid waste service provided.	92%	90%	90%	90%	90%

8. Wastewater

We will provide an update on these measures in workshop next week.

WHAT WE DO	HOW WE'LL SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To provide for the effective reticulation, treatment and disposal of wastewater in a way that protects the health of our communities and our natural environment.	Target number of dry weather sewerage overflows (per 1000 connections to the total sewerage systems)	3.5	≤10	≤10	≤10	≤10
	Target number of total sewerage overflows (per 1000 connections to the total sewerage)	3.5	≤30	≤30	≤30	≤30
	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:					
	abatement notices;	0	0	0	0	0
	infringement notices;	0	0	0	0	0
	enforcement orders; and	0	0	0	0	0
	convictions, received by the territorial authority in relation to those resource consents.	0	0	0	0	0
	Median response time for attending sewerage overflows resulting from blockages or other faults (measured from the time that notification is received to the time that the service personnel reach the site)	47 minutes	≤1hr	≤1hr	≤1hr	≤1hr
	Median resolution time for attending sewerage overflows resulting from blockages or other faults (measured from the time that notification is	2 hours 20 minutes	≤ 4 hrs	≤ 4 hrs	≤ 4 hrs	≤ 4 hrs

WHAT WE DO	HOW WE'LL SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
	received to the time that service personnel confirm resolution of the blockage or other fault)					
	Number of complaints received per annum per 1000 sewerage connections about any of the following:	14.4	≤ 10	≤ 10	≤ 10	≤ 10
	Sewage odour, Sewerage system faults, Sewerage system blockages or Council's response to issues with its sewerage systems.					
	The percentage of users satisfied with the wastewater service provided	91%	90%	90%	90%	90%

## 9. Water Supply

We will provide an update on these measures in workshop next week.

WHAT WE DO	HOW WE'LL SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
To provide safe, reliable and consistent water supplies to our community working with our customers to support wise and sustainable water use.	The extent to which the local authorities drinking water supply complies with Part 4 of the drinking water standards (bacteria compliance criteria)	Reticulation				
		Otane Pass (2019: Pass)				
		Waipawa Pass (2019: Pass)				
		Waipukurau Pass (2019: Pass)				
		Takapau Pass (2019: Pass)				
		Kairakau Pass (2019: Pass)				
		Porangahau Pass (2019: Pass)				
		Treatment				
		Otane Pass (2019: Fail)				
		Waipawa Pass (2019: Fail)				
		Waipukurau Fail (2019: Fail)				
		Takapau Fail (2019: Pass)				
		Kairakau Fail (2019: Fail)				
		Porangahau Fail (2019: Fail)				
	The extent to which the local authorities drinking water supply complies with Part 5 of the drinking water standards (protozoal compliance criteria)	Otane Pass (2019: Fail)	All potable supplies 100%	All potable supplies 100%	All potable supplies 100%	All potable supplies 100%
		Waipawa Pass (2019: Fail)				
		Waipukurau Fail (2019: Fail)				
		Takapau Fail (2019: Pass)				
Percentage of real water loss from the local authority's networked reticulation system		Kairakau Fail (2019: Fail)				
		Porangahau Fail (2019: Fail)				
		Unmeasurable	≤ 30%	≤ 30%	≤ 30%	≤ 30%
Attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site		28 minutes	≤ 2 hours	≤ 2 hours	≤ 2 hours	≤ 2 hours



WHAT WE DO	HOW WE'LL SHOW WE ARE DOING A GREAT JOB					
LEVEL OF SERVICE	PERFORMANCE MEASURES	BASELINE	TARGETS 2024/25	TARGETS 2025/26	TARGETS 2026/27	TARGETS 2027+
	Resolution of urgent call outs: from the time that the Local Authority receives notification to the time the service personnel confirm resolution of the fault or interruption	1 hour 48 minutes	≤ 12 hours	≤ 12 hours	≤ 12 hours	≤ 12 hours
	Attendance for non-urgent call outs: from the time that the Local Authority receives notification to the time the service personnel reaches the site	38 minutes	≤ 6 hours	≤ 6 hours	≤ 6 hours	≤ 6 hours
	Resolution of non-urgent call outs: from the time that the Local Authority receives notification to the time the service personnel confirm resolution of the fault or interruption	27 hours 18 minutes	≤ 72 hours	≤ 72 hours	≤ 72 hours	≤ 72 hours
	Number of complaints relating to drinking water received (per annum per 1000 connections to the local authority's networked reticulation system)	3.68	≤ 5	≤ 5	≤ 5	≤ 5
	The average consumption of drinking water per day per water connection	1.65m <sup>3</sup>				≤ 1.80m <sup>3</sup>
	The percentage of users satisfied with the water supply service provided	83%	90%	90%	90%	90%

# SIGNIFICANT FORECASTING ASSUMPTIONS

A forecasting assumption is defined as something the Council accepts as being true for the purposes of future decisions and actions.

Council has made a number of significant assumptions in preparing this Three Year Plan that are foundational the financial estimates and deliverability of the plan. The Local Government Act 2022, requires Councils to disclose their key assumptions. Where there is a high degree of uncertainty, Councils are required to identify the uncertainty and estimate the potential effects of that uncertainty on the financial estimates.

This section contains assumptions about the following matters:

**Contents**

1.0	Summary .....	2
2.0	Strategic Direction and Levels of Service .....	3
3.0	Council Operation and Structure .....	4
4.0	Growth and Financial Assumptions .....	6
5.0	Capital Expenditure Delivery .....	13
6.0	Legislative/Regulatory environment .....	15
7.0	Climate change, Natural Hazards and Carbon Implications.....	16
8.0	Assets .....	17

## 1.0 Summary

Issue	Likelihood of occurrence	Financial Impact
<b>1. Strategic Direction and Demand</b>		
Change in strategic direction and demand	Moderate	Moderate
<b>2. Council Operation and Structure</b>		
Organisational Change including three waters	Moderate	High
There is sufficient resource to deliver operational services	Moderate	Moderate
<b>3. Growth and Financial Assumptions</b>		
Population Growth	High	High
Demographic changes - age	High	Moderate
Housing growth	Moderate	Moderate
Inflation forecasts	Moderate	Moderate
Insurance forecast	Moderate	Moderate
Interest rates forecast	Moderate	High
Borrowing status with LGFA	Low	High
Income from Development Contributions	Moderate	Moderate
Income from Central Government subsidies and/or grants	Moderate	High
Trade Waste- Capital Financial Contributions	Moderate	Moderate
<b>4. Capital Expenditure Delivery</b>		
Ability to deliver the capital programme	Moderate	Moderate
Sufficient Contractor availability to deliver capital programmes	Moderate	High

Issue	Likelihood of occurrence	Financial Impact
<b>5. Legislative/Regulatory Environment</b>		
Impact of Legislative Change on Council	High	High
<b>6. Climate change, Natural Hazards and Carbon Implications</b>		
Emissions Trading Scheme	Moderate	High
Major weather events and climate change	High	High
<b>7. Assets</b>		
Asset Lives	Moderate	Moderate
Depreciation	Low	Low
Earthquake Prone Buildings	Moderate	Moderate

2.0 Strategic Direction and Demand

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk Mitigation factors and effects
Change in strategic direction and demand	Council has a clear strategic direction established by Project Thrive. This direction guides the future of the district and for how Council services and the resources applied to progress that direction and there are no substantial changes to services.	<p>Substantial changes in the strategic direction and level of service because of changing community and political priorities, or other contextual drivers, could result in increased cost and/or opportunity costs.</p> <p>Cyclone Gabrielle has put a significant strain on Council's resources. An additional extreme weather event would compound the strain on Council.</p>	Moderate	Moderate	<p>The Council's budgets and work programme are based on the strategic direction as set out in the introductory chapters to the Three Year Plan, developed through Project Thrive. The current context is further refined from priorities identified in this triennium, shaped by events such as Cyclone Gabrielle.</p> <p>The strategic direction and services of Council are regularly monitored. Any significant changes to the Council's strategic direction would be considered within the parameters of the Financial Strategy and if needed reassessed through an Annual Plan process or LTP amendment.</p> <p>The Financial Strategy shall ensure that sufficient financial headroom is available to responds to unforeseen events.</p>

### 3.0 Council Operation and Structure

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk Mitigation factors and effects
<b>Organisational Change including three waters</b>	The Three Year Plan is based on the assumption that activities are being delivered under the current structure and are generally assumed to remain the same. This includes three waters.	<p>Change to three waters occurs at a rate faster than assumed (i.e the first three years of the Three Year Plan).</p> <p>Major unexpected changes to the structure of service delivery could be costly and significantly disruptive to the delivery of services during a transition phase.</p>	Moderate	High	<p>While there is recognition that the Hawke's Bay Three Waters Model will be the vehicle that will most likely achieve the outcomes the new Government Policy 'Local Water Done Well' sets and that this could be achieved within 3-4 years, it is too early in this three year plan to confirm this assumption.</p> <p>Any significant changes would trigger significance and may require the use of the Special Consultative Procedure. Any changes or impacts would need to be carefully examined and considered, ahead of major change occurring – requiring multiple aspects of Councils operation to be considered likely as part of a full Long Term Plan review or amendment.</p>
<b>There is sufficient resource to deliver operational services</b>	Council will continue to face challenges in attracting and retaining key staff in specialist areas.	Council will not be able to attract or retain key staff resulting in impacts to Levels of Service and additional cost where reliance on external contractors occurs.	Moderate	Moderate	<p>Nationally across all industries (not unique to Council organisations) businesses remain facing a specialist skills shortage – that, coupled with recent economic and inflationary pressures has resulted in a particularly competitive job market.</p> <p>Salary expectations remain high and Council are unable to meet or compete with these expectations.</p> <p>Turnover in key roles where shortages exist, particularly three waters, planning and land use have impacted our services in recent years.</p>

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk Mitigation factors and effects
					<p>Council has some ability to adjust or reprioritise key programmes of work, relatively to budget and resource availability, however not for many core activities such as consenting.</p> <p>As part of the People &amp; Capability activity, Council a wider attraction, development, and retention strategy.</p> <p>Council has strong external contractor relationships that continue to provide resources and support teams through period of vacancies, however this market too has its challenges, and this comes with significant additional cost. It will continue to utilise these opportunities whilst undertaking recruitment.</p>

## 4.0 Growth and Financial Assumptions

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects																														
Population Growth	<p>Population growth estimates aligns with the Squillions Central Hawke's Bay Demographic and Economic Growth Projections 2023-2053, <b>medium</b> growth assumption rate over the next 10 years to 2034. This assumes an average growth rate of <b>2.0%</b> per annum. In 2023, the population of Central Hawke's Bay is estimated to be <b>16,220</b>.</p> <table><tr><th>Year</th><th>Total Population</th><th>% aged 65 and over</th></tr><tr><td>2023</td><td>16220</td><td>22%</td></tr><tr><td>2028</td><td>18420</td><td>23%</td></tr><tr><td>2033</td><td>20930</td><td>25%</td></tr><tr><td>2053</td><td>29530</td><td>26%</td></tr></table> <table><tr><th>Age</th><th>2023</th><th>2033</th></tr><tr><td>0-14</td><td>3260</td><td>3690</td></tr><tr><td>15-39</td><td>4230</td><td>5000</td></tr><tr><td>40-64</td><td>5190</td><td>6150</td></tr><tr><td>65+</td><td>3540</td><td>4970</td></tr></table>	Year	Total Population	% aged 65 and over	2023	16220	22%	2028	18420	23%	2033	20930	25%	2053	29530	26%	Age	2023	2033	0-14	3260	3690	15-39	4230	5000	40-64	5190	6150	65+	3540	4970	<p>That population growth is higher or lower than expected.</p> <p>Increases in population greater than forecast will exacerbate the strain on council services, facilities, and infrastructure.</p> <p>A decrease in population will impact on the rate revenue calculated from growth assumptions and therefore our ability to maintain infrastructure and services from the current rating base.</p>	High	High	<p>Population projections consider impacts resulting from Cyclone Gabrielle and the ongoing impacts of affordability.</p> <p>There are a large number of variables that remain uncertain nationally and internationally that could impact the projections, and Council will need to carefully monitor these regularly against projections as it does through its quarterly financial and other reporting, including annual reviews of its growth data.</p> <p>The current three-year approach to substantially reviewing budgets and growth impacts on assets, is a core mitigation factor.</p>
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Demographic changes - age	<p>That the proportion of residents aged 65+ in the district will rise from 22% in 2023 to 25% in 2033. This is a trend that is forecast to continue past 2033 into subsequent years.</p>	<p>An increasingly older population increases the number of residents on fixed incomes and therefore limited ability to pay for more services.</p>	High	Moderate	<p>Council has implemented a new rating option for Superannuants to provide rates postponement for those that own their homes. This however will not substantially address affordability for all.</p> <p>An ageing population will need different levels of service to support accessibility and affordability. These have been factored in where identified, and will be</p>																														

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects																																																																																																																														
	<p><b>Central Hawke's Bay State of the District 2023   Squillions Ltd</b></p> <p>Figure 14: Population by age with projections: high scenario</p> <table border="1"> <thead> <tr> <th>Year</th><th>Total</th><th>0-14 years</th><th>15-39 years</th><th>40-64 years</th><th>65+ years</th></tr> </thead> <tbody> <tr><td>2018</td><td>14,650</td><td>3,050</td><td>3,650</td><td>5,100</td><td>2,850</td></tr> <tr><td>2019</td><td>14,900</td><td>3,090</td><td>3,740</td><td>5,080</td><td>2,990</td></tr> <tr><td>2020</td><td>15,400</td><td>3,150</td><td>3,950</td><td>5,150</td><td>3,150</td></tr> <tr><td>2021</td><td>15,700</td><td>3,190</td><td>4,090</td><td>5,130</td><td>3,290</td></tr> <tr><td>2022</td><td>15,950</td><td>3,300</td><td>4,100</td><td>5,150</td><td>3,400</td></tr> <tr><td>2023</td><td>16,270</td><td>3,270</td><td>4,250</td><td>5,200</td><td>3,550</td></tr> <tr><td>2024</td><td>16,690</td><td>3,370</td><td>4,440</td><td>5,180</td><td>3,700</td></tr> <tr><td>2025</td><td>17,180</td><td>3,490</td><td>4,590</td><td>5,250</td><td>3,850</td></tr> <tr><td>2026</td><td>17,760</td><td>3,570</td><td>4,780</td><td>5,440</td><td>3,970</td></tr> <tr><td>2027</td><td>18,360</td><td>3,670</td><td>4,990</td><td>5,600</td><td>4,100</td></tr> <tr><td>2028</td><td>19,020</td><td>3,800</td><td>5,230</td><td>5,730</td><td>4,260</td></tr> <tr><td>2029</td><td>19,730</td><td>3,950</td><td>5,520</td><td>5,800</td><td>4,460</td></tr> <tr><td>2030</td><td>20,440</td><td>4,090</td><td>5,760</td><td>5,930</td><td>4,660</td></tr> <tr><td>2031</td><td>21,170</td><td>4,240</td><td>5,970</td><td>6,100</td><td>4,860</td></tr> <tr><td>2032</td><td>21,890</td><td>4,390</td><td>6,170</td><td>6,310</td><td>5,020</td></tr> <tr><td>2033</td><td>22,640</td><td>4,550</td><td>6,380</td><td>6,520</td><td>5,190</td></tr> <tr><td>2038</td><td>26,480</td><td>5,360</td><td>7,440</td><td>7,650</td><td>6,030</td></tr> <tr><td>2043</td><td>30,510</td><td>6,080</td><td>8,570</td><td>8,930</td><td>6,930</td></tr> <tr><td>2048</td><td>35,030</td><td>6,920</td><td>9,840</td><td>10,300</td><td>7,970</td></tr> <tr><td>2053</td><td>40,060</td><td>7,730</td><td>11,180</td><td>11,760</td><td>9,390</td></tr> </tbody> </table>	Year	Total	0-14 years	15-39 years	40-64 years	65+ years	2018	14,650	3,050	3,650	5,100	2,850	2019	14,900	3,090	3,740	5,080	2,990	2020	15,400	3,150	3,950	5,150	3,150	2021	15,700	3,190	4,090	5,130	3,290	2022	15,950	3,300	4,100	5,150	3,400	2023	16,270	3,270	4,250	5,200	3,550	2024	16,690	3,370	4,440	5,180	3,700	2025	17,180	3,490	4,590	5,250	3,850	2026	17,760	3,570	4,780	5,440	3,970	2027	18,360	3,670	4,990	5,600	4,100	2028	19,020	3,800	5,230	5,730	4,260	2029	19,730	3,950	5,520	5,800	4,460	2030	20,440	4,090	5,760	5,930	4,660	2031	21,170	4,240	5,970	6,100	4,860	2032	21,890	4,390	6,170	6,310	5,020	2033	22,640	4,550	6,380	6,520	5,190	2038	26,480	5,360	7,440	7,650	6,030	2043	30,510	6,080	8,570	8,930	6,930	2048	35,030	6,920	9,840	10,300	7,970	2053	40,060	7,730	11,180	11,760	9,390				regularly reviewed as part of asset management planning.
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Housing Growth	<p>With increasing population comes the demand for increased housing to support growth. To calculate projected households, we consider population projections as well as household size in terms of number of people residing in each home. Population growth is expected to increase by <b>2.0%</b> p.a over the next 10 years and household sizes are expected to increase quarter-way through the next 10 years <b>before returning to the</b></p>	<p>Household growth is lower than the levels expected relieving pressure on housing supply, impacting rate payer projections.</p> <p>Household growth increases above the expected levels</p>	Moderate	Moderate	<p>Council have adopted the <b>medium</b> growth scenario from the growth projection work based on the level of activity over the past 12 months and the level of uncertainty post Cyclone Gabrielle.</p> <p>Population and household sizes will continue to be monitored annually and</p>																																																																																																																														



Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects						
	<b>same average size as now.</b> (2.3 people per household on average).  *	placing further pressure on existing housing supply.			compared to assumed forecasts so that variances can be identified early, and housing and financial projects can be adapted accordingly.						
<b>Inflation forecasts</b>	That local government cost inflation will be consistent with BERL forecasts.  The BERL local government cost index reflects the selection and relative importance of the goods and services which represent broadly the expenditure pattern of Local Authorities in New Zealand. This basket thus includes more directly relevant items including capital expenditure on pipelines, and earthmoving, and site works, and operating expenditure such as local government sector salary and wage rates. Forecasts have been provided across specific activity groups; for capital expenditure versus operating expenditure and broadly overall (as set out below) in the form of the LGCI.	Inflation is higher than forecast. This could impact the cost and affordability of Council services.	Moderate	Moderate	BERL price change estimates are an industry recognised measure.  Given the volatility to inflation presented by the current economic environment, inflation and its impact on local government costs, and rate payers will continue to be reviewed annually.						
<b>Insurance forecast</b>	Insurance premiums will increase over time due to numerous natural events that have resulted in major insurance payouts. Insurance costs are predicted to rise by at least 20% as a result of the natural events.	That inflation is higher than forecast. This could impact the cost and affordability of Council services.	Moderate	Moderate	BERL price change estimates are an industry recognised measure. As these are updated annually, Council will review its financial strategy accordingly noting the impact of any upward movement on affordability.						
<b>Interest Rates Forecast</b>	That Council will be able to negotiate favourable borrowing terms, and interest rates for borrowing will be in keeping with forecast expectations.  Council is forecasting for the ten-year period of this LTP that the interest rate will range from 4.00% to 5.50 %. <table><tr><th>Financial Year</th><th>Residential Floating</th><th>Councils Cost of Funds</th></tr><tr><td>2022/23</td><td>6.85%</td><td>5.50%</td></tr></table>	Financial Year	Residential Floating	Councils Cost of Funds	2022/23	6.85%	5.50%	That we will not be able to access loan funding, or interest rates are higher than forecast. The Council will have a greater level of exposure to this risk with increases in Council's debt levels and cap likely to be required for water related services.	Moderate	High	The Council has a Financial Strategy and Liability Management Policy which sets parameters for Council debt and contains strategies to protect ratepayers against significant fluctuations.  If there is significant change, Council has the option to modify its investment programmes to slow future investment where it can.
Financial Year	Residential Floating	Councils Cost of Funds									
2022/23	6.85%	5.50%									

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects																																	
	<table><tr><td>2023/24</td><td>6.30%</td><td>5.25%</td></tr><tr><td>2024/25</td><td>6.00%</td><td>5.00%</td></tr><tr><td>2025/26</td><td>5.90%</td><td>4.75%</td></tr><tr><td>2026/27</td><td>5.85%</td><td>4.50%</td></tr><tr><td>2027/28</td><td>5.60%</td><td>4.00%</td></tr><tr><td>2028/29</td><td>5.50%</td><td>4.00%</td></tr><tr><td>2029/2030</td><td>5.50%</td><td>4.00%</td></tr><tr><td>2030/2031</td><td>5.50%</td><td>4.00%</td></tr><tr><td>2031/32</td><td>5.50%</td><td>4.00%</td></tr><tr><td>2032/33</td><td>5.50%</td><td>4.00%</td></tr><tr><td>2033/34</td><td>5.50%</td><td>4.00%</td></tr></table>	2023/24	6.30%	5.25%	2024/25	6.00%	5.00%	2025/26	5.90%	4.75%	2026/27	5.85%	4.50%	2027/28	5.60%	4.00%	2028/29	5.50%	4.00%	2029/2030	5.50%	4.00%	2030/2031	5.50%	4.00%	2031/32	5.50%	4.00%	2032/33	5.50%	4.00%	2033/34	5.50%	4.00%				
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Borrowing Status with LGFA	That Council's debt will not exceed the debt cap and borrowing can continue at the same level.	That Council fails to obtain a credit rating by 2025/2026 and hits the LGFA debt ceiling of 175% and no longer has access to further debt funding.	Low	High	The likelihood of this occurring is low. While in changing times, Credit Rating Agencies have looked favourably on New Zealand Councils as their main revenue stream is guaranteed by statute (rates) and can be changed annually to suit Council's budgets.																																	
Income from Development Contributions	<p>Income received from development contributions is sufficient to fund growth related infrastructure, as per the Development Contributions Policy.</p> <p>Significant assumptions in relation to development contributions are included in the Development Contributions Policy.</p>	The risk is that development contributions do not cover the cost of growth-related infrastructure because there is less growth than expected or changes to the zoning of land in the Proposed District Plan are not progressed through decisions.	Moderate	Moderate	<p>The Council's Development Contributions Policy is reviewed alongside the development of the Three Year Plan and conservatively based on latest available growth forecasts.</p> <p>The policy provides for annual adjustments of development contributions relative to lending costs and inflation.</p> <p>Any shortfall in Development Contributions will need to be loan funded until such time the growth does occur, and the loan can be repaid.</p>																																	

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
<b>Income from Central Government Subsidies and/or grants</b>	<p>That the Council will continue to receive subsidies from Waka Kotahi / NZTA as per the agreed funding regime (the Funding Assistance Rate (FAR)) at 59% for non-Cyclone recovery work.</p> <p>That a 95% Bespoke FAR or other funding support will be achieved for Land Transport Cyclone Recovery.</p>	<p>The risk is that the level of subsidy funding available for services and projects is less than budgeted and/or expected.</p> <p>No co-funding is received from NZTA or Government from Roothing Recovery and only a small fraction of the repairs needed can be completed in the first 3 years of the LTP.</p>	Moderate	High	<p>The FAR subsidy is the largest source of Council revenue after rates and dropped to 59% on 1 July 2024. This has been confirmed for the three-year period.</p> <p>This amount gets reviewed every three years and if subsidy available is reduced, this could have a longer-term detrimental effect on our network.</p> <p>Cyclone Gabrielle (February 2023) has left significant damage across the Councils network. At the start of the 2024-2027 Three Year Plan Council will have residual unrepaid damage of approximately \$129m which the Three Year Plan assumes that NZTA will provide a bespoke funding at a higher FAR of 95% for this work or Government funds this equal contribution, with Council continuing to co-contribute at a rate of \$2m per year for at least the first 3 years of this LTP.</p> <p>Built into the budget is a ratepayer, reserve, and loan funding of \$2.2m per year for the first three years of the Three Year Plan towards roading recovery. Council is seeking a higher than normal FAR rate from Waka Kotahi to be added to this \$2.2m, however this is yet to be confirmed. Any additional funding will be in addition to, and will allow additional repairs to be undertaken.</p> <p>Levels of service or the speed of recovery will have to significantly reduce if subsidy</p>

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
					rates, or the level of funding continues to decrease.

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Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
Trade Waste-Capital Financial Contributions	Council will receive the level of capital financial contributions forecast from Trade Waste Suppliers over the Three Year Plan to fund part of the cost of the demand that trade creates on our district Wastewater Services as part of the annual fees and charges review, that will be undertaken as part of the Three Year Plan process.	The key risk is the revenue forecast in the Three Year Plan does not eventuate due to either a decrease in Trade Waste Businesses in the district or an increase in pre-treatment investment from Trade Waste Businesses which reduces Councils expected revenue stream. Any shortfall would required Council would have to loan fund the missing capital contribution.	Moderate	Moderate	<p>There is awareness amongst the trade waste industry that Capital Financial Contributions, would at some point be required, as they currently experience at other operating locations throughout the country.</p> <p>Council has been relatively conservative apportioning the level of capital contribution that Trade Waste creators will pay in the Three Year Plan, currently apportioning only \$450k pa reasonably be apportioned to Trade Waste users. To this end, there is the potential that this revenue could increase, decreasing Council's requirement for borrowing to fund the balance of Council's wastewater programme.</p> <p>The regular review of Fees and charges in this space is required to ensure that Council is able to cover the projected expenses.</p>

## 5.0 Capital Expenditure Delivery

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
<b>Ability to Deliver Capital Programme</b>	<p>Council will have adequate resources to initiate and manage the significant capital expenditure programme within the timeframes assumed.</p> <p>The Three Year Plan continues to see an increase in capital expenditure over the ten years, particularly in the three waters activity. The increases are significant increases above the level of capital funding this Council has been able to successfully deliver historically.</p>	<p>That Council is unable to deliver the works programmes as outlined.</p> <p>If the risk occurs then this creates a wave and backlog of work, in particular continued delays in the delivery of renewal and upgrades. Subsequently that may impact on desired levels of service being achieved. Cost escalation may occur, and asset failure may occur before asset replacement is achieved.</p> <p>This also comes with the risk that Council strikes rates, borrows and charges Development Contributions to fund a programme it can't deliver in the budgeted timeframe.</p>	Moderate	Moderate	<p>The Three Year Plan continues to see an increase in capital expenditure over the ten years, particularly in the three waters activity. The increases are significant increases above the level of capital funding this Council has been able to successfully deliver historically</p> <p>Council has been purposely raising the level of project management sophistication and rigour in the organisation over the last three years to prepare for the anticipated major increases in capital expenditure in this Three Year Plan.</p> <ul style="list-style-type: none"> <li>Establishing a specialist internal project management office.</li> <li>Procuring and implementing long-standing professional services arrangements with key providers</li> <li>Early engineering design work for the wastewater projects has already been completed.</li> </ul> <p>If the project does fall behind the schedule contained in the Three Year Plan, Council could revise the speed of delivery in future annual plans, and alter rating, development contributions and borrowing assumptions at that time. Any money already collected can be carried</p>

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
					forward to a later year to be used at the point of construction.
<b>Sufficient Contractor availability to deliver capital programmes</b>	<p>That the construction industry will have the capacity to undertake the Council's programmes in addition to the other large public and private projects planned..</p> <p>We will be able to find skilled contractors to undertake the work we require, to the agreed standards, deadlines and cost.</p>	<p>That there will be a shortage of contractors, or that contractors will not deliver to the agreed standards and specification with the agreed time. If the risk occurs it could result in an increase in the price, timeframes, and/or quality.</p>	Moderate	High	<p>There are many forecast challenges with availability of contractors. These are associated with infrastructure being severely impacted by the extreme flooding events earlier this year, as well as possible skill shortages within the contracting sectors themselves. These challenges may impact Council in terms of availability, cost and quality of work. The most notable effect from this assumption is that work programmes cannot be delivered or are delivered at an inflated cost.</p> <p>The use of Regional Prioritisation and Programming through the Regional Recovery Agency will be an important mitigating factor in the first three years of the plan relating to recovery resource.</p> <p>Council may need to reprioritise its programme as a mitigation factor.</p> <p>At a local level, Council is supporting industry through skills and talent opportunities to bridge these gaps. We are procuring and implementing long-standing professional services arrangements with key providers.</p>

6.0 Legislative/Regulatory environment

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
Impact of legislative change on Council	It has been assumed there will be no unexpected changes to legislation or other external factors that alter the nature of services provided by Council.	That there will be some unexpected change to legislation or other factors that will impact Council significantly.	High	High	<p>With the change in Government in 2023 there is an expectation of further legislative change. The impact of this to Council is not yet known and Council cannot budget for this.</p> <p>Officers will keep abreast of legislative and regulatory change will provide advice to Council on how to respond when change occurs. Changes will be address through future Long Term Plan and Annual Plans.</p>



## 7.0 Climate change, Natural Hazards and Carbon Implications

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
<b>Emissions Trading Scheme</b>	Council is required to buy and surrender carbon credits in arrears based on tonnage of waste being received by its landfill operation. These carbon credits are subject to market pricing and these costs are passed through to consumers at the time of receipt of waste.	Council has to set its gate fee / transfer station fee 12 months ahead of the ETS liability being settled. The risk is in price fluctuation during the intervening time.	Moderate	High	Council has the ability to enter into forward exchange contracts to lock in certainty on pricing, but this does reduce the ability to react to market declines.
<b>Major weather events and climate change</b>	<p>In the longer term, increased frequency and intensity of storm events and possibly, longer drought period.</p> <p>That there will be no significant natural disasters such as storms, floods, earthquakes and volcanic eruptions that damage the districts infrastructure.</p>	That there are significant unplanned events that occur more frequently than planned for putting additional stress on our financial preparedness and ability to recover.	High	High	<p>Provision is being made to adapt infrastructure for climate change, given the long-life cycle of assets. Most notably the impacts from Cyclone Gabrielle are likely to form a new basis for resilience and rainfall return periods, when confirmed by NIWA. If they are different from what is predicted this will be assessed as they become evident however can be expected to have a significant impact.</p> <p>Cyclone Gabrielle has left the district vulnerable to future events and financially challenged to recover from the event.</p> <p>Continue to prioritise resilience projects for funding and delivery, wherever possible, including considering the long term impacts of climate change.</p> <p>The key approach is to ensure the Financial Strategy retains a portion of available debt for unplanned events where possible. While this is not affordable in the long term, it is the only realistic mitigating approach Council has.</p>

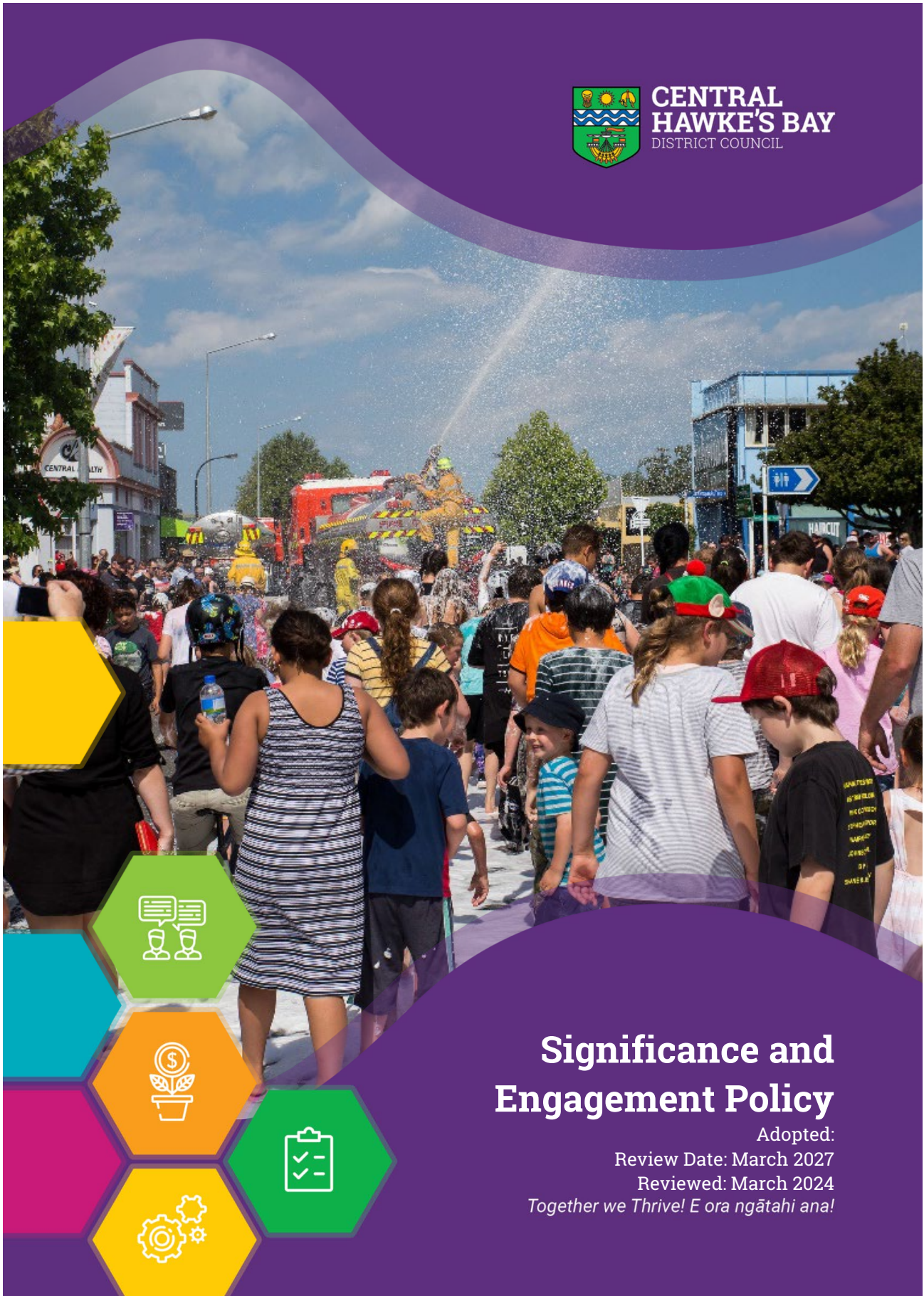
## 8.0 Assets

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
<b>Asset lives</b>	Useful lives of assets are as recorded in asset management plans or based on professional advice. These are summarised in the depreciation note within the accounting policies. The 30 Year Infrastructure Strategy also contains summarised information about the roading, water, wastewater, stormwater, recreation and built property assets.	That assets wear out or significantly fail earlier than their replacement.	Moderate	Moderate	<p>Asset life is based on estimates of engineers, valuers and asset managers. In the event that assets need to be replaced in advance of the assumption, depreciation and interest costs may increase. The extent of the increase will depend on the nature and value of the asset.</p> <p>The renewal programme is reviewed annually, and any changes to planned timing of renewals will be reflected in the Annual Plan, with adjustments to funding arrangements if required.</p> <p>Despite this, Council holds a number of critical assets that have reached the end of their economic life, including reservoirs. While planned for replacement, these could fail before their replacement resulting in a significant failure. While contingency plans have been developed, the scale of failure will be relative to the practicality of the plans implementation.</p>
<b>Depreciation</b>	Depreciation has been calculated on asset values at their latest revaluation date, and on additions at cost afterwards. It is assumed that: • existing depreciation rates will continue • new assets' depreciation will be the result of their estimated lives and values • depreciation on new and renewal programmes will impact in the year following the capital programme	<p>That more detailed analysis of planned capital works once complete may alter the depreciation expense.</p> <p>That asset lives may be extended due to new technology improving asset lives, or reduced due to assets being decommissioned</p>	Low	Low	Council has asset management planning and upgrade programmes in place. Asset capacity and condition is monitored, with replacement works planned according to standard asset management and professional practices. Actual depreciation is calculated according to normal accounting and asset management practices, which require depreciation to start once an asset is commissioned.

Issue	Assumption Description	Risk	Likelihood of occurrence	Financial Impact	Risk mitigation factors and effects
		sooner than originally assumed..			
<b>Earthquake Prone Buildings</b>	<p>The Council will need to incur significant expenditure to address any shortcomings in the standard of its buildings in relation to earthquakes.</p> <p>The Council will upgrade each of its buildings to a minimum of 34% of the New Build Standard (NBS) and that this will be done progressively over a 15-year period.</p> <p>Currently Council has buildings that are Earthquake prone, some with restrictions or are closed due to the earthquake prone status. These include Central Hawke's Bay Municipal Theatre (restrictions), part of the Waipawa Main Administration Building, the Waipukurau Library (closed), the Waipukurau Memorial Hall (restrictions) and part of the Waipawa Museum (restrictions).</p>	That when the upgrade work is fully scoped, the actual cost will be significantly more than is currently contemplated.	Moderate	Moderate	<p>Council's properties have been assessed, beginning with those that are the most significant (in terms of size and public exposure) and those considered to be the most likely to be at risk. Preliminary assessments have been made of the forecast cost of upgrading the buildings to meet a minimum of 34% of the NBS.</p> <p>Given what is known about the buildings at this stage, an outline programme of proposed programme of works has been prepared to progressively upgrade the buildings over a 15-year period in the later years of the plan. As more information becomes available, Council will reassess budget priorities. The outcomes of the proposed Community Facilities and Civic Review will influence decisions about the nature of the investments to be made in relation to assets such as the Waipukurau Library</p> <p>At all times the Council will have regard for the safety of occupiers and public users of the properties.</p>



**CENTRAL  
HAWKE'S BAY**  
DISTRICT COUNCIL



## Significance and Engagement Policy

Adopted:

Review Date: March 2027

Reviewed: March 2024

*Together we Thrive! E ora ngātahi ana!*

## CENTRAL HAWKE'S BAY DISTRICT COUNCIL

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## CENTRAL HAWKE'S BAY DISTRICT COUNCIL

## 2 Introduction

Central Hawke's Bay District Council (the Council) is responsible for making decisions on behalf of its communities. The Council considers community views and preferences when making decisions and has flexibility about how to engage with its communities. Council gathers information about the views and preferences from our community in many ways and uses this information to inform its decisions.

The Council aspires to actively engage with and work collaboratively with its communities within the decision making roles. Engaging early and well, enables better decisions by ensuring that final decisions take into account or have regard to the views of the community and those affected by the decision. At times (and subject to unique circumstances), engagement activities may need to go beyond the Council's standard approach.

Vision Councils Vision is for "Central Hawke's Bay to be a proud and prosperous district made up of strong, connected people who respect and protect our environment and celebrate our beautiful part of New Zealand". Values Council intends to deliver on its aspirational vision by adhering to a set of values produced through a consultative piece of work with the community know as Project THRIVE.

The values are:

- Trust – we create trust by acting with integrity
- Honesty – we do what is right even when no one is looking
- Respect – we have respect for each other, our community and our stakeholders
- Innovation – we find smarter ways to do things to produce improved and sustainable results
- Valuing People – we are one team, supporting each other to succeed
- Excellence – we deliver exceptional results

The purpose of this policy is to:

- Enable Council to identify when it would be appropriate to engage with the community
- Provide clarity to the community on how it might be engaged in various types of decisions.
- Inform Council from the start of a project the extent of any engagement that might be required before they make any decisions.

The extent of significance and engagement is determined on a case-by-case basis. This policy is required under the Local Government Act 2002 (the Act). It includes:

- The general approach to determining the degree of significance of proposals and decisions (section 3) and the level of engagement required (section 4);
- The criteria used to determine the extent to which proposals and decisions are of significance (section 3);
- Information on when, how and to what extent communities can expect to be engaged in decision- making processes and other matters; (section 5);

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## CENTRAL HAWKE'S BAY DISTRICT COUNCIL

- The process for any consultations carried out under a Special Consultative procedure (section 6); and
- Information on strategic assets and a list of strategic assets owned by Council (section 7).

The Council will review the Significance and Engagement Policy every three years or as required. This will be amended and confirmed through public consultation if necessary, separately or as part of the Long-term Plan.

## 2.1 How it works in practice

Council officers must answer some key questions when considering how consultation works in practice. Some decisions may require the use of the Special Consultative Procedure under the Local Government Act 2002. See section 6 of this policy about the requirements for these decisions.

For all other decisions, Council will first ensure as part of the project planning process that it clearly identifies the objective, options for achieving the objective, and their advantages and disadvantages.

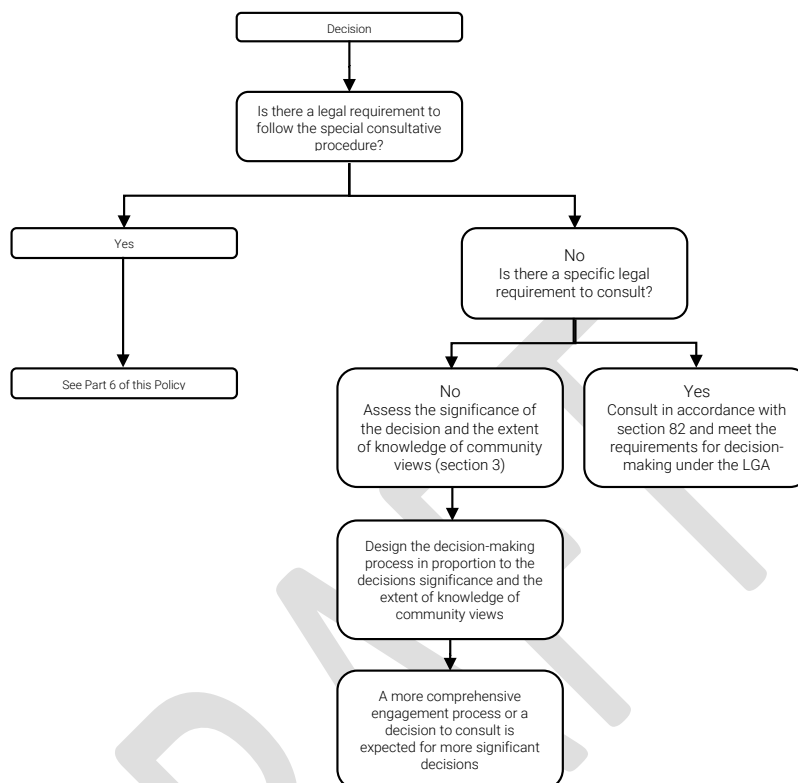
At this point, it is then appropriate to design the decision-making and engagement process taking into account:

- The level of significance (see section 3)
- Link the level of significance to the level of engagement (section 4)
- Consider appropriate methods of engagement (section 5).

If Council has decided to consult, or is otherwise legally required to, ensure that consultation complies with consultation principles (see section 6).

## CENTRAL HAWKE'S BAY DISTRICT COUNCIL

This process is outlined in the flowchart below.



## 2.2 A note on consultation versus engagement

Consultation involves obtaining public feedback on proposals; it is one form of engagement. The Council regularly consults communities through processes such as the long-term plan which determine Council's strategic direction as well as how it sets budgets and prioritises projects. The Council will consult the community on significant decisions. For most Council decisions, there is no express requirement to consult the public, but we will consider people's views and preferences.

Engagement is a broader and ongoing process of sharing information with the community and seeking its feedback, with the purpose of involving the community in the process of decision making. This process may include a more formal consultation process to meet legal requirements.

There is a general expectation of officers that for more significant decisions they will create a communication and engagement plan as part of their project plan.



## CENTRAL HAWKE'S BAY DISTRICT COUNCIL

## 2.3 Monitoring implementation

All reports by officers to Council seeking a decision will include a statement addressing the issue of significance. The report is to include a statement about how the relevant sections of the Local Government Act 2002 and the Significance and Engagement policy will be observed.

## 3 Determining Significance

The Council must determine the level of significance of a decision based on criteria identifying the level of significance and the likely impact of the decision on the current and future wellbeing of the District. It must also take into account any persons likely to be particularly affected by or interested in the decision and the capacity of the Council to perform its role, as well as the financial and other costs of doing so.

### 3.1 The criteria for assessing the degree of significance

The Council's criteria for assessing the degree of significance of a decision are below. All of the following criteria will be considered when determining the level (low to high) of significance of an issue, proposal or decision. The greater the cumulative impact of the decision as assessed by these criteria, the more significant the issue, proposal or decision will be.

- Number of people affected and/or with an interest;
- Level of impact on those people affected;
- Level of community interest
- Level of impact on Māori, Māori culture and traditions – Significant decisions in relation to land or a body of water must take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.
- Possible environmental, social and cultural impacts;
- Possible costs/risks to the Council, ratepayers and wider community of carrying out the decision;
- Possible benefits/opportunities to the Council, ratepayers and wider community of carrying out the decision;
- Level of impact on the capacity and capability of the Council
- Whether the impact of a decision can be easily reversed;
- Whether the ownership or function of a strategic asset(s) is affected.

When a decision is indicated as "high" on five or more criteria it is likely to be highly significant.

## 4 The Level of Engagement

The significance of the issue, proposal or decision will influence the effort the Council will invest in obtaining the views of affected and interested parties. It is important that the Council design the engagement process in proportion to the decisions significance and the extent of knowledge of community views.

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The assessment of the significance of proposals and decisions, and the level of community engagement, will be considered in the early stages of a proposal before decision making occurs and, if necessary, reconsidered as a proposal develops. The aim is to engage early so that the decision-making process is well informed by those impacted by any decision.

The methods of engagement adopted by the Council before it makes a decision will depend on if:

1. the matter is of low or no significance (e.g. technical and/or minor amendments to a Council policy) and there may be a very small group of people affected by or with an interest in the decision;
2. the matter is significant only to a relatively small group of people or is of low impact to many. In this case, they will be informed about the matter in a meaningful way and/or consulted so that any concerns, views or alternatives can be considered as part of the decision-making process.
3. the matter is significant not only to a small group of people particularly affected but also to a wider community that may have an interest in the decision to be made. In this case, a range of methods could be used. Most likely, a mixed method that allows for consultation and direct involvement with the public to get their input and feedback.
4. for more significant matters, the Council may utilise a suite of engagement methods to ensure that the community is given as much opportunity to participate and influence the decision-making process. This could include partnering with the community to identify options.

#### 4.1 When might the Council not carry out engagement?

There may be occasions when the Council may not follow this policy, for example where failure to make a decision urgently would result in unreasonable or significant damage to property, risk to people's health and safety, or the loss of a substantial opportunity to achieve the Council's strategic objectives. The Local Government Act 2002 sets out a process for the Council to follow if the Council has a good reason to make a decision outside of this policy.

## 5 Our Approach to Engagement

The Council actively seeks to improve opportunities for engagement and ensure that final decisions take into account or have regard to the views of the community and those affected by the decision. The Council will monitor and report on how public input has influenced decisions. The Council works with communities on a number of levels including as customers, stakeholders, citizens, ratepayers, subject matter experts and partners. It views engagement as a genuine dialogue with its diverse communities to help Council make better decisions. Council has working relationships with groups including:

- mana whenua, iwi and Māori organisations
- community and business organisations
- government and education sectors
- residents and ratepayers.

The Mayor and Councillors have a responsibility to ensure there is effective community engagement.

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As well as consulting on certain decisions we will seek to establish ongoing relationships with our communities to provide opportunities for matters to be raised which are not currently under consultation. We may do this in a variety of ways such as having a presence in public spaces, through our digital channels, front line staff, print media, workshops and community events.

### 5.1 Engagement with Māori

The Council acknowledges the unique status of Māori and the wider Māori community and is committed to ensuring that it provides opportunities for Māori to contribute to in the decision-making process. The Council is committed to providing relevant information to inform Māori contribution and improve Māori access to the Council's engagement and decision-making processes, as set out in section 81 of the Act.

The Council will work with mana whenua / iwi to ensure their contributions are represented and their status is publicly recognised. Council recognises that early engagement with iwi is often the most effective - in particular for those decisions which have greater significance.

The Council affirms its obligations to involving Māori in decision-making processes as set down in the Act, which includes recognition of the Treaty of Waitangi.

### 5.2 Principles of consultation

When carrying out consultation, Council will follow these principles of consultation (from section 82 of the Act):

1. identify people who will or may be affected by, or have an interest in, the decision;
2. provide them with reasonable access to relevant information in an appropriate format on the process and scope of the decision;
3. encourage people to give their views;
4. give people a reasonable opportunity to present their views in an appropriate way;
5. listen to, and consider those views, with an open mind; and
6. after the decision, provide access to the decision and any other relevant material.

Where the Act requires Council to consult on a particular draft policy or decision, Council will prepare and make available:

1. a description of what it intends to do, and why;
2. an analysis of the practical options (with advantages and disadvantages); and
3. a draft of the policy or relevant document (or details of the changes to any policy or document).

## 6 Special Consultative Procedure (SCP)

The special consultative procedure requires the Council to prepare a statement of proposal and make this publicly available (and make the summary or a full proposal widely available). It must allow feedback of at least 1 month. Council must ensure people are given an opportunity to present their views to Council through spoken interaction (or using sign language).

The Council must use the special consultative procedure for some plans and processes including:

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1. adopting or amending a Long Term Plan;
2. adopting, amending, or revoking bylaws of significant interest to or impact on the public (for all other bylaw matters Council will consult following the principles in section 82 of the LGA);
3. adopting, amending or revoking a Local Alcohol Policy; and
4. setting rates.

Unless already explicitly provided for in the Long-term Plan, we will seek to amend the Long-term Plan using a special consultative procedure, when proposing to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of Council, including commencing or ceasing such an activity; and when transferring the ownership or control of strategic assets, as outlined in section 7.

In these circumstances the Council will develop information that meets the requirements of section 82A of the Act, making this available to the public, allowing submissions for a period of at least 1 month, and will consider all submissions prior to making decisions.

## 7 Strategic assets

An important objective of the Council is to achieve or promote outcomes that it believes are important to the current or future well-being of the community. Achieving these outcomes may require the provision of roads, water, wastewater and stormwater collection as well as libraries, reserves and other recreational facilities and community amenities.

Council-owned assets that provide these services are considered to be of strategic value and the Council has determined they need to be retained if its objective is to be met. These assets must be listed in the Council's Significance and Engagement policy. The Act requires that any decision that significantly alters the level of service provided by the Council of a significant activity (including a decision to commence or cease such an activity) or transfers ownership or control of a strategic asset to or from the Council must be explicitly provided for in the Long-term Plan and can only be consulted on in the Long-term Plan, in accordance with section 93E of the Act.<sup>1</sup>

Legal framework Strategic assets are defined in section 5 of the Act as: "...an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes:

1. any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
2. any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and
3. any equity securities held by the local authority in:
4. a port company within the meaning of the Port Companies Act 1988;
5. an airport company within the meaning of the Airport Authorities Act 1966."

Section 76AA (3) of the Act requires that the Council "must list the assets considered by the local authority to be strategic assets." These assets are determined to be important to achieving the Council's community outcomes. In addition, assets or groups of assets are listed as

<sup>1</sup> Section 93E of the Local Government Act 2002 covers the additional content of consultation documents for adoption or amendment of a Long-Term Plan where section 97 applies to proposed decision.

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strategic if the Council ownership or control is essential to the long-term provision of the associated service.

### 7.1 Group or Whole-of-Asset Approach

The Council takes a group or whole-of-asset approach i.e. it means the group assets as a whole and not each individual asset within the group. Without limiting the application of this provision to other assets, the following examples of the application of this policy to group assets are given:

- "Water supply network assets" means those group assets as a whole and not each individual pipeline, reservoir, and pump station. The Council does not consider that the addition or deletion of parts of that group asset (being a part of the group asset as a whole) will affect the overall group asset's strategic nature.
- "Roading assets" and "reserve assets" mean those group assets as a whole. Therefore, if the Council acquires land for a new road (or the formed road itself) or new reserve lands as a result of subdivision, those additions are part of the day-to-day business of managing the roading and reserves assets.
- Decisions that involve the transfer of ownership or control of an element of a group strategic asset where the remaining assets of the group still enable the Council to meet its strategic outcome will not on their own be regarded as a strategic asset. Examples include:
  - disposal of former roads, provided that the Council has followed the road stopping processes under the Public Works Act 1981
  - disposal of individual reserves, provided that the Council has followed the procedures in the Reserves Act 1977 or the Local Government Act 2002 for areas managed as reserve but not covered by the Reserves Act.

### 7.2 Schedule of Strategic Assets

Assets the Council owns that are strategic assets under section 5 of the Local Government Act 2002:

- the public rental housing held by the Council to maintain affordable housing

Assets the Council has determined to be strategic assets:

- Infrastructural assets relating to roads, water, stormwater, and wastewater
- The network of parks, sports grounds and other recreational facilities
- The districts aquatic facilities, including the Waipawa Memorial Pool
- Solid waste facilities, including transfer stations and the Farm Road Landfill
- CHB District Libraries, as a whole
- Cemeteries
- Cultural facilities including the Waipukurau Memorial Hall and Waipawa Municipal Theatre.
- Retirement Housing

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Significance and Engagement Policy  
ADOPTION DATE 27-08-2020 REVIEW DATE: July \*\*\*\*

***E ora, ngātahi ana!***

