

Waikato District Council Long Term Plan 2021 – 2031

Supporting Information

Contents:

1. DRAFT Significant Forecasting Assumptions	PAGE 2
2. DRAFT Financial Strategy	PAGE 20
3. Revenue and Financing Policy	PAGE 29
4. DRAFT Financial Statements	PAGE 38
5. DRAFT Infrastructure Strategy	PAGE 56
6. DRAFT Capital Projects List	PAGE 104
7. DRAFT Un-funded Projects List	PAGE 120
8. DRAFT Performance Measures	PAGE 123

DRAFT Significant Forecasting Assumptions

Significant Forecasting Assumptions

The council has made a number of assumptions in preparing this Long-Term Plan. This is necessary as it ensures that all estimates and forecasts are made on the same basis throughout the ten-year period. The items in this table relate to significant assumptions that underpin financial forecasts.

NOTES

1. Any assumptions at the activity level are contained in the individual Asset Management Plans and Activity Management Plans.
2. No assumption has been made in relation to currency variations, as the council has no significant foreign currency exposure.

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	<p>Economic Conditions</p> <p>Council has assumed that New Zealand is in recession for the first two years of the plan due to the impact and uncertainty of COVID-19.</p> <p>Delivery of historic works and new works that support delivery of those projects have been prioritised to keep new investment at a minimum during that period.</p>	High	The impact of the COVID-19 pandemic continues for longer than assumed or has a bigger impact on ratepayer ability to pay.	If there is a recession that impacts our district due to COVID-19 and it runs longer than anticipated we will address work programmes through subsequent annual plan processes. Council has both rates remission and postponement policies to assist ratepayers who are experiencing financial hardship.
	<p>Legislative Changes</p> <p>This plan is based on current legislation and no adjustments have been made for future changes in legislation.</p>	Medium	There are unexpected changes to legislation that alter the nature of	Most changes to legislation are known about in advance giving Councils the ability to prepare for implementation. Based on historic trends, additional services have been transferred from central government to local government, although

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
			services provided by the council.	<p>it is noted that the management and operation of three waters is expected be centralised over the coming 10 years.</p> <p>Council would have to consider the costs and user charges/rating required to fund any new services or divest from any existing services. Any financial uncertainty would relate to the speed and cost of implementing changes and training needs for staff. Council would adjust budgets through an Annual Plan or Long-Term Plan process.</p> <p>It is expected that any changes would be made to encourage efficiencies in service delivery and/or improve outcomes for our communities.</p>
	<p>Local Government Structure</p> <p><u>Reorganisation</u></p> <p>There will be no significant changes to the structure of Local Government in the Waikato region, except for the three waters reform. There will be a focus on greater collaboration between local councils.</p> <p><u>Shared Services</u></p>	Medium	The Government signals changes within Local Government that results in a change to the structure and/or services provided by our organisation.	The future shape or form of local authorities could change, which may have consequences for how services are provided and by whom.

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	We will continue to pro-actively explore opportunities and participate in shared services as a way to provide such services cost-effectively.			
	<p>Three Waters Reform</p> <p>As per SOLGM guidance, there will be no fully developed proposal that will inform the development of the Long Term Plan 2021-31.</p> <p>The Long Term Plan will therefore assume that Waikato District Council will deliver these services over the life of the Long Term Plan.</p>	High	The Government proposes via the water reform programme that local authorities will no longer be responsible for delivering these services.	<p>There would be an impact on finances relating to these services such as, but not limited to, operating revenues, direct costs of running the activities, and value of debt incurred to fund the activities.</p> <p>There would likely be second order impacts which Council would assess as part of the analysis of the proposal (once received).</p>
	<p>Changing Weather Patterns</p> <p>As per Ministry for the Environment climate projections, it is assumed that the Waikato could experience the following weather pattern changes over the next two decades and beyond:</p> <ul style="list-style-type: none"> • Higher temperatures • Less frosts • Variable rainfall by season rather than a significant change in the frequency of extreme rain days i.e., more rain in the winter less rain in the spring 	Medium	That the council has not made sufficient provision for changing weather patterns and related climate events	If the drought related provisions the council has made are insufficient, then the livelihoods of businesses reliant on council water supplies could be compromised, and landowners could be required to provide their own water for non-potable purposes. Costs to restore usual services could be high and the time taken to rectify the situation might be lengthy and compromise the health and wellbeing of our communities.

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	<ul style="list-style-type: none"> • Some increase in storm intensity, wind extremes and thunderstorms but little change to the frequency of events • A rise in sea levels <p>More frequent droughts, increased flooding around river catchments and low-lying coastal areas, coastal erosion and higher risk of landslides have been factored into planning considerations as follows:</p> <ul style="list-style-type: none"> • Council encourages water conservation via a water metering programme • Council has a water reservoir storage capacity of 48 hours for our main towns • Councils roading programme includes preventative maintenance and drainage works each year • A contingency budget for roading emergency works is available for storm related landslide events should they occur • Council is working on a climate resilience plan with the Port Waikato community 			<p>If a landslide event takes place, an application would be made to NZTA for subsidy. Should this exceed the contingency amount budgeted for local share, operational work programmes would be adjusted to enable emergency works to be completed. This would be dependent on the severity of the event and whether connectivity is compromised. If the works are not urgent a subsequent Annual Plan process will be utilised to address the financial implications.</p>

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	<ul style="list-style-type: none"> Investment in stormwater infrastructure reflects the adjustments required for changes to rainfall patterns <p>Climate change is a national concern, and as such should a significant event take place in our district it is assumed that a multi-agency approach would be used to address the impacts.</p>			
	<p>Waikato 2070 (Growth and Economic Development Strategy) and the District Plan</p> <p>The District Plan governs land use and can impact on the levels, type, and location of growth within the District.</p> <p>The Infrastructure Strategy and related Asset Management Plans have relied on the growth assumptions from Waikato 2070 and land-use provisions from the District Plan.</p>	Low	Timing of structure plans, spatial plans and on-the-ground growth is different to that proposed in this plan.	<p>If growth that is inconsistent with an agreed settlement pattern is permitted, then infrastructure will be under pressure and costs could escalate. The offsetting growth in rating income may not be sufficient to cover the cost of providing infrastructure and could increase the council's borrowings and rating income required for repayments.</p> <p>This could result in planning for growth becoming uncoordinated and disjointed which could ultimately lead to undesirable planning outcomes.</p>

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
				If growth is lower than anticipated, demand for services should be lower and budgets may be too high.
	<p>Growth</p> <p>Based on the National Institute for Demographic and Economic Analysis projections for the Waikato region, the district's population is expected to grow from the current 83,308 (2021) to 98,835 (2031).</p> <p>A key assumption is that the settlement pattern for the district and related growth will be as identified in Waikato 2070 and the Future Proof Growth & Development Strategy. The district plan zoning rules determines where growth can occur.</p> <p>Most of the district's growth will occur in and around the existing settlements of Tuakau, Pokeno, Te Kauwhata, Huntly, Ngaruawahia (including Taupiri and Horotiu) and Raglan as opposed to the rural areas. Factored into this thinking are the effects of the growth of Auckland and Hamilton.</p>	Low	That the projections for population growth and likely location over the next ten years vary significantly from the assumed rates.	Should growth estimates be higher than projected and planned for in certain locations, there may be pressure for the council to provide and maintain additional infrastructure than is currently provided for in this plan. The estimated financial impacts are difficult to quantify however council would adjust its work programmes and/or enter into development agreements to ensure that growth continues to fund growth as much as is practicable.

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	<p>Useful Lives of council assets</p> <p>It is assumed that the useful life estimates of our assets and asset values will not change significantly for the duration of this plan.</p> <p>Useful lives are identified for each component of assets. They are assessed based on many factors including construction method, material, age, condition assessments, obsolescence and expected remaining economic potential.</p> <p>Useful lives are regularly reviewed at revaluation and during maintenance. Useful life estimates are used in the calculation of depreciation and forward works programmes.</p>	High	<p>Rising compliance requirements at National and Regional level requires significant investment in new or upgraded plant before useful life or capacity life has been reached.</p> <p>Useful life estimates change as a result of asset revaluations or through adjustments in Asset Management Plans.</p> <p>Renewal programmes do not align with the loss of economic</p>	<p>Council operates advanced asset management practices which requires the useful lives of the components assets to be reassessed at each revaluation and during maintenance.</p> <p>Changes to the useful lives of assets has a direct impact on the renewal profiles of assets, for example asset replacements could be delayed. The result of this is an increase in depreciation reserves for a period as this is the funding source for asset replacements.</p> <p>If the useful lives of our assets are inaccurate then:</p> <ul style="list-style-type: none"> • Council may have insufficient funds to undertake renewal works. Council may be able to extend borrowing to complete work which may come at higher cost. Alternatively, services levels may have to reduce until funding is available. This scenario would also likely mean that rates are understated in the years leading up to the renewal. • Council may have allocated excess funding to renewal programmes. This may result in other works not being undertaken at the preferred time resulting in the community dissatisfaction.

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
			<p>potential of the asset.</p> <p>Funding for renewal programmes does not line up with renewal expenditure. Operating expenses could be under or overstated.</p>	<p>This scenario likely means that rates were higher than the needed to be in the years prior the planned renewal</p> <p>Accurate assessment of useful lives a large impact on Council achieving its intergenerational equity principles.</p>
	<p>Capital Expenditure</p> <p>The quantum and timing of capital expenditure is achievable</p>	<p>Medium - High</p>	<p>That despite council's long term contractual arrangements with Downer and WaterCare, that market uncertainties (such as supply chain issues) cause delays in the capital works programme.</p>	<p>Should council run into market constraints on the delivery of council work programmes, compliance and/or critical asset related projects would be prioritised and other work programmes would be adjusted. This would likely reduce the levels of debt, related interest expense and depreciation. Significant budget adjustments would be made via an Annual Plans/LTP amendment and changes consulted on with the community.</p>

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	<p>Revaluation Movements</p> <p>Provisions for revaluations have been budgeted on an 'at least once every three years' cycle with different classes valued on alternate years to spread the impact of changes in depreciation expenses.</p>	Low	The revaluation results in a higher or lower value of assets impacting depreciation costs.	<p>Asset values could increase by more or less than our estimate. This could impact on the level of operating costs for different activities.</p> <p>Large asset valuation changes could impact on council's ability to fund asset renewals</p>
	<p>Dividend Income</p> <p>It is assumed that Council Controlled Organisations (CCOs) and Civic Assurance will not generate dividend income for the first two years of the plan.</p> <p>Not all CCOs are expected to provide a financial return, more information can be found with the financial strategy.</p>	Medium	The profitability targets are not met, and dividends are not received.	<p>The performance of the Council Controlled Organisations can be affected by market conditions and workloads. There is a risk that a series of financial performance targets may or may not be achieved, which could reduce or remove the amount of income the council receives.</p> <p>If the income is lower than predicted other work programmes may need to be revised to fund any shortfall. The financial impact is deemed to be low as the amount of dividend income received is minor.</p>
	<p>Inflation</p> <p>The Price Level Adjustors have been provided by Business and Economic Research Limited (BERL), based on work commissioned by the Society of Local Government Managers to</p>	Low	Inflation rates vary from those used in calculations of forecasts.	<p>If inflation factors are higher than what we have assumed, then we may not get sufficient income to cover our expenditure at the budgeted levels. Timing of expenditure may need to be altered.</p> <p>If the changes are significant this may impact the levels of service council are able to provide or</p>

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty																						
	specifically assist local government with the presentation of their Long-Term Plans.			require rates to increase over and above the predicted levels in subsequent years.																						
	<p>Borrowing costs</p> <p>The council will be a net borrower over the next ten years and the cost of debt has been budgeted for as follows:</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>4.55%</td> </tr> <tr> <td>2023</td> <td>3.77%</td> </tr> <tr> <td>2024</td> <td>3.59%</td> </tr> <tr> <td>2025</td> <td>3.29%</td> </tr> <tr> <td>2026</td> <td>3.21%</td> </tr> <tr> <td>2027</td> <td>3.10%</td> </tr> <tr> <td>2028</td> <td>2.82%</td> </tr> <tr> <td>2029</td> <td>2.83%</td> </tr> <tr> <td>2030</td> <td>2.78%</td> </tr> <tr> <td>2031</td> <td>3.02%</td> </tr> </tbody> </table>	Year	Percentage	2022	4.55%	2023	3.77%	2024	3.59%	2025	3.29%	2026	3.21%	2027	3.10%	2028	2.82%	2029	2.83%	2030	2.78%	2031	3.02%	Low	Interest rates vary from those used in calculations of forecasts.	<p>The council's debt portfolio is increasing; movements in interest rates could affect the council's financial position and have an impact on the amount within the council's reserves. These reserves are used to fund capital works and other various programmes and could mean that funds are unavailable to progress works as budgeted.</p> <p>In the event interest rates are lower the council intends to apply the savings to reduce debt or rates in accordance with the council's prudent financial management philosophy.</p>
Year	Percentage																									
2022	4.55%																									
2023	3.77%																									
2024	3.59%																									
2025	3.29%																									
2026	3.21%																									
2027	3.10%																									
2028	2.82%																									
2029	2.83%																									
2030	2.78%																									
2031	3.02%																									
	<p>Subsidies</p> <p><u>Waste Levy</u></p>	Medium	<p><u>Waste Levy</u></p> <p>That the council does not get the</p>	<u>Waste Levy</u>																						

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty								
	<p>The council anticipates that the government will continue to provide waste levies using the population-based formula</p> <p><u>Water/Wastewater</u></p> <p>No subsidies are available.</p> <p><u>NZTA</u></p> <p>The council anticipates that the government will continue to provide NZTA subsidy for roading and transportation project, and that the overall funding envelope increases each year.</p> <p>NZTA subsidised work categories will not receive unsubsidised funding from council.</p> <p>The basis of NZTA funding for the ten years is assumed to be:</p> <table border="1" data-bbox="264 1225 853 1484"> <thead> <tr> <th>Financial Year</th> <th>Maintenance</th> <th>Improvements and replacement</th> <th>NZTA specified Safer Network Programme</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Financial Year	Maintenance	Improvements and replacement	NZTA specified Safer Network Programme						<p>predicted levels of waste levy income.</p> <p><u>NZTA</u></p> <p>NZTA subsidy rates differ from the assumed rates.</p> <p>The overall funding envelope for NZTA subsidy remains static or declines.</p>	<p>The council utilises the levy income to fund waste minimisation schemes, educational programmes and other such projects as is the intent of the levy.</p> <p>Should the council not receive the amount of income predicted, expenditure in these areas may need to be reduced. This would not support our zero waste initiatives.</p> <p><u>NZTA</u></p> <p>Increase or decrease works in line with the One Network Road Classification (ONRC).</p> <p>The annual quantity of planned work would be reduced</p> <p>Unforeseen and sudden funding required.</p> <p>Increased demand on the network and funding requirements.</p>
Financial Year	Maintenance	Improvements and replacement	NZTA specified Safer Network Programme									

	Forecasting Assumptions				Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	2021/22	52%	52%	100%			
	2022/23 onwards	51%	51%	100%			
	Local Government Funding Agency (LGFA) Guarantee Council has assumed that the Local Government Funding Agency guarantee will not be triggered for the duration of this plan.				Low	LGFA can't meet its obligations to lenders as a result of a default by a borrowing local authority on interest or principal payments to the LGFA	Council guarantees 1.5% of any shortfall the LGFA may have in meeting its obligations to lenders as a result of a default by a borrowing local authority. The LGFA advise it is reasonable to assume that the guarantee will not be called. The LGFA has never made a call under the guarantee and its loans to councils are all performing, so there is nothing the LGFA or Council are aware of that makes a call under the guarantee likely.
	Levels of Service Changes in customer expectations regarding service levels will not alter significantly.				Medium	There are significant changes in customer expectations regarding levels of service.	If through customer demand, levels of service are significantly altered, this could impact on operating and capital budgets and the resulting rates.
	Natural Disaster/Emergency Events In the event of a natural disaster the council would have to fund 40% of the costs associated with damage to council assets. The				Low	That there will be a natural disaster requiring emergency works that cannot be	The potential effect of a natural disaster on the council's financial position is dependent upon the scale, duration and location of the event.

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	<p>remaining 60% is assumed to be provided by the Government.</p> <p>Council's insurance of underground assets covers losses or unforeseen damage caused by earthquake, natural landslip. Flood. Tsunami, tornado, windstorm, volcanic eruption, hydrothermal and geothermal activity, or subterranean fire.</p>		<p>funded out of normal budgetary provisions.</p> <p>That the government will not provide any financial assistance.</p>	
	<p>Ownership of a significant asset</p> <p>It is assumed throughout this plan that council will retain ownership of its significant assets and continue with the current CCOs. There is no opportunity to change the current CCOs.</p>	High	That the specified returns whether financial or non-financial of holding strategic assets/ CCOs are not forthcoming	Should specified returns not be attainable, council would review its investment. Such a review may have a financial impact as it would be prudent for it to be undertaken by an independent entity. The outcome of a review may recommend that the council continues to hold, partially divest or sell in entirety its interest.
	<p>State Highway Revocation</p> <p>It is assumed in this plan that we will receive a further section of state highway to manage with SHIB planned for transfer to Council from June 2022.</p>	Low	The timing and costs/ values of assets associated with the revocation of state highways are different to that	<p>The impact of not receiving funds for upgrades could mean that the cost for maintenance on those sections of road lies with Council.</p> <p>This may require additional loans to be raised to complete any essential works which would have an impact on the amount of rates needed to cover</p>

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	<p>This is due to the moving of the state highway to the new expressway, connecting Taupiri to Tamahere.</p> <p>We have assumed that these inherited roads will be at an acceptable standard and will attract NZTA subsidy going forward for maintenance</p>		reflected in this plan.	repayments in the future. Rather than choosing to raise loans, council might defer replacement/renewal works on other local roads. This could require further rating income to carry out operational works to extend the life of those assets.
	<p>Resource Consents</p> <p><u>Water Supply</u></p> <p>Within the next 10 years only one water supply consent will expire and any renewal is not expected to have significant issues.</p> <p>Waters reform may impact future consent conditions.</p> <p><u>Wastewater</u></p> <p>Within the next 10 years Raglan, Te Kauwhata, Ngaruawahia and Huntly wastewater discharge consents will expire.</p> <p>More stringent environmental outcomes and cultural considerations are expected to be required.</p>	High	<p>Conditions of resource consents are altered significantly and without sufficient warning.</p> <p>Any new resource consents required are not approved or conditions imposed are not allowed for.</p>	<p>If the council is faced with significant changes to resource consent conditions, this could have a significant impact on the council's financial resources.</p> <p>If consent conditions change, the timing of the consent process may need to be extended, particularly if upgrade works are required in order to comply.</p> <p>No allowance has been made for pending changes under the three waters reform.</p>

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty		
	<p>Any form of disposal to the harbour or ocean and to Lake Waikare are not acceptable to some community groups. Finding suitable land for land-based disposal is challenging and very costly and have not been included in the forecasts. Newer treatment technology comes with higher technical skill requirements and increased operating costs.</p> <p>Waters reform may impact future consent conditions.</p>					
	<p>Water Availability</p> <p>Water availability has been identified as a risk to specific individual schemes within the next 10 years; Council has identified strategies to mitigate/address these risks and accommodate the forecasted demands.</p> <p>It is assumed that Council or third-party suppliers who supply bulk water to Council will be able to alter existing consents and allocations to meet forecasted demands.</p>	Medium	Changes to allocations are not approved	If Council or its third-party suppliers are unable to alter existing consents and allocations, this could have a significant impact on Council's ability to accommodate growth in specific areas of the district.		
	<p>Projected number of rating units as at 30 June:</p> <table border="1" data-bbox="271 1393 734 1457"> <tr> <td>Current</td> <td>31246</td> </tr> </table>	Current	31246	Medium	The number of new rating units does not meet or	Rating and development contribution income could be under or overstated. If this were to occur, both capital and operational expenditure would be adjusted to reflect actual demand.
Current	31246					

	Forecasting Assumptions		Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	2022	31581		exceeds expectations.	If projects have been progressed ahead of development which does not eventuate this could cause funding shortfalls. This in turn would raise the costs of development and/or increase the borrowing costs for existing ratepayers.
	2023	32338			
	2024	33079			
	2025	33834			
	2026	34588			
	2027	35339			
	2028	36075			
	2029	36796			
	2030	37506			
	2031	38202			
	<p>Sources of funding for future replacement of significant assets Sources of funding for the replacement of assets can be found in the council's Revenue and Finance Policy.</p> <p>NZTA subsidy will continue to be available at the currently agreed percentage (see NZTA subsidy assumption).</p> <p>Ministry of Health (MoH) subsidies are not available for Wastewater (see Water and Wastewater assumptions).</p> <p>The bank will continue to cover loan facilities to the council. External borrowing limits are covered within the Treasury Risk Management Policy.</p>		Medium	Sources of funds are inadequate to fund the replacement of significant assets	If funds are inadequate for the replacement of significant assets, work may not be progressed as per timing in the plan. Operational expenditure may rise as a result in an attempt to extend the life of the assets, which would potentially cost the ratepayer more as we would still need to build reserves to pay for the eventual replacement.

	Forecasting Assumptions	Level of Uncertainty (Low, Medium or High)	Risk	Possible Impact of Uncertainty
	Renewal of External Funding The council is able to retain all external funding even if projects are delayed.	Low	A project may be delayed, which would put the external funding at risk.	Some projects may not proceed if external funding is not available.

DRAFT Financial Strategy

Financial strategy

Balancing Affordability, Increasing Expectations and Growth

The Council is achieving this by:

- Moving costs of services to those who use them.
- Maintaining existing assets.
- Modernising and improving infrastructure.
- Supporting growth.

Forecast growth will see a 21 percent increase in the number of homes (6,600) over the next 10 years. This is substantial and requires a significant investment in all the Council activities to achieve our vision for liveable, thriving and connected communities.

Alongside this maintaining existing service, in an environment of increasing regulation and weather events is challenging.

Within this context the Council has developed a financial strategy that balances affordability for those paying, with the rising compliance expectations and community desires while supporting investment to allow for and arising from population growth.

Sustainable Growth

The Waikato district has been growing rapidly, our proximity to Auckland and Hamilton making us an attractive proposition for both business and residential development. Growth will occur in the Waikato due to factors outside of our control. How the Council responds to growth drives whether that growth enhances the council vision for liveable, thriving and connected communities.

There is uncertainty around the potential economic impacts on the district as the global Covid-19 pandemic continues. The potential economic impacts on the Waikato Region as indicated in Waka Kotahi's study dated October 2020 are:

- The south of the Waikato District around Hamilton is expected to perform reasonably well due to relatively low reliance on international tourism (25% of total tourism spend), links to surrounding agriculture, and the city's role as a hub for education, healthcare and other government services.
- The north of the Waikato District is expected to experience slower growth rates due to lower business and population movements out of Auckland, with flow-on impacts on the construction sector.

The Council's forecast growth will mean 6,600 new homes for 14,000 more people. Much of this growth will occur in towns (42:58 urban to rural population in 2021, rising to 45:55 by 2031), changes in population and land use on rural properties is not forecast to be significant. This requires significant planning, working with the community and other agencies. It will result in an investment in roads, water, wastewater, stormwater and community infrastructure often in advance of the people arriving. By providing this trunk infrastructure investment in advance of growth it will avoid adverse consequences to public health, safety and the environment.

Growth capital will initially be funded by borrowing, including the Housing Infrastructure Fund (\$38 million) and each project drawdown will be interest free for 10 years. Where subsidies and external funds can be earned, this will reduce the initial debt. Development contributions will be paid when developments are completed, and this revenue will reduce debt. The remainder will be paid over 25 years by existing ratepayers and by new ratepayers as they arrive.

The capital investment in growth is shown in Figure 1. This chart shows a large investment in trunk infrastructure in the first 4 years of the plan. With the trunk infrastructure in the right place, it will create sufficient capacity to support forecast growth in our main urban areas, which allows for local developer investment to continue in those later years.

The day-to day costs resulting from population and land use changes will cost \$366 million over the 10 years, which is around 25% of total operating costs.

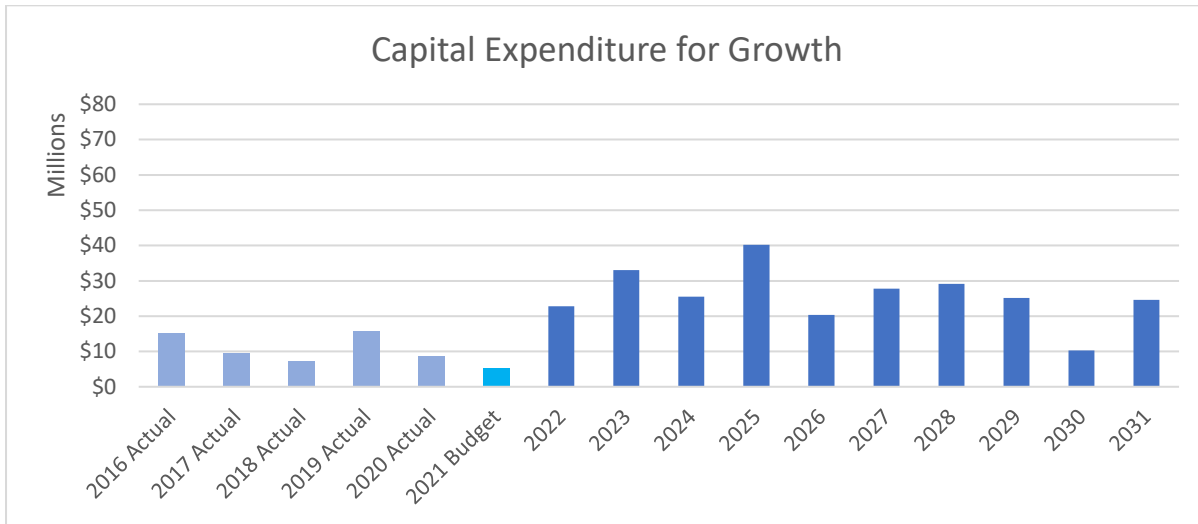


Figure 1: Capital Expenditure for Growth (\$million)

Maintaining Existing Assets

The Council looks after \$1.7 billion of assets, 86 percent of which are infrastructure assets. These assets have been the backbone of our community’s services for decades. The quality of these services contributes a lot to whether a community is liveable and thriving.

The Council invests a lot of resources in professional asset management practices to ensure they are well maintained to the end of their economic lives and are renewed at that moment when it is most cost effective to do so. Getting this right has a big influence on the affordability of services.

For Roading there have been great efficiencies resulting from the Council’s innovation of its Roading Alliance. With the waters activities the Council partnered with Watercare Services and Waikato Tainui in October 2019 with the aim of delivering further efficiencies. However, the underlying condition of the assets no longer meet the rising standards for consent renewals on treatment facilities and significant investment is required over and above that previously planned.

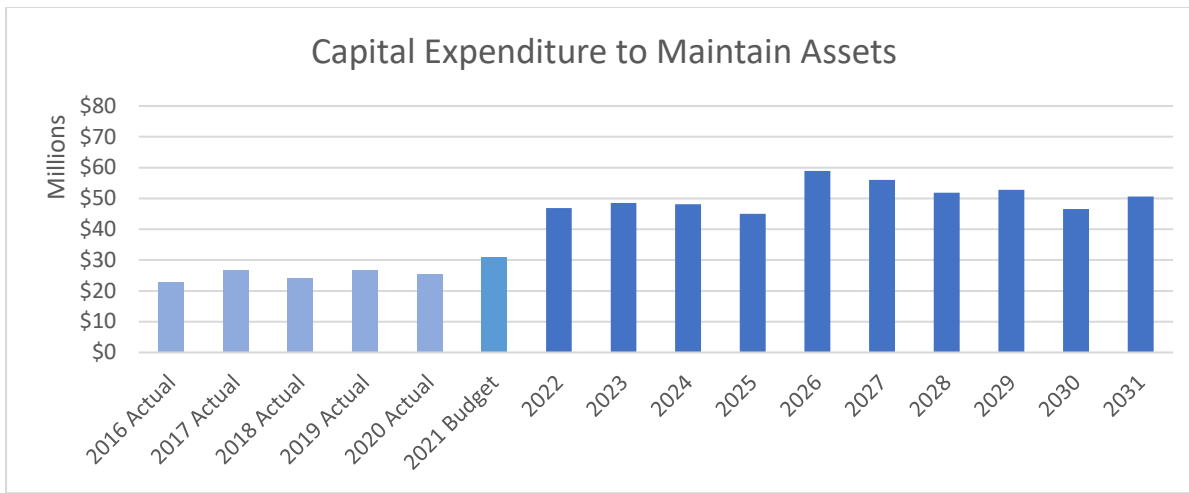


Figure 2: Renewal Expenditure to maintain asset service levels (\$million)

Figure 2 above shows the Council is providing for a consistent investment between \$45 to \$59 million in each year of the Plan. This level of investment is more than annual depreciation (forecast at \$33 to \$56 million) reflecting the scale of asset replacements budgeted in this 10-year period some of which are earlier than planned for due to the need to address upgrades to support growth and changing consent conditions.

The chart shows an increased investment from 2022 onwards across all infrastructure classes, with a sizeable change in 2026 largely due to wastewater renewals.

A significant element of the Council’s financial strategy is for infrastructure assets to maintain up to date asset valuations which recognise the current replacement cost of assets and then fund the consequential depreciation cost. This provides for an appropriate allocation of cost to those who benefit from the services the assets provide each year and overall is the most cost-effective approach to ensure current and future generations pay an affordable share of the asset renewal. For each asset type any funds are accounted for in asset replacement reserves.

Along with everyday maintenance this capital renewal budget will ensure that service levels remain constant.

Better Services

Communities that are thriving have a high degree of liveability through a good range of modern services. Communities often desire many improvements which need prioritising to balance affordability with service levels.

Figure 3 shows an increased investment in the first two years of the plan. 60 percent of the investment being on better services on the roads and three waters services. Investing in better service levels on core infrastructure is essential to building modern communities, however communities need access to other services like playgrounds and libraries if people are to feel their community is liveable and thriving. The Council must therefore balance investment choices between core infrastructure and community infrastructure and services.

Capital expenditure for better services will initially be funded by borrowing. Where subsidies and external funds can be earned, this will reduce the initial debt. The remaining debt will be paid over 25 years by existing ratepayers and by new ratepayers as they come into the district.

The regulatory environment is imposing more cost to protect people and the environment including healthy rivers, drinking water standards and consent conditions. Pending three waters reform work has meant that the standards associated with running water and wastewater services will inevitably increase. It is not yet clear what the reforms will mean for our communities but the type of treatment plants that need to be built to achieve regional consent conditions will cost more and are included in the plan.

Providing better service levels will add cost which is included in the graph below.

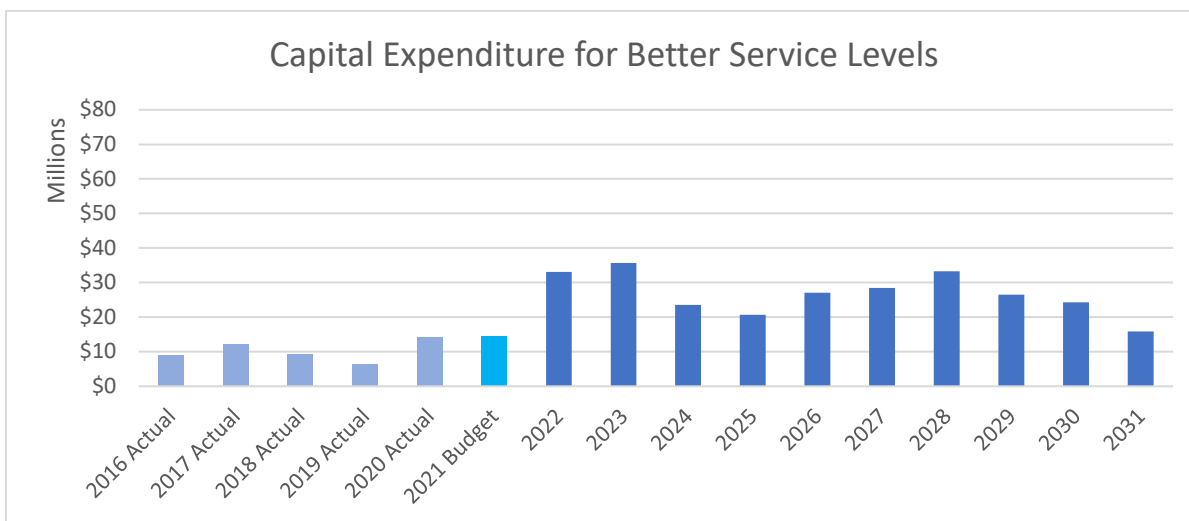


Figure 3: Capital Expenditure for Better Service s (\$ million)

Managing Debt

The increased investment in the next three years in growth, renewals and service levels has the consequence of increasing debt (see Figure 4). Debt rises by \$175 million in the first 5 years reflecting the level of investment. From 2027 the level of new debt decreases and by 2030 debt repayments exceed new investment. The Council will repay \$293 million of debt over 10 years.

The Housing Infrastructure Fund (HIF) loan was approved in 2020 with borrowing to be drawn down over the first three years of this Plan as investment on HIF approved projects is made. This borrowing is interest free for 10 years (saving approximately \$17 million in interest payments over the duration of the plan). The borrowing is recognised as debt in Figure 4. and on the Council balance sheet.

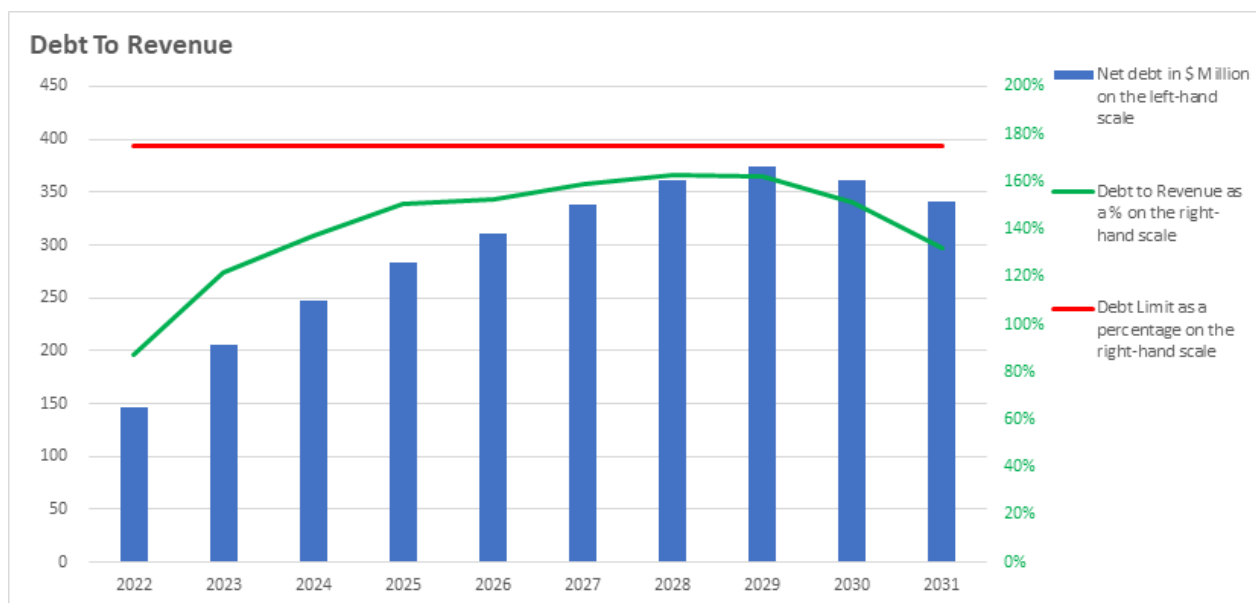


Figure 4: Debt levels (\$million) and Debt limits

Debt Limit

Net debt will not exceed 175 percent of revenue.

Net debt equals total external debt net of related borrower notes. Revenue is net of developer contributions and vested assets.

Long Term Plan

The Council has set its debt limit using a debt to revenue ratio. This is one of the main methods used by the Council's funders to determine the affordability of debt. People who have borrowed home mortgages will know how important income is to the banks decision to lend money.

The Council's primary lender, the Local Government Funding Agency (LGFA), has determined that it will only lend to the Council up to 175 percent of revenue.

Although the debt limit has been set equal to our borrowing capacity, the Council has \$11 million of capacity it could spend before it would reach the 175% in 2022. Additionally, the Local Government Funding and Financing toolbox has been extended to include off-balance sheet options. There would still be the challenge of repayment so in the first instance Council has planned a programme that fits within LGFA limits.

Council's borrowing is secured by either a debenture trust deed or a floating charge over all Council rates levied under the Rating Act.

Affordable Rates

Rates income ranges between 61 and 69 percent of income and is Council's main revenue source. During the next 10 years there will be a 21% increase in the number of properties. This will create extra income to offset some of the costs of growth.

Limits Rates Increases

Average annual rate increases to existing ratepayers*, are set at 10 percent in the first year reducing to 8 percent from 2023 onwards.

*Based on 2017 rating valuations and property information.

The Council has set its limits on rates increases as a measure of the impact on the average existing ratepayer. This measure shows the impact of rates on typical properties by including all rates (general and targeted) charged to a property and is based on 2017 rating valuations due to the re-scheduling of Council's 2020 district valuation.

This measure is relatable to what people pay and therefore can be considered as a measure of affordability. The challenging economic environment created across the world because of pandemic response measures, may mean for some in our community that these limits still feel too high. However, the relative size of our district does not lend itself to economies of scale as our large geographic spread, means we have multiple critical assets with high compliance and operational costs. These are not costs we can 'opt out' of.

The measures are calculated based on those ratepayers that paid rates in the previous rating year. Allowing the Council to focus on how the majority of ratepayers are impacted by the increased price of rates. By doing this the Council can better grow the rates from new ratepayers, which is very important in the high growth situation the District is forecast to have.

The Council has set limits that are real and consequentially could be challenging in the event of unplanned event or compliance costs. In setting the limits this way the Council is challenging itself to be good financial managers for the District. This is a better approach than setting limits so high they never become relevant to decision making.

Balancing the Books

Good financial practice is to manage the business so that operating revenues exceed operating costs. This ensures that each year the users of services are paying for what they use. Having a surplus position ensures funds are available for asset purchases and debt repayment.

The figure below shows that after removing development contributions and vested assets from revenue the Council is on the whole forecasting to make surpluses that allow for debt repayment.

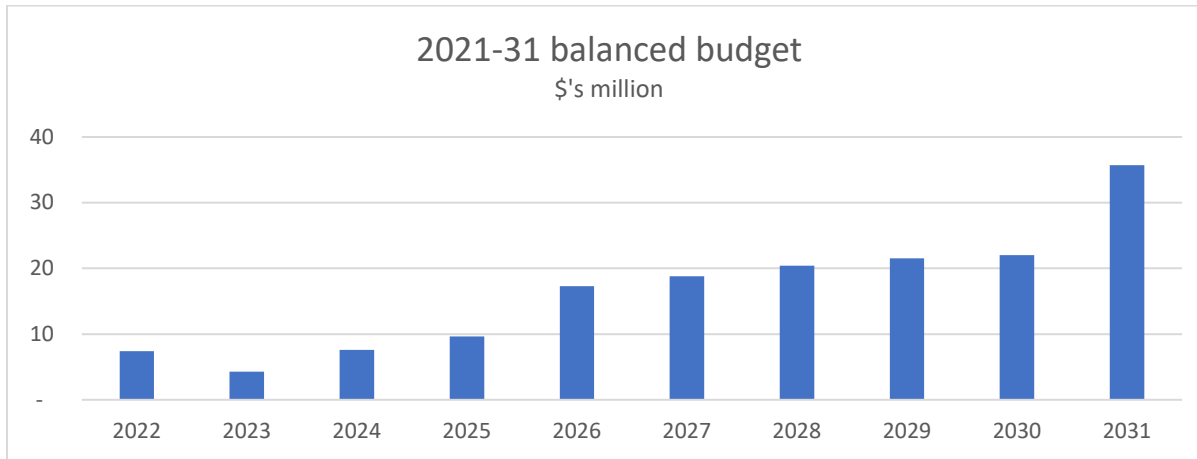


Figure 5: Balanced Budget (\$)

Good Investments

The Council has financial, property and equity investments which are managed in accordance with the Treasury Risk Management Policy.

Investment	2020 (actual)		2021-2031
	Value \$(000)	Return	Return (forecast)
Financial	90	7%	7% year 1 only
Investment Property	560	8%	8%
Equity			
Waikato Regional Airport Ltd	16,744	0%	0.18% p.a. from 2024
Waikato Local Authority Shared Services Ltd	219	0%	0%
Civic Financial Services Ltd	38	0%	0%
Waikato District Community Wellbeing Trust	0	0%	0%

The council holds investments for a strategic reason, not just for a financial return on investment. These reasons include where there is some community, social, physical or economic benefit accruing from the investment activity. The council has the following objectives in holding the above investments.

Financial

Cash is held for liquidity purposes, not to make a financial gain. The Council is a net borrower and will convert surplus cash to reduce debt costs as appropriate to maintain liquidity. Any returns from cash investments are offset against the general rate. The financial investments outlined in the table above relate to a small number of community loans which will be fully repaid by 2023.

Investment Property

The Council has one investment property in Ngaruawahia that receives a modest commercial lease return. It also has a small portfolio of non-reserve land and buildings. These properties are predominately owned for operational efficiency including offices at Raglan, Huntly and Ngaruawahia. No return on these investments is planned for.

Waikato Regional Airport Ltd

The company operates Hamilton International Airport and promotes the region to tourists. The Council shareholding is 15.625 per cent.

The Council's shareholding is considered a strategic asset. While Council's ownership is largely for economic development reasons and not for financial return, the company has no dividends forecast for the first 2 years of the plan due to the coronavirus pandemic and the flow on impact to travel. An annual dividend of \$30,000 has been included from year 3 onwards.

Waikato Local Authority Shared Services Ltd

The company has been established to cost effectively provide councils with a vehicle to procure shared services. It is an investment which aims to reduce the cost of providing generic services. The company does not provide a financial return by way of dividend.

Civic Financial Service Limited

The company, established in 1960, is owned by local government to provide a range of financial services including Riskpool, LAPP and Supereasy Kiwisaver scheme. The Council's holding is historic, and no return is forecast.

Waikato District Community Wellbeing Trust

The Waikato District Community Wellbeing Trust was formed from the winding up of the Waikato Foundation. The funds held by the trust are retained for the trust's purposes and distributed to the community. The Council's reason for holding this investment is to support projects that deliver on the aspirations and community outcomes of the Waikato district as identified and promoted by the community. The objectives of the Trust align with the delivery of community blueprint projects and community identified initiatives.

Planning for the Unexpected

Events such as the Wellington and Canterbury earthquakes and locally Cyclone Debbie and the March 2017 weather event have a significant impact on infrastructure. Much of the Council's \$1.7 billion of assets is vulnerable to local weather events and the impacts of events affecting the Waikato River.

The Council has purchased commercial insurance for assets under the ground such as water, waste water and stormwater infrastructure. This was achieved through partnering with a number of the Local Authority Shared Services council's in a group insurance programme. In the event of a natural disaster affecting water, waste water, stormwater and arterial bridges the council will be able to secure a proportionate amount of the group's insurance proceeds to pay for the repair and replacement of these assets.

In addition to this cover, council is proposing to increase the investment in our own disaster recovery fund to self-insure for events that may not trigger the natural disaster insurance policy claim criteria. A specific budget

Long Term Plan

has been set aside each year to re-build the balance of the disaster recovery fund. \$1.12 million has been set aside over the first 3 years. This fund will continue to be replenished and built upon throughout the ten years. Additionally, a roading budget of \$800,000 per annum is included for emergency works in the event that the network sustains heavy or prolonged rainfall and a further \$300,000 of minor event emergency works budget per annum. This \$1.1 million of annual budget is additional to funds held in the disaster recovery reserve.

For really big events Council expects external financial assistance for the emergency response and recovery. Council will be expected to initially fund these costs.

Revenue and Finance Policy

Revenue and finance policy

Overview

The council has reviewed each individual activity with a view to determining an equitable funding policy. In doing so the council considered the nature of the service and the benefits and beneficiaries for each service. Items taken into account during that deliberation were:

- Community outcomes to which an activity contributes
- The distribution of benefits between the community as a whole, identifiable parts of the community and individuals
- The period during which the benefits are expected to occur
- The extent to which actions, or inactions, of individuals or groups contribute to the need to undertake the activity
- Costs and benefits of funding the activity distinctly from other activities.

The list of activities and the funding mechanisms used for each service are included in the table below, along with some explanation of the terminology used.

The funding of operating expenditure and capital expenditure are in accordance with the sources listed in section 103 (2) of the Local Government Act 2002.

Funding of operating expenses

The council sets its long-term revenue to fund its on-going operation and asset maintenance programme as outlined within this plan. The sources used depend on the council's analysis of individual services and are outlined in the table below.

The table outlines the funding mechanism used for individual activities. These mechanisms fall under three headings: General rates (including uniform annual general charges), targeted rates and fees & subsidies. In addition to these sources, the council receives revenue from investments. The details of the investment activity are included separately within this plan. Within this plan, the net revenue from investments is projected to be used to reduce the requirement for general rates.

Group	Activity	Funding Source		
		General Rates	Targeted Rates	Fees
Water Supply	Water Reticulation	Residual	Majority	Fees
	Water Treatment and Supply	Residual	Majority	
Wastewater	Wastewater Reticulation	Residual	Majority	Fees
	Wastewater Treatment and Disposal	Residual	Majority	Fees
Stormwater	Stormwater	Residual	Majority	
Roading	Passenger Transport	Residual		Subsidies
	Road Safety	Residual		Subsidies
	Corridor Maintenance	Residual		Subsidies
	Network Development and Maintenance	Residual		Subsidies
Group	Activity	Funding Source		
		General Rates	Targeted Rates	Fees
	Bridges	Residual		Subsidies
	Footpaths	Full		
Council Leadership	Governance (Council and Chief Executive)	Full		
	Maaori Liaison	Full		
	Council	Full		
	Elections	Full		
	Committees and Community Boards	Residual	Partial	
	Council Support	Full		

Organisational Support	Communications	Full		
	Business Improvement	Full		
	Human Resources	Full		
	Health and Safety	Full		
	Finance and Treasury	Full		
	Rates	Full		
	Information Management	Residual		Fees
	Legal Counsel	Full		
	Corporate Property and Plant	Full		
	Management, Infrastructure Planning, Infrastructure Design and Operations	Residual		Fees
Sustainable Environment	Animal Control	Residual		Fees
	Building Quality	Residual		Fees
	Consents	Residual		Fees
	Environmental Health and Liquor licensing	Residual		License Fees
	Monitoring and Enforcement	Residual		Enforcement fees
	Regulatory Support	Residual		Fees
	Emergency Management (civil defense and rural fire)	Full		
	Waste Minimisation and Refuse	Residual	Majority	Fees

Sustainable Communities	Economic Development	Residual	Partial	
	Strategic and District Planning (includes Structure Planning, Resource Management Act policy etc.)	Full		
	Customer Delivery	Full		
	Leisure Facilities (Aquatic Centres, Libraries and Parks & Reserves)	Residual	Partial	Availability
Group	Activity	Funding Source		
		General Rates	Targeted Rates	Fees
	Community Facilities (Cemeteries, Property, toilets, pensioner housing etc)	Residual	Partial	Market
	Grants and Donations	Full		

Explanation of notations made in the table.

1. **Full** means that all, or almost all, of the cost of the activity is funded from that particular source. If the comment is made in the rates column it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the total funding.
2. **Availability** means that the cost of having the service available is met from that funding source. For these services council believes that charges can be a major barrier to access for some members of the community. Revenue in these services reflects revenue from programmes, hire of the facility and added value services.
3. **Subsidy** means that a portion of the activity is funded from a government subsidy. In some instances the subsidy makes a relatively minor contribution, but in others, such as roading, the subsidy is a substantial contributor to the cost of the activity. Those subsidies are identified within the individual plan of the activity.
4. **Petrol tax** is a local government share of the petrol tax levied by central government. It is used to contribute to the costs of road maintenance.
5. **Majority** means the majority of the service is funded from this source. When used in the fees and charges column it reflects the view that the services should be recovered from users but that legislation imposes some constraints which may mean that full recovery is not possible.

6. **Market** means that the council attempts to set its charges at a level that is affordable for the users and competitive with similar services either within the district or outside the district. It is used where market rates are not sufficient to meet the full costs of the service. The balance is funded from rates.
7. **Residual** indicates that a portion of funds comes from this source. It reflects that in some circumstances there are constraints on council charges, or that the alternative revenue source may include enforcement revenue which is imposed to achieve compliance and may not always cover the costs of enforcement.
8. **Licence and enforcement fees** can be charged for some services. Licence fees may be set by the council or by regulation, and may not always cover the full costs of the service. Enforcement fees are charged to achieve compliance and do not necessarily meet the full costs of the enforcement activity.
9. **Partial** reflects that the service will be partially funded from targeted rates.

Bases for selection of mechanisms to fund operating expenses

1. **User charges** are used for services where there is a benefit to an individual. If it is possible to efficiently impose a charge, the council does so, on the basis of either recovering the full cost of the service, the marginal cost added by users, or a rate that the market will pay.

The market rate becomes an issue to limit the potential for charging. It applies in circumstances where the council believes that a charge set too high will reduce use and therefore, diminish the value of the facility to the community, and impose a greater cost on ratepayers. In selecting market rate the council has made a judgement that the community values the existence of the facility and would rather fund it from rates than for it to close.

2. **General rates** is used to fund those services where the council believes there is a public benefit even though it may not be to the whole community. It typically funds “public goods” for which there is no practical method for charging individual users as the benefit is wider than just specific users. An analysis of benefits indicates that there is no difference in incidence between multiple targeted rates and a differentiated general rate.

General rates fund a range of services which are used by individual ratepayers to varying extents. The council uses the general rate rather than a number of targeted rates in order to achieve a simpler rating structure. That simpler structure makes it easier for ratepayers to understand how they are being rated and it is also simpler and cheaper to administer. Rates are regarded as a tax which funds the collective community benefit, rather than being any form of proxy for use of a service.

The general rate is applied on a uniform basis on the capital value of all rateable property across the district in accordance with the generally accepted principles of taxation.

3. **Uniform annual general charges** are used to fund people-related, rather than property-related services, including libraries, parks and reserves, public cemeteries, public swimming pools, public toilets, community centres, community liaison, grants and donations, safer communities, animal control, civil defence and safety, building control, environmental consents planning, area offices and democracy/local government.
4. **Targeted rates** are also used to fund community benefits and wider public goods. A targeted rate means a rate to be used exclusively to pay for that operating expense. It is used in circumstances where the council believes that the benefits from the services are such that the principles of a general rate approach (noted above) are not sufficient and that they should be targeted to a particular beneficiaries group or groups.

It is also used where the council considers that the level of charge is outside the council's control and the extent of the impost should be clear to the community.

5. **Grants and subsidies** are used where they are available. This includes petrol tax.
6. **Borrowing** is not generally used to fund operating expenses, but is used as a tool to smooth out major lumps in the capital replacement and acquisitions programme.

The council may choose to borrow for an operating expense to give a grant to a community organisation that is building a community facility.

7. **Income from dividends, interest and net rental income** is used to offset the cost of provision of other services. Income from interest and dividends is included as revenue in the Finance & Treasury activity. This revenue is applied to the council's general purposes. Income from rental of property is applied to the activity which is the primary user of a facility.
8. **Licence fees** are charged where they are available as a mechanism. They are set as for user charges but may have constraints on the level of the fee. These constraints are established under various legislation.
9. **Enforcement fees** are charged when possible. The purpose of the fee is to promote compliance rather than to raise revenue. At times enforcement fees will recover the full cost and at other times it will not depending on the level of compliance and also the extent to which the charges are limited by statute or the courts.

Predictability of rates and rate increases

The council is aware that the public needs to be able to predict their rates if they are to have confidence in the rates system. While it is not possible to provide absolute predictability in all years within the three year planning cycle, it is possible to provide greater stability and predictability in the years when properties are not re-valued.

The council considers the benefit splits (amounts recovered from ratepayers for services through the general and targeted rates) within the Revenue & Financing Policy is robust.

However, the council is always conscious of the impact of applying different increases to individual rates. This can mean that rates rises for individual ratepayers vary significantly to the average expected rates rise. In this case, the council may determine in any given year, which is not a revaluation year, that it will apply increases in individual rates to achieve a more even distribution of rates rises. This is done in the interests of predictability and affordability for the ratepayer, which is an underlying goal of both the Long Term Plan and the Revenue & Financing Policy.

Funding of capital

1. **Rates** in all forms will be used to fund an on-going replacement programme and may be used to fund a portion of capital acquisition work. This will be balanced against the affordability for the current ratepayers and the extent to which a capital replacement or acquisitions programme is even over the period of the plan. Over the period of the plan the council will get to the point where asset renewals are being met from operating revenue, and also a contribution is being made to levels of service and growth capital.
2. **Borrowing** can be applied to all capital works subject to the preceding statement on the use of rates. The council views debt as a smoothing mechanism and a means of achieving equity between time periods. However the council does not have an unlimited capacity to borrow and the community does not have unlimited capacity to service those loans into the future. Therefore, the council adopts a prudent approach to debt and its capital programme to ensure that the burden of debt and the interest cost does not place an impossible burden on the community. In doing so the council is conscious of its peak debt and its on-going funding stream for debt servicing and work programme.
3. **Grants and subsidies** are used where they are available.
4. **User charges** are used for connection services where there is a benefit to an individual. If it is possible to efficiently impose a charge, the council does so, on the basis of either recovering the full cost of the infrastructure, the marginal cost added by users, or a rate that the market will pay.
5. **Proceeds from asset sales** may be used to fund capital works or repay debt. The preferred option will be for debt repayment with any new works funded from new debt draw down. This method is favoured due to its transparency and the neutral effect it has on rating. There is no major planned asset sales programme over the period of this plan, but assets which are no longer required for strategic or operational purposes may be sold.

- 6. Development and Financial contributions** The district's community is growing. That growth drives a significant portion of our capital work requirement to maintain levels of service to a growing community. As the cost of growth is driven by development the council considers that it is equitable that a development should make a contribution to the costs that are being imposed. Otherwise, existing ratepayers would subsidise new ratepayers and this is inconsistent with council's principles. An exception might occur if development contributions would impose an excessive burden on developers and new ratepayers and this conflicted with council's overall development objectives for the district. In this case, the principle of affordability may mean that some degree of subsidisation is appropriate.

The council has a Development Contributions Policy and a Financial Contributions Policy to obtain contributions to fund the infrastructure required due to district growth. The infrastructure includes roading, water, wastewater, stormwater, and community infrastructure (i.e., parks & reserves, libraries, etc.). Further details about development and financial contributions and the projects they are used to fund can be found in council's Development Contributions Policy and Financial Contributions Policy.

DRAFT Financial Statements

Waikato District Council: Prospective funding impact statement - Water supply

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	185	396	411	426	441	455	469	484	495	506	518
Targeted rates	10,873	11,158	12,421	13,895	15,576	17,539	19,764	22,402	25,415	28,937	33,052
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	97	108	113	118	123	128	134	140	148	155	163
Internal charges and overheads recovered	203	402	289	285	316	382	442	488	595	715	887
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	11,358	12,064	13,234	14,724	16,456	18,504	20,809	23,514	26,653	30,313	34,620
Applications of operating funding											
Payments to staff and suppliers	4,593	9,616	9,448	9,730	10,338	10,855	11,211	11,406	12,391	12,428	13,093
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	4,315	2,507	2,627	2,925	3,257	3,648	3,949	4,351	5,055	5,352	5,350
Other operating funding applications	38	66	69	71	74	76	79	83	87	92	96
Total applications of operating funding	8,946	12,189	12,144	12,726	13,669	14,579	15,239	15,840	17,533	17,872	18,539
Surplus (deficit) of operating funding	2,412	(125)	1,090	1,998	2,787	3,925	5,570	7,674	9,120	12,441	16,081
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	1,357	1,659	2,213	1,619	2,955	3,015	3,074	3,132	3,206	3,275	3,343
Increase (decrease) in debt	359	3,875	3,822	3,087	3,262	4,373	4,122	5,966	4,501	3,800	2,207
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	124	199	208	216	226	237	248	261	275	290	305
Total sources of capital funding	1,840	5,733	6,243	4,922	6,443	7,625	7,444	9,359	7,982	7,365	5,855
Applications of capital funding											
Capital expenditure											
- to meet additional demand	1,398	3,917	3,767	7,039	11,116	8,214	9,971	16,206	16,432	745	4,244
- to improve the level of service	359	4,135	3,767	3,030	3,202	4,310	4,056	5,898	4,430	3,726	886
- to replace existing assets	2,116	2,756	2,512	2,635	2,279	2,384	2,491	2,600	2,715	2,832	2,953
Increase (decrease) in reserves	379	(5,200)	(2,713)	(5,784)	(7,367)	(3,358)	(3,504)	(7,671)	(6,475)	12,503	13,853
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	4,252	5,608	7,333	6,920	9,230	11,550	13,014	17,033	17,102	19,806	21,936
Surplus (deficit) of capital funding	(2,412)	125	(1,090)	(1,998)	(2,787)	(3,925)	(5,570)	(7,674)	(9,120)	(12,441)	(16,081)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
Additional information:											
Depreciation and amortisation	2,696	3,244	3,522	3,814	4,160	4,583	4,993	5,441	6,032	6,629	6,985

Other dedicated capital funding in the water supply group of activities represents capital income from fees charged to fund the capital works for new connections.

Waikato District Council: Prospective funding impact statement - Wastewater

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	244	443	453	467	482	496	511	526	537	548	560
Targeted rates	11,819	12,860	14,492	16,222	18,153	20,295	22,626	25,279	28,242	31,513	35,130
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	1,319	3,792	3,820	3,848	3,889	3,935	3,979	4,380	4,417	5,293	5,329
Internal charges and overheads recovered	41	225	218	255	292	317	321	328	295	280	318
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	13,423	17,320	18,983	20,792	22,816	25,043	27,437	30,513	33,491	37,634	41,337
Applications of operating funding											
Payments to staff and suppliers	4,691	7,253	12,052	13,144	12,789	13,066	13,375	15,227	15,672	17,049	18,024
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	4,964	2,671	3,190	4,137	4,523	5,087	6,012	6,746	7,641	8,251	9,118
Other operating funding applications	347	372	402	434	469	507	547	592	642	696	754
Total applications of operating funding	10,002	10,296	15,644	17,715	17,781	18,660	19,934	22,565	23,955	25,996	27,896
Surplus (deficit) of operating funding	3,421	7,024	3,339	3,077	5,035	6,383	7,503	7,948	9,536	11,638	13,441
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	904	4,013	3,981	3,389	5,138	5,196	5,254	5,310	5,383	5,450	5,516
Increase (decrease) in debt	3,237	11,793	21,586	9,313	9,415	19,075	13,968	15,801	10,888	11,356	12,311
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	4,141	15,806	25,567	12,702	14,553	24,271	19,222	21,111	16,271	16,806	17,827
Applications of capital funding											
Capital expenditure											
- to meet additional demand	814	12,731	21,323	10,685	14,680	8,938	7,341	8,629	4,390	4,693	3,886
- to improve the level of service	3,237	6,581	10,959	3,242	3,394	8,154	5,768	6,433	6,287	6,557	7,306
- to replace existing assets	1,691	11,546	12,052	7,781	7,110	14,835	12,336	14,727	14,289	13,636	15,000
Increase (decrease) in reserves	1,820	(8,028)	(15,428)	(5,929)	(5,596)	(1,273)	1,280	(730)	841	3,558	5,076
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	7,562	22,830	28,906	15,779	19,588	30,654	26,725	29,059	25,807	28,444	31,268
Surplus (deficit) of capital funding	(3,421)	(7,024)	(3,339)	(3,077)	(5,035)	(6,383)	(7,503)	(7,948)	(9,536)	(11,638)	(13,441)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
Additional information:											
Depreciation and amortisation	2,019	3,624	4,098	4,851	5,321	5,875	6,433	6,941	7,479	7,968	8,500

Waikato District Council: Prospective funding impact statement - Stormwater
A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022 2	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	105	229	238	246	255	262	270	279	284	290	296
Targeted rates	1,897	2,226	2,556	2,918	3,327	3,791	4,320	4,918	5,594	6,356	7,216
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	302	378	284	298	322	370	425	480	547	610	728
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	2,304	2,833	3,078	3,462	3,904	4,423	5,015	5,677	6,425	7,256	8,240
Applications of operating funding											
Payments to staff and suppliers	1,082	2,590	2,765	2,221	2,361	2,447	2,226	2,333	2,458	2,529	2,614
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	534	312	327	424	493	582	675	792	891	938	1,021
Other operating funding applications	6	7	7	8	9	9	10	11	13	14	15
Total applications of operating funding	1,622	2,909	3,099	2,653	2,863	3,038	2,911	3,136	3,362	3,481	3,650
Surplus (deficit) of operating funding	682	(76)	(21)	809	1,041	1,385	2,104	2,541	3,063	3,775	4,590
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	354	155	888	325	948	973	998	1,023	1,055	1,085	1,114
Increase (decrease) in debt	986	1,338	2,039	1,571	1,749	2,223	3,291	2,885	2,341	2,422	2,813
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	1,340	1,493	2,927	1,896	2,697	3,196	4,289	3,908	3,396	3,507	3,927
Applications of capital funding											
Capital expenditure											
- to meet additional demand	100	785	317	150	104	229	330	143	149	156	162
- to improve the level of service	986	1,338	2,039	1,571	1,749	2,223	3,291	2,885	2,341	2,422	2,813
- to replace existing assets	166	410	588	475	608	582	487	523	496	554	540
Increase (decrease) in reserves	770	(1,116)	(38)	509	1,277	1,547	2,285	2,898	3,473	4,150	5,002
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	2,022	1,417	2,906	2,705	3,738	4,581	6,393	6,449	6,459	7,282	8,517
Surplus (deficit) of capital funding	(682)	76	21	(809)	(1,041)	(1,385)	(2,104)	(2,541)	(3,063)	(3,775)	(4,590)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
Additional information:											
Depreciation and amortisation	752	1,086	1,158	1,240	1,319	1,400	1,490	1,595	1,697	1,798	1,902

Waikato District Council: Prospective funding impact statement - Sustainable environment

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	8,672	9,096	9,470	9,782	9,894	10,173	10,180	10,273	10,311	10,494	10,376
Targeted rates	5,029	4,790	5,055	5,317	5,614	5,923	6,240	6,593	6,945	7,306	7,671
Subsidies and grants for operating purposes	-	80	-	-	-	-	-	-	-	-	-
Fees and charges	6,995	8,459	8,721	8,964	9,534	10,123	10,735	11,366	12,020	12,699	13,397
Internal charges and overheads recovered	564	608	608	625	650	672	689	705	720	742	770
Local authorities fuel tax, fines, infringement fees, and other receipts	3,368	4,664	4,864	5,070	5,363	5,668	5,990	6,327	6,684	7,063	7,459
Total operating funding	24,628	27,697	28,718	29,758	31,055	32,559	33,834	35,264	36,680	38,304	39,673
Applications of operating funding											
Payments to staff and suppliers	18,389	22,960	22,937	22,859	22,841	23,521	24,891	25,398	26,034	26,753	25,637
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	5,961	6,530	7,045	7,497	8,003	8,347	8,514	8,601	8,730	8,905	9,173
Other operating funding applications	44	56	57	59	61	63	65	67	69	71	73
Total applications of operating funding	24,394	29,546	30,039	30,415	30,905	31,931	33,470	34,066	34,833	35,729	34,883
Surplus (deficit) of operating funding	234	(1,849)	(1,321)	(657)	150	628	364	1,198	1,847	2,575	4,790
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	2,165	2,436	122	16	17	17	18	18	19	19
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	2,165	2,436	122	16	17	17	18	18	19	19
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	52	2,665	2,436	122	16	17	17	18	18	19	19
- to replace existing assets	68	135	139	174	211	217	223	405	235	242	249
Increase (decrease) in reserves	114	(2,484)	(1,460)	(831)	(61)	411	141	793	1,612	2,333	4,541
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	234	316	1,115	(535)	166	645	381	1,216	1,865	2,594	4,809
Surplus (deficit) of capital funding	(234)	1,849	1,321	657	(150)	(628)	(364)	(1,198)	(1,847)	(2,575)	(4,790)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
Additional information:											
Depreciation and amortisation	84	93	163	228	236	243	249	256	268	275	283

Waikato District Council: Prospective funding impact statement - Roading

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	22,403	24,456	25,395	26,327	26,960	27,863	28,785	29,801	30,876	31,870	32,960
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	8,295	10,994	11,159	11,442	11,764	12,044	12,370	12,704	13,047	13,402	13,768
Fees and charges	175	296	296	296	302	307	313	318	324	329	334
Internal charges and overheads recovered	741	752	741	757	773	801	831	864	896	930	970
Local authorities fuel tax, fines, infringement fees, and other receipts	1,708	2,009	2,051	2,086	2,118	2,155	2,202	2,250	2,301	2,365	2,421
Total operating funding	33,322	38,507	39,642	40,908	41,917	43,170	44,501	45,937	47,444	48,896	50,453
Applications of operating funding											
Payments to staff and suppliers	18,629	24,910	25,684	26,352	26,858	27,502	28,248	29,013	29,802	30,617	31,453
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	4,890	4,023	3,998	4,422	4,944	5,423	5,739	6,096	6,332	6,482	6,868
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	23,519	28,933	29,682	30,774	31,802	32,925	33,987	35,109	36,134	37,099	38,321
Surplus (deficit) of operating funding	9,803	9,574	9,960	10,134	10,115	10,245	10,514	10,828	11,310	11,797	12,132
Sources of capital funding											
Subsidies and grants for capital expenditure	12,915	16,666	18,707	21,703	20,419	25,465	24,474	22,465	21,256	15,595	19,547
Development and financial contributions	1,048	1,133	3,441	1,443	2,399	2,463	2,527	2,591	2,671	2,746	2,820
Increase (decrease) in debt	817	2,097	2,504	1,856	2,343	992	3,061	2,290	2,191	2,502	445
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	14,780	19,896	24,652	25,002	25,161	28,920	30,062	27,346	26,118	20,843	22,812
Applications of capital funding											
Capital expenditure											
- to meet additional demand	2,013	4,854	6,101	2,404	5,359	2,766	7,532	3,340	4,034	3,699	16,311
- to improve the level of service	2,990	6,014	6,716	7,185	5,048	7,134	6,918	10,381	9,469	6,296	966
- to replace existing assets	19,566	19,055	21,513	26,430	26,005	30,359	29,298	24,089	23,565	19,549	21,239
Increase (decrease) in reserves	14	(453)	282	(883)	(1,136)	(1,094)	(3,172)	364	360	3,096	(3,572)
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	24,583	29,470	34,612	35,136	35,276	39,165	40,576	38,174	37,428	32,640	34,944
Surplus (deficit) of capital funding	(9,803)	(9,574)	(9,960)	(10,134)	(10,115)	(10,245)	(10,514)	(10,828)	(11,310)	(11,797)	(12,132)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
Additional information:											
Depreciation and amortisation	15,517	18,879	19,581	20,346	21,082	21,831	22,615	23,452	24,308	25,181	26,030

Waikato District Council: Prospective funding impact statement - Sustainable communities

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	22,209	25,290	27,023	28,200	29,852	31,317	32,516	33,588	35,005	36,484	37,549
Targeted rates	822	811	833	850	866	883	899	916	932	948	963
Subsidies and grants for operating purposes	60	119	130	133	136	141	145	148	151	155	158
Fees and charges	1,830	1,345	1,052	1,075	1,099	1,123	1,148	1,172	1,206	1,233	1,260
Internal charges and overheads recovered	1,894	2,444	2,491	2,517	2,568	2,650	2,733	2,825	2,926	3,051	3,051
Local authorities fuel tax, fines, infringement fees, and other receipts	1,868	3,409	2,985	3,056	3,127	3,201	3,274	3,353	1,404	1,430	1,455
Total operating funding	28,683	33,418	34,514	35,831	37,648	39,315	40,715	42,002	41,624	43,301	44,436
Applications of operating funding											
Payments to staff and suppliers	17,881	21,106	21,547	21,948	22,362	22,956	23,323	23,966	23,896	24,594	25,133
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	6,191	6,234	6,629	7,021	7,763	8,413	8,786	9,152	9,489	9,750	10,035
Other operating funding applications	632	627	626	610	626	643	655	672	690	698	715
Total applications of operating funding	24,704	27,967	28,802	29,579	30,751	32,012	32,764	33,790	34,075	35,042	35,883
Surplus (deficit) of operating funding	3,979	5,451	5,712	6,252	6,897	7,303	7,951	8,212	7,549	8,259	8,553
Sources of capital funding											
Subsidies and grants for capital expenditure	400	-	631	-	-	-	-	-	-	-	-
Development and financial contributions	2,730	1,311	2,803	1,359	3,261	3,349	3,436	3,522	3,631	3,733	3,833
Increase (decrease) in debt	3,228	14,301	9,009	11,646	9,495	7,565	7,004	7,463	6,072	3,706	3,813
Gross proceeds from sale of assets	522	3,914	550	564	579	594	610	1,379	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	6,880	19,526	12,993	13,569	13,335	11,508	11,050	12,364	9,703	7,439	7,646
Applications of capital funding											
Capital expenditure											
- to meet additional demand	1,037	490	1,562	4,744	2,400	-	-	820	-	-	-
- to improve the level of service	4,214	11,073	8,879	8,362	7,219	4,840	4,142	7,638	3,766	3,706	3,813
- to replace existing assets	4,582	8,654	7,468	7,609	6,165	7,433	8,255	6,246	8,338	5,660	6,427
Increase (decrease) in reserves	1,026	4,760	796	(894)	4,448	6,538	6,604	5,872	5,148	6,332	5,959
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	10,859	24,977	18,705	19,821	20,232	18,811	19,001	20,576	17,252	15,698	16,199
Surplus (deficit) of capital funding	(3,979)	(5,451)	(5,712)	(6,252)	(6,897)	(7,303)	(7,951)	(8,212)	(7,549)	(8,259)	(8,553)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
Additional information:											
Depreciation and amortisation	4,231	5,043	5,175	5,603	5,973	6,332	6,918	7,040	7,411	8,321	8,359

Waikato District Council: Prospective funding impact statement - Governance

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022 2	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	6,495	6,879	6,621	6,834	6,993	7,000	7,311	7,475	7,469	7,756	7,994
Targeted rates	268	268	272	275	278	282	285	288	291	294	297
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	1,617	1,571	1,534	1,560	1,595	1,630	1,666	1,705	1,743	1,787	1,837
Local authorities fuel tax, fines, infringement fees, and other receipts	5	2	157	2	2	175	2	2	194	2	2
Total operating funding	8,385	8,720	8,584	8,671	8,868	9,087	9,264	9,470	9,697	9,839	10,130
Applications of operating funding											
Payments to staff and suppliers	3,422	3,471	3,288	3,134	3,355	3,458	3,348	3,577	3,688	3,518	3,810
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	4,920	5,218	5,268	5,508	5,485	5,597	5,885	5,862	5,978	6,291	6,292
Other operating funding applications	2	2	2	2	2	2	2	2	2	2	2
Total applications of operating funding	8,344	8,691	8,558	8,644	8,842	9,057	9,235	9,441	9,668	9,811	10,104
Surplus (deficit) of operating funding	41	29	26	27	26	30	29	29	29	28	26
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	41	29	26	27	26	30	29	29	29	28	26
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	41	29	26	27	26	30	29	29	29	28	26
Surplus (deficit) of capital funding	(41)	(29)	(26)	(27)	(26)	(30)	(29)	(29)	(29)	(28)	(26)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
Additional information:											
Depreciation and amortisation	-	-	-	-	-	-	-	-	-	-	-

Waikato District Council: Prospective funding impact statement - Organisational support
A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	7,019	8,143	8,843	9,745	10,873	11,616	12,691	13,968	14,697	15,272	16,818
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	7,229	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	36,375	25,490	33,998	37,061	39,980	42,836	45,425	47,728	50,261	52,220	54,434
Local authorities fuel tax, fines, infringement fees, and other receipts	1,066	727	741	787	802	816	830	844	857	871	884
Total operating funding	44,460	41,589	43,582	47,593	51,655	55,268	58,946	62,540	65,815	68,363	72,136
Applications of operating funding											
Payments to staff and suppliers	25,609	23,115	23,898	23,787	24,015	23,938	24,566	24,753	25,481	25,952	26,785
Finance costs	5,497	5,133	5,999	7,600	8,988	10,560	11,985	13,325	14,577	14,910	14,956
Internal charges and overheads applied	8,486	9,102	9,136	9,446	10,008	10,493	10,865	11,363	11,660	12,105	12,972
Other operating funding applications	1,596	1,689	1,729	1,920	1,812	1,851	2,048	1,929	1,964	2,165	2,034
Total applications of operating funding	41,188	39,039	40,762	42,753	44,823	46,842	49,464	51,370	53,682	55,132	56,747
Surplus (deficit) of operating funding	3,272	2,550	2,820	4,840	6,832	8,426	9,482	11,170	12,133	13,231	15,389
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	7,034	12,002	20,547	14,475	10,929	(6,846)	(3,476)	(9,401)	(12,904)	(37,134)	(42,638)
Gross proceeds from sale of assets	-	-	257	408	460	340	220	250	250	250	250
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding	7,034	12,002	20,804	14,883	11,389	(6,506)	(3,256)	(9,151)	(12,654)	(36,884)	(42,388)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	528	6,506	212	2,605	-	145	994	-
- to improve the level of service	2,768	1,318	904	27	28	374	4,280	31	249	1,523	33
- to replace existing assets	2,704	4,335	4,188	3,037	2,624	3,111	2,950	3,285	3,110	4,058	4,247
Increase (decrease) in reserves	(4,745)	8,179	17,628	15,398	8,450	(2,212)	(4,033)	(1,711)	(4,247)	(30,073)	(31,001)
Increase (decrease) of investments	9,579	720	904	733	613	435	424	414	222	(155)	(278)
Total applications of capital funding	10,306	14,552	23,624	19,723	18,221	1,920	6,226	2,019	(521)	(23,653)	(26,999)
Surplus (deficit) of capital funding	(3,272)	(2,550)	(2,820)	(4,840)	(6,832)	(8,426)	(9,482)	(11,170)	(12,133)	(13,231)	(15,389)
Funding balance	-	-	-	-	-	-	-	-	-	-	-
Additional information:											
Depreciation and amortisation	1,403	1,341	1,900	2,352	2,794	3,165	3,148	3,213	3,094	3,315	3,554

Waikato District Council: Prospective funding impact statement - Whole of Council

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	67,330	74,933	78,453	82,027	85,749	89,182	92,732	96,394	99,673	103,220	107,071
Targeted rates	30,709	32,114	35,630	39,477	43,814	48,712	54,133	60,395	67,419	75,354	84,329
Subsidies and grants for operating purposes	8,355	18,422	11,289	11,575	11,900	12,185	12,514	12,852	13,198	13,557	13,927
Fees and charges	10,415	14,000	14,002	14,302	14,947	15,617	16,308	17,377	18,114	19,709	20,483
Interest and dividends from investments	130	50	50	82	83	84	85	86	87	88	89
Local authorities fuel tax, fines, infringement fees, and other receipts	7,885	10,761	10,749	10,919	11,328	11,929	12,214	12,690	11,353	11,643	12,132
Total operating funding	124,824	150,280	150,173	158,382	167,821	177,709	187,986	199,794	209,844	223,571	238,031
Applications of operating funding											
Payments to staff and suppliers	92,818	119,746	119,675	121,198	122,900	125,675	129,081	133,516	137,217	141,180	144,384
Finance costs	5,497	5,133	5,999	7,600	8,988	10,560	11,985	13,325	14,577	14,910	14,956
Other operating funding applications	2,664	2,818	2,892	3,103	3,052	3,151	3,406	3,357	3,466	3,736	3,689
Total applications of operating funding	100,979	127,697	128,566	131,901	134,940	139,386	144,472	150,198	155,260	159,826	163,029
Surplus (deficit) of operating funding	23,845	22,583	21,607	26,481	32,881	38,323	43,514	49,596	54,584	63,745	75,002
Sources of capital funding											
Subsidies and grants for capital expenditure	13,315	16,666	19,338	21,703	20,419	25,465	24,474	22,465	21,256	15,595	19,547
Development and financial contributions	6,393	8,271	13,326	8,134	14,700	14,996	15,289	15,578	15,945	16,287	16,627
Increase (decrease) in debt	15,661	47,571	61,943	42,070	37,209	27,399	27,987	25,022	13,107	(13,329)	(21,030)
Gross proceeds from sale of assets	521	3,914	807	972	1,039	934	830	1,629	250	250	250
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	124	199	208	216	226	237	248	261	275	290	305
Total sources of capital funding	36,014	76,621	95,622	73,095	73,593	69,031	68,828	64,955	50,833	19,093	15,699
Applications of capital funding											
Capital expenditure											
- to meet additional demand	5,361	22,778	33,070	25,549	40,163	20,359	27,780	29,138	25,149	10,286	24,603
- to improve the level of service	14,607	33,124	35,701	23,538	20,657	27,052	28,472	33,283	26,559	24,249	15,836
- to replace existing assets	30,893	46,891	48,479	48,141	45,003	58,920	56,040	51,875	52,748	46,530	50,656
Increase (decrease) in reserves	(581)	(4,309)	(925)	1,615	38	588	(375)	(158)	740	1,927	(117)
Increase (decrease) of investments	9,579	720	904	733	613	435	425	413	221	(154)	(277)
Total applications of capital funding	59,859	99,204	117,229	99,576	106,474	107,354	112,342	114,551	105,417	82,838	90,701
Surplus (deficit) of capital funding	(23,845)	(22,583)	(21,607)	(26,481)	(32,881)	(38,323)	(43,514)	(49,596)	(54,584)	(63,745)	(75,002)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Waikato District Council: Prospective statement of comprehensive revenue and expense

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Revenue											
Rates	98,039	107,046	114,083	121,504	129,563	137,894	146,866	156,789	167,092	178,574	191,401
Development and financial contributions	6,393	8,271	13,326	8,134	14,700	14,996	15,289	15,578	15,945	16,287	16,627
Subsidies and grants	21,670	35,088	30,627	33,278	32,319	37,651	36,988	35,316	34,454	29,152	33,474
Finance revenue	130	50	50	50	50	50	50	50	50	50	50
Other revenue	19,665	84,107	25,572	26,085	28,390	29,777	30,876	32,630	29,780	31,681	32,958
Total revenue	145,897	234,562	183,658	189,051	205,022	220,368	230,069	240,363	247,321	255,744	274,510
Expenses											
Depreciation and amortisation expense	26,702	33,311	35,596	38,434	40,886	43,430	45,846	47,938	50,290	53,487	55,613
Personnel expenses	36,041	37,324	38,002	38,129	39,213	39,993	40,867	41,801	43,005	44,118	45,308
Finance costs	5,497	5,133	5,999	7,600	8,988	10,560	11,985	13,325	14,577	14,910	14,956
Other expenses	59,441	84,324	84,561	86,213	86,904	88,969	91,706	95,279	98,231	101,153	102,905
Total operating expenses	127,681	160,092	164,158	170,376	175,991	182,952	190,404	198,343	206,103	213,668	218,782
Surplus (deficit)	18,216	74,470	19,500	18,675	29,031	37,416	39,665	42,020	41,218	42,076	55,728
Other comprehensive revenue and expense											
Gain (loss) on property revaluations	37,964	51,193	70,172	59,853	61,621	108,753	69,103	73,032	161,936	82,063	85,834
Total other comprehensive revenue & expense	37,964	51,193	70,172	59,853	61,621	108,753	69,103	73,032	161,936	82,063	85,834
Total comprehensive revenue and expense	56,180	125,663	89,672	78,528	90,652	146,169	108,768	115,052	203,154	124,139	141,562

Note 1: Reconciliation of total comprehensive revenue and expense with net operating funding per prospective whole of Council funding impact statement

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Total prospective revenue and expense wholly attributable to Waikato District Council	56,179	125,662	89,671	78,528	90,651	146,168	108,768	115,053	203,154	124,138	141,562
Surplus (deficit) of operating funding per prospective whole of Council funding impact statement	23,845	22,583	21,607	26,481	32,881	38,323	43,514	49,596	54,584	63,745	75,002
Difference	32,334	103,079	68,064	52,047	57,770	107,845	65,254	65,457	148,570	60,393	66,560
The difference is due to:											
Capital income	19,832	25,136	32,872	30,053	35,345	40,699	40,011	38,304	37,477	32,173	36,479

Vested assets	1,240	59,147	613	616	1,856	1,959	2,071	2,267	-	-	-
Revaluation of assets	37,964	51,193	70,172	59,853	61,621	108,753	69,103	73,032	161,936	82,063	85,834
Gain (loss) on sale of assets	-	914	3	(41)	(166)	(135)	(85)	(208)	(554)	(355)	(141)
Depreciation and amortisation	(26,702)	(33,311)	(35,596)	(38,434)	(40,886)	(43,430)	(45,846)	(47,938)	(50,290)	(53,487)	(55,613)
Total explained difference	32,334	103,079	68,064	52,047	57,770	107,846	65,254	65,457	148,569	60,394	66,559

Note 2: Exchange and non-exchange revenue

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Revenue from non-exchange transactions											
Revenue from rates	90,663	100,464	107,121	114,121	121,749	129,606	138,126	147,517	157,312	168,242	180,473
Vested & found assets	1,240	59,147	613	616	1,856	1,959	2,071	2,267	-	-	-
Regulatory revenue	1,690	1,835	1,862	1,893	1,958	2,027	2,102	2,177	2,257	2,341	2,428
Infringements and fines	241	176	176	176	194	214	236	261	288	318	350
NZTA government subsidies	21,597	27,644	30,482	33,129	32,167	37,492	36,826	35,150	34,284	28,977	33,296
Petrol tax	499	550	561	572	583	594	604	615	625	636	646
Other subsidies and grants	333	7,804	513	523	534	547	558	568	579	590	601
Other fees and charges - Council	419	555	719	573	586	770	609	620	831	652	664
Other non-exchange revenue	481	264	264	264	265	265	265	265	266	266	266
Total revenue from non-exchange transactions	117,163	198,439	142,311	151,867	159,892	173,474	181,397	189,440	196,442	202,022	218,724
Revenue from exchange transactions											
Water billing charges	7,376	6,583	6,962	7,382	7,814	8,288	8,740	9,272	9,780	10,332	10,928
Development & financial contributions	6,393	8,271	13,326	8,134	14,700	14,996	15,289	15,578	15,945	16,287	16,627
Other fees and charges - Council	10,722	13,951	14,472	14,969	15,779	16,622	17,482	17,624	16,505	17,389	18,284
Finance income	130	50	50	50	50	50	50	50	50	50	50
Dividends	-	-	-	32	33	34	35	36	37	38	39
Subvention payment received	4,113	-	-	-	-	-	-	-	-	-	-
Other exchange revenue	-	7,268	6,537	6,617	6,754	6,904	7,076	8,363	8,562	9,626	9,858
Total revenue from exchange transactions	28,734	36,123	41,347	37,184	45,130	46,894	48,672	50,923	50,879	53,722	55,786
Total revenue	145,897	234,562	183,658	189,051	205,022	220,368	230,069	240,363	247,321	255,744	274,510

Waikato District Council: Prospective statement of financial position

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
ASSETS											
Current assets											
Cash and cash equivalents	9,940	9,984	9,963	9,908	9,949	9,932	9,968	9,953	9,902	10,062	10,065
Recoverables from non-exchange transactions	6,935	9,146	9,330	9,415	9,904	10,409	10,637	10,867	11,047	11,162	11,722
Receivables from exchange transactions	7,198	9,750	9,947	10,038	10,558	11,097	11,341	11,585	11,777	11,899	12,496
Non-current assets held for sale	-	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256	1,256
Biological assets - cattle	94	103	103	103	103	103	103	103	103	103	103
Other financial assets	45	46	-	-	-	-	-	-	-	-	-
Prepayments	870	1,360	1,404	1,326	1,370	1,383	1,424	1,446	1,417	1,339	1,397
Total current assets	25,082	31,645	32,003	32,046	33,140	34,180	34,729	35,210	35,502	35,821	37,039
Non-current assets											
Property, plant and equipment	2,060,125	2,006,888	2,157,267	2,274,685	2,402,259	2,575,377	2,712,456	2,852,261	3,067,754	3,176,629	3,297,211
Intangible assets	6,129	5,482	6,720	7,552	7,187	6,613	6,237	6,254	6,060	6,220	6,564
Investment property	560	560	560	560	560	560	560	560	560	560	560
Investments in CCO's and other similar organisations	16,095	17,414	17,414	17,414	17,414	17,414	17,414	17,414	17,414	17,414	17,414
Other financial assets	3,307	3,445	4,395	5,127	5,740	6,175	6,601	7,014	7,235	7,081	6,804
Total non-current assets	2,086,216	2,033,789	2,186,356	2,305,338	2,433,160	2,606,139	2,743,268	2,883,503	3,099,023	3,207,904	3,328,553
Total assets	2,111,298	2,065,434	2,218,359	2,337,384	2,466,300	2,640,319	2,777,997	2,918,713	3,134,525	3,243,725	3,365,592
LIABILITIES											
Current liabilities											
Payables under exchange transactions	17,177	30,179	31,359	29,845	30,739	31,088	31,879	32,391	31,837	30,185	31,335
Taxes and transfers payable	1,050	1,422	1,478	1,406	1,448	1,465	1,502	1,526	1,500	1,422	1,476
Employee entitlements	3,845	4,323	4,394	4,407	4,519	4,600	4,690	4,787	4,911	5,027	5,150
Provisions	187	467	467	467	467	467	467	467	467	467	467
Borrowing	12,989	37,381	52,866	63,384	72,686	79,536	86,533	92,788	96,065	92,733	87,475
Total current liabilities	35,248	73,772	90,564	99,509	109,859	117,156	125,071	131,959	134,780	129,834	125,903
Non-current liabilities											
Provisions	1,261	2,708	2,708	2,708	2,708	2,708	2,708	2,708	2,708	2,708	2,708
Employee entitlements	193	273	276	279	286	290	295	305	311	315	323
Derivative financial instruments	15,667	21,615	21,615	21,615	21,615	21,615	21,615	21,615	21,615	21,615	21,615
Borrowing	126,472	112,141	158,599	190,151	218,058	238,607	259,597	278,364	288,194	278,197	262,425
Total non-current liabilities	143,593	136,737	183,198	214,753	242,667	263,220	284,215	302,992	312,828	302,835	287,071
Total liabilities	178,841	210,509	273,762	314,262	352,526	380,376	409,286	434,951	447,608	432,669	412,974
Net assets/equity	1,932,457	1,854,925	1,944,597	2,023,122	2,113,774	2,259,943	2,368,711	2,483,762	2,686,917	2,811,056	2,952,618

NET ASSETS/EQUITY

Accumulated comprehensive revenue and expense	1,211,908	1,205,198	1,249,488	1,286,217	1,332,810	1,369,973	1,410,143	1,451,531	1,488,582	1,500,780	1,525,904
Other reserves	720,549	649,727	695,109	736,905	780,964	889,970	958,568	1,032,231	1,198,335	1,310,276	1,426,714
Total net assets/equity	1,932,457	1,854,925	1,944,597	2,023,122	2,113,774	2,259,943	2,368,711	2,483,762	2,686,917	2,811,056	2,952,618

	A	B	C	D	E	F	G
1	Waikato District Council: Statement of reserve funds						
2	A forecast for the ten years ending 30 June 2031						
3	Reserve	Purpose	Related activities	Forecast Balance	Transfers into fund	Transfers out of fund	Balance
4				1-Jul-21	2022-2031		30-Jun-31
5				\$'000	\$'000	\$'000	\$'000
6	Conservation fund	To fund expenditure items for conservation purposes.	Sustainable environment	599	234	-	833
7	Raglan Harbour reserve	Council took over assets from the Raglan Harbour Board. Any revenue or expense on these properties is kept separate from general funds.	Sustainable communities	(511)	542	(6,857)	(6,826)
8	Housing for the elderly	Income from housing for the elderly is put aside for use on the properties involved.	Sustainable communities	(296)	1,206	3,148	4,058
9	Plant reserve	Reserve used for control of expenditure and sale proceeds for vehicle and other plant running and maintenance costs.	Organisational support	402	20,192	(20,945)	(351)
10	Lake Hakanoa Caravan Park reserve	Revenue and expense for the Lake Hakanoa Caravan Park at Huntly is kept separate. The camp operation is self funding.	Sustainable communities	181	2,266	(2,645)	(198)
11	Raglan Kopua Holiday Park reserve	Revenue and expense for Kopua Camp at Raglan is kept separate. The camp operation is self funding.	Sustainable communities	1,762	12,772	(10,816)	3,718
12	Wainui Reserve farm	Revenue and expense for Wainui Reserve farm operations is kept separate. The farm operation is self funding and surpluses are used towards projects at Wainui Reserve.	Sustainable communities	334	1,912	(1,812)	434
13	Hillary Commission grants	These funds are committed to a club development programme for the future.	Sustainable communities	22	-	-	22
14	Creative NZ grant	The balance from Creative Communities New Zealand to be re-distributed as grants to suitable candidates.	Sustainable communities	53	-	-	53
15	Disaster recovery fund	Fund set aside for use in the event of a disaster.	Organisational support	1,593	4,417	-	6,010
16	Hillary Commission loans	Remaining funds and interest credits built up from Council's contribution to match Hillary Commission loans used in the past to assist sporting organisations. All loans have been repaid.	Sustainable communities	65	25	-	90
17	North Waikato development reserve	Remaining funds with interest credits from the Department of Corrections for use to assist the local community.	Sustainable communities	392	153	1	546
18	Hamilton East property proceeds	Proceeds from the sale of the Hamilton East property held separate for property related purposes.	Organisational support	2,308	-	-	2,308
19	Hakarimata Restoration Trust	A restricted reserve for Hakarimata Hills Reserve Trust to record all trust operations.	Sustainable environment	18	7	-	25
20	Development fund (ex shares sold)	Reserve originally representing the share of the Auckland Airport Shares received by the former Franklin District Council and transferred to Waikato District Council on part amalgamation in 2010.	Organisational support	-	-	-	-
21	LTCCP contribution reserve	Reserve created on amalgamation of part of the Franklin District Council with Waikato District Council to assist with operational funding.	Organisational support	-	-	-	-
22	Landfill aftercare contribution	Reserve created on amalgamation of part of the Franklin District Council with Waikato District Council to assist with aftercare costs for closed landfills transferred.	Sustainable environment	82	3	(397)	(312)
23	Structure plan non-growth reserve	Reserve to provide funding for the non growth element of Structure Plan development.	Organisational support	1,743	4,769	(26)	6,486
24	Waste minimisation reserve	To manage waste minimisation grants and qualifying expenditure.	Sustainable environment	646	6,585	(9,562)	(2,331)
25	Huntly College jubilee award	A restricted reserve; the interest income from which is to be used for educational sponsorship.	Sustainable communities	14	5	1	20
26	Frances Paki Trust	A restricted reserve in memory of Francis Paki of Huntly. Interest income to be used as sponsorship for educational purposes.	Sustainable communities	1	1	-	2

	A	B	C	D	E	F	G
	Reserve	Purpose	Related activities	Forecast Balance	Transfers into fund	Transfers out of fund	Balance
3				1-Jul-21	2022-2031		30-Jun-31
4				\$'000	\$'000	\$'000	\$'000
5							
27	Mungall Scholarship Trust	A restricted reserve in memory of Agnes Simpson Mungall. Interest income to be used for educational sponsorship.	Sustainable communities	1	-	-	1
28	Huntly Social Services	A restricted reserve created by the transfer of funds from the former Huntly Social Services Co-ordinating Committee Inc when it was wound up in 2015.	Sustainable communities	166	48	(97)	117
29	Sundry reserves	Sundry reserves for township development and other operational purposes.	Sustainable communities	22,240	84,229	(23,676)	82,793
30	Targeted rate reserves – operational	Reserves to monitor operational costs in relation to special rates and user pays.	Stormwater, Sustainable communities, Wastewater, Water supply	(12,284)	542,680	(515,412)	14,984
31	Replacement funds	Reserves where amounts equivalent to funded depreciation are held for use on capital renewals work.	Roading, Stormwater, Sustainable communities, Sustainable environment, Wastewater, Water supply, Organisational support	24,325	361,510	(332,230)	53,605
32	Revaluation reserves	Non-cash reserves representing the increases or decreases in the value of infrastructural assets that are periodically revalued.	Roading, Stormwater, Sustainable communities, Sustainable environment, Wastewater, Water supply, Organisational support	604,798	823,560	(1)	1,428,357
33	Capital rates and contributions	Reserves for structure plans, development contributions, financial contributions and capital targeted rates.	Roading, Stormwater, Sustainable communities, Sustainable environment, Wastewater, Water supply	(31,705)	189,978	(326,003)	(167,730)
34				616,949	2,057,094	(1,247,329)	1,426,714

Waikato District Council: Prospective statement of changes in net assets/equity
A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Balance at beginning of year											
Accumulated comprehensive revenue & expense	1,191,632	1,112,313	1,205,198	1,249,485	1,286,217	1,332,810	1,369,973	1,410,142	1,451,532	1,488,582	1,500,780
Other reserves											
Revaluation	744,196	604,798	655,991	726,163	786,016	847,637	956,390	1,025,493	1,098,525	1,260,461	1,342,524
Restricted	194	200	200	198	195	192	189	185	181	177	170
Council created	22,989	23,487	26,935	27,980	31,300	36,744	43,341	50,331	60,237	68,739	77,925
Special rates and user pays	(14,281)	(12,284)	(18,702)	(24,017)	(27,263)	(28,357)	(27,632)	(24,360)	(19,507)	(13,319)	(1,955)
Capital replacement funds	8,805	24,324	23,192	21,555	22,157	27,541	29,024	31,842	35,563	38,673	47,071
Development contributions	(89,845)	(37,703)	(52,016)	(70,897)	(89,627)	(116,920)	(125,469)	(139,050)	(156,895)	(170,523)	(169,586)
Fair value through other comprehensive revenue and expense	12,587	14,127	14,127	14,127	14,127	14,127	14,127	14,127	14,127	14,127	14,127
Total net assets/equity at beginning of year	1,876,277	1,729,262	1,854,925	1,944,594	2,023,122	2,113,774	2,259,943	2,368,710	2,483,763	2,686,917	2,811,056
Comprehensive revenue and expense for the year											
Accumulated comprehensive revenue & expense	18,216	74,470	19,500	18,675	29,031	37,416	39,665	42,020	41,218	42,076	55,728
Other reserves											
Revaluation	37,964	51,193	70,172	59,853	61,621	108,753	69,103	73,032	161,936	82,063	85,834
Revaluation (landfill)	-	-	-	-	-	-	-	-	-	-	-
Fair value through other comprehensive revenue and expense	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive revenue and expense for the year	56,180	125,663	89,672	78,528	90,652	146,169	108,768	115,052	203,154	124,139	141,562
Transfers to (from) accumulated comprehensive revenue & expense											
Accumulated comprehensive revenue & expense	2,060	18,415	24,790	18,057	17,562	(253)	505	(631)	(4,168)	(29,878)	(30,604)
Other reserves											
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Restricted	-	-	(2)	(3)	(3)	(3)	(4)	(4)	(4)	(7)	(7)
Council created	1,627	3,448	1,045	3,320	5,444	6,597	6,990	9,906	8,502	9,186	13,014
Special rates and user pays	93	(6,418)	(5,315)	(3,246)	(1,094)	725	3,272	4,853	6,188	11,364	16,937
Capital replacement fund	(560)	(1,132)	(1,637)	602	5,384	1,483	2,818	3,721	3,110	8,398	6,540
Development contributions	(3,220)	(14,313)	(18,881)	(18,730)	(27,293)	(8,549)	(13,581)	(17,845)	(13,628)	937	(5,880)
Total transfers to (from) accumulated comprehensive revenue & expense	-	-	-	-	-	-	-	-	-	-	-
Net assets/equity at end of year											
Accumulated surplus (deficit)	1,211,908	1,205,198	1,249,488	1,286,217	1,332,810	1,369,973	1,410,143	1,451,531	1,488,582	1,500,780	1,525,904
Other reserves											
Revaluation	782,160	655,991	726,163	786,016	847,637	956,390	1,025,493	1,098,525	1,260,461	1,342,524	1,428,358
Restricted	194	200	198	195	192	189	185	181	177	170	163
Council created	24,616	26,935	27,980	31,300	36,744	43,341	50,331	60,237	68,739	77,925	90,939
Special rates and user pays	(14,188)	(18,702)	(24,017)	(27,263)	(28,357)	(27,632)	(24,360)	(19,507)	(13,319)	(1,955)	14,982
Capital replacement funds	8,245	23,192	21,555	22,157	27,541	29,024	31,842	35,563	38,673	47,071	53,611
Development contributions	(93,065)	(52,016)	(70,897)	(89,627)	(116,920)	(125,469)	(139,050)	(156,895)	(170,523)	(169,586)	(175,466)
Fair value through other comprehensive revenue and expense	12,587	14,127	14,127	14,127	14,127	14,127	14,127	14,127	14,127	14,127	14,127
Total net assets/equity at end of year	1,932,457	1,854,925	1,944,597	2,023,122	2,113,774	2,259,943	2,368,711	2,483,762	2,686,917	2,811,056	2,952,618

Waikato District Council: Prospective cash flow statement

A forecast for the ten years ending 30 June 2031

	Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Cash flows from operating activities											
Receipts											
Receipts from rates revenue	90,412	100,072	106,854	113,841	121,444	129,292	137,785	147,141	156,920	167,805	179,984
Subsidies received	22,398	27,757	30,889	33,566	32,917	37,736	37,580	36,001	35,081	30,157	33,689
Contributions received	6,384	8,115	12,906	8,565	14,155	14,972	15,265	15,554	15,915	16,259	16,598
Receipts from other revenue	25,570	37,245	32,014	32,255	33,691	35,418	36,873	38,902	38,995	41,230	43,143
Interest received	130	50	50	50	50	50	50	50	50	50	50
Dividends received	50	-	-	-	32	33	34	35	36	37	38
Payments											
Employee costs	(36,081)	(37,181)	(37,928)	(38,115)	(39,095)	(39,907)	(40,771)	(41,698)	(42,873)	(43,997)	(45,177)
Suppliers	(60,174)	(83,080)	(84,621)	(86,039)	(86,690)	(88,659)	(91,389)	(94,786)	(97,461)	(100,537)	(102,602)
Interest paid	(5,497)	(5,133)	(5,999)	(7,600)	(8,988)	(10,560)	(11,985)	(13,325)	(14,577)	(14,910)	(14,956)
Goods and services tax (net)	-	-	-	-	-	-	-	-	-	-	-
Net cash flows from operating activities	43,192	47,845	54,165	56,523	67,516	78,375	83,442	87,874	92,086	96,094	110,767
Cash flows from investing activities											
Purchase of property, plant and equipment	(56,918)	(96,971)	(114,174)	(96,968)	(103,849)	(105,018)	(110,419)	(112,493)	(103,923)	(81,359)	(90,123)
Proceeds from sale of property, plant and equipment	522	3,914	807	972	1,039	934	830	1,629	250	250	250
Community loans repayments received	-	-	-	-	-	-	-	-	-	-	-
Purchase of intangible assets	(2,242)	(1,614)	(1,859)	(1,920)	(1,262)	(1,271)	(1,378)	(1,636)	(1,351)	(1,648)	(139)
Community loans granted	-	-	-	-	-	-	-	-	-	-	-
Acquisition of investments	(598)	(800)	(1,224)	(893)	(933)	(515)	(630)	(1,133)	(1,125)	(739)	(656)
Proceeds from sale of investments	400	80	320	160	320	80	205	720	904	893	933
Net cash flows from investing activities	(58,836)	(95,391)	(116,130)	(98,649)	(104,685)	(105,790)	(111,392)	(112,913)	(105,245)	(82,603)	(89,735)
Cash flows from financing activities											
Proceeds from borrowings	40,661	52,571	81,943	52,070	57,209	32,399	40,787	70,022	69,607	42,470	37,270
Repayment of borrowings	(25,000)	(5,000)	(20,000)	(10,000)	(20,000)	(5,000)	(12,800)	(45,000)	(56,500)	(55,799)	(58,300)
Net cash flows from financing activities	15,661	47,571	61,943	42,070	37,209	27,399	27,987	25,022	13,107	(13,329)	(21,030)
Net increase(decrease) in cash and cash equivalents	17	25	(22)	(56)	40	(16)	37	(17)	(52)	162	2
Cash and cash equivalents at the beginning of the year	9,923	9,959	9,985	9,964	9,909	9,948	9,931	9,970	9,954	9,900	10,063
Cash and cash equivalents at 30 June	9,940	9,984	9,963	9,908	9,949	9,932	9,968	9,953	9,902	10,062	10,065

	A	B	C	D	E	F	G	H	I	J	K	L
1	Workings for LTP disclosure statement											
2												
3		Annual plan 2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
4	Rates affordability benchmarks											
5	Planned rates income per income stmt		107,046	114,083	121,504	129,563	137,894	146,866	156,789	167,092	178,574	191,401
6	less penalties (activity 3205)		-900	-927	-956	-985	-1,015	-1,045	-1,077	-1,109	-1,143	-1,177
7	less remissions (activities 1589, 1591, 1592)		-384	-412	-444	-478	-515	-554	-597	-644	-694	-749
8	net rates revenue		105,762	112,744	120,104	128,100	136,364	145,267	155,115	165,339	176,737	189,475
9	plus GST		15,864	16,912	18,016	19,215	20,455	21,790	23,267	24,801	26,511	28,421
10	Planned rates revenue (inc GST)		121,626	129,656	138,120	147,315	156,819	167,057	178,382	190,140	203,248	217,896
11	Total rateable capital value - whole numbers		36,680,891,707	37,918,177,853	37,606,451,561	37,720,407,171	37,050,593,249	37,055,945,040	36,281,474,354	33,913,451,904	33,861,446,886	37,734,627,717
12	0.7% capital value - \$000s		256,766	265,427	263,245	264,043	259,354	259,392	253,970	237,394	237,030	264,142
13	Complies with limit on total rates?		YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
14												
15	Limit on annual increases in average rates		15%	15%	15%	5%	5%	5%	5%	5%	5%	5%
16	Planned increase in average rates		3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
17	Complies with limits on increase in average rates?		YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
18												
19	Debt affordability benchmark											
20	Planned total borrowing per b/sheet		149,522	211,465	253,535	290,744	318,143	346,130	371,152	384,259	370,930	349,900
21	less related borrower notes (2.5% debt)		(3,738)	(5,287)	(6,338)	(7,269)	(7,954)	(8,653)	(9,279)	(9,606)	(9,273)	(8,748)
22	Net external borrowing \$'000		145,784	206,178	247,197	283,475	310,189	337,477	361,873	374,653	361,657	341,153
23	Total revenue per income stmt		234,562	183,658	189,051	205,022	220,368	230,069	240,363	247,321	255,744	274,510
24	less development contributions		(8,271)	(13,326)	(8,134)	(14,700)	(14,996)	(15,289)	(15,578)	(15,945)	(16,287)	(16,627)
25	less vested assets		(59,147)	(613)	(616)	(1,856)	(1,959)	(2,071)	(2,267)	-	-	-
26	Net revenue		167,144	169,719	180,301	188,466	203,413	212,709	222,518	231,376	239,457	257,883
27	Limit on borrowing \$m - 175% revenue		292,502	297,008	315,527	329,816	355,973	372,241	389,407	404,908	419,050	451,295
28	Planned debt / revenue %		87%	121%	137%	150%	152%	159%	163%	162%	151%	132%
29	Complies with limit on borrowing?		YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
30												
31	Balanced budget benchmark (revenue > operating expenses)											
32	Planned total revenue	145,897	234,562	183,658	189,051	205,022	220,368	230,069	240,363	247,321	255,744	274,510
33	less development contributions	(6,393)	(8,271)	(13,326)	(8,134)	(14,700)	(14,996)	(15,289)	(15,578)	(15,945)	(16,287)	(16,627)
34	less gains on derivative financial instruments	-	-	-	-	-	-	-	-	-	-	-
35	less vested assets	(1,240)	(59,147)	(613)	(616)	(1,856)	(1,959)	(2,071)	(2,267)	-	-	-
36	less gains on revaluation of PPE (not inc in total revenue above)	-	-	-	-	-	-	-	-	-	-	-
37	revenue for balanced budget benchmark	138,264	167,144	169,719	180,301	188,466	203,413	212,709	222,518	231,376	239,457	257,883
38	Planned operating expenses	127,681	160,092	164,158	170,376	175,991	182,952	190,404	198,343	206,103	213,668	218,782
39	less losses on derivative financial instruments	-	-	-	-	-	-	-	-	-	-	-
40	less losses on revaluation of PPE	-	-	-	-	-	-	-	-	-	-	-
41	expenses for balanced budget benchmark	127,681	160,092	164,158	170,376	175,991	182,952	190,404	198,343	206,103	213,668	218,782
42	Budget is balanced?	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
43												
44	Essential services benchmark (capex > depreciation)											
45	Planned capital expenditure on network services	35,436	74,122	91,654	72,627	80,654	90,128	89,819	95,854	88,597	64,865	76,306
46	Expected depreciation on network services	20,984	26,833	28,359	30,251	31,882	33,689	35,531	37,429	39,516	41,576	43,417
47		168.9%	276.2%	323.2%	240.1%	253.0%	267.5%	252.8%	256.1%	224.2%	156.0%	175.8%
48	Essential services are maintained?	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
49												
50	Debt servicing benchmark (borrowing costs =< 15% revenue)											
51	Planned borrowing costs (finance expenses)	5,497	5,133	5,999	7,600	8,988	10,560	11,985	13,325	14,577	14,910	14,956
52	Revenue as calculated above	138,264	167,144	169,719	180,301	188,466	203,413	212,709	222,518	231,376	239,457	257,883
53		4.0%	3.1%	3.5%	4.2%	4.8%	5.2%	5.6%	6.0%	6.3%	6.2%	5.8%
54	Debt can be serviced?	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES

DRAFT Infrastructure Strategy



Contents

1. Introduction	4
1.1. Purpose.....	5
1.2. Document Structure.....	5
2. Strategic Context	6
2.1. Community Outcomes	6
2.2. Geographic Context.....	7
2.3. Population Growth	8
2.4. Economic Trends.....	9
3. Interaction with other strategies	10
3.1. Aligning Growth and Infrastructure.....	11
3.2. Aligning Finance and Infrastructure.....	15
4. Infrastructure Overview	17
4.1. Infrastructure Summary	17
4.2. Infrastructure Value	18
4.3. Infrastructure Condition.....	19
4.4. Infrastructure Age	20
4.5. Critical Infrastructure.....	21
5. How we manage our Infrastructure.....	22
5.1. Investment Management.....	22
5.2. Level of Service Framework	23
5.3. Asset Management Approach.....	24
5.4. Risk Based Approach.....	25
5.5. Service Delivery	26
5.6. Capital Works Delivery.....	27

5.7.	Climate Change	28
6.	Significant Issues	29
6.1.	Significant Infrastructure Issues	29
6.2.	Significant Issues by Activity	30
7.	Most Likely Scenario	32
7.1.	Principal Options	32
7.2.	Significant Capex Decisions	37
7.3.	Significant Capex Decision Timeline	40
8.	Financial Summary	41
9.	Assumptions – to update	47

I. Introduction

This Infrastructure Strategy sets the strategic direction for the provision of infrastructure in the Waikato District.

This version takes a slightly different approach from previous iterations. This document is intended to have a strategic focus, which can be read as a standalone document that sits alongside the growth and development, and financial strategies, and will direct the activity management planning process.

This document also forms part of the Long Term Plan (LTP) to fulfil the requirements of the Local Government Act 2002 Section 101B.

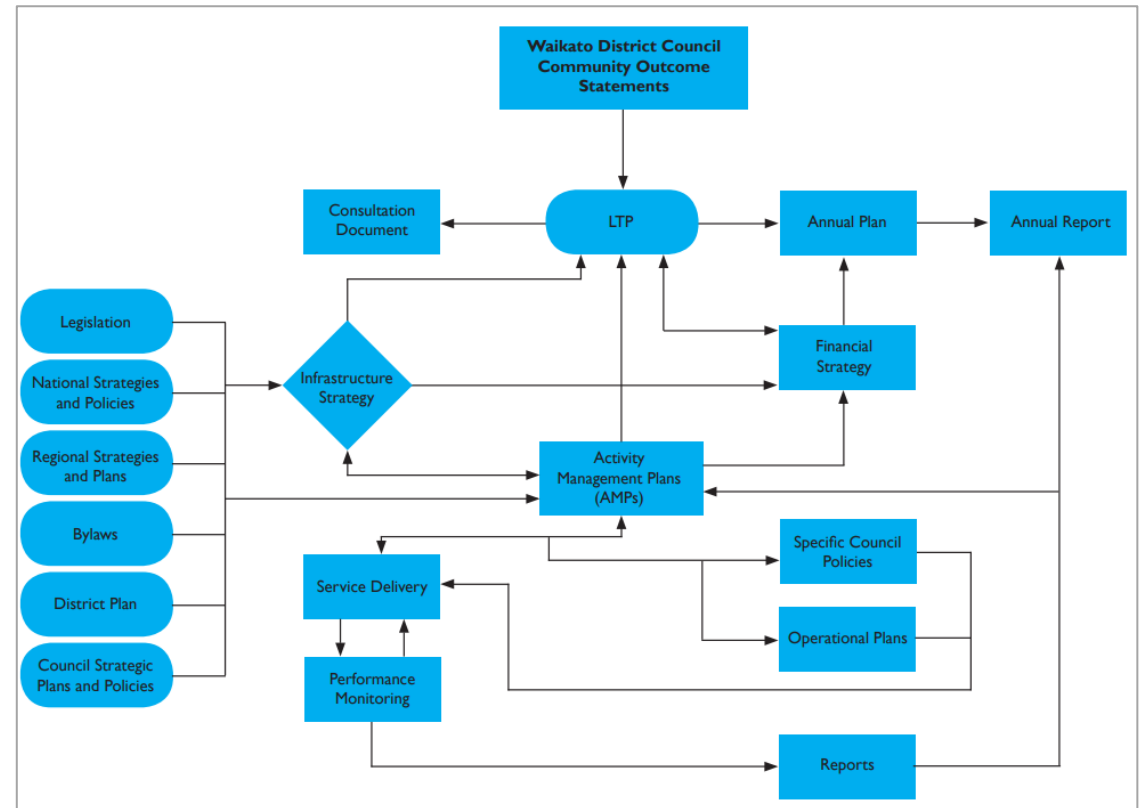
Activity management plans include a detailed ten year plan.

The 2021 LTP collects the ten year plans and levels of service from each of the activity management plans:

- Most likely scenario collated from AMPs
- Financial forecast each of the first 10 years
 - Years 1-3 in detail
 - Years 4-10 in outline

The LTP will also include a long term forecast for year 10 to year 50. The long term forecast summarises years 10 – 50 in five yearly funding blocks as indicative cost estimates.

This Infrastructure Strategy sits within the framework of Council policies, strategies, and plans as shown in figure X.



1.1. Purpose

This Infrastructure Strategy formally documents the management philosophy that is applied to Waikato District Council’s infrastructure assets as required under section 101b of the Local Government Act 2002. It identifies the significant infrastructure issues over the next 30 consecutive financial years, the principal options for managing those assets and the implication of those options. The Infrastructure Strategy also describes how infrastructure contributes to the delivery of the Waikato Council Vision and our Community Outcomes and:

- Describes the key infrastructure provided by the council within each activity;
- Identifies significant infrastructure issues and the principal options for managing those issues;
- Describes the activity management practices, including the approach for managing growth increasing service levels, ensuring infrastructure resilience, renewing existing infrastructure;
- Outlines the key assumptions in putting together this infrastructure strategy; and
- Informs the Activity Management Planning process for infrastructure-based activities, and forms part of the Long Term Plan development process.

This Strategy aligns with our Financial Strategy, in which we determine what we can afford to do, when we can afford to do it and how we will fund it.

1.2. Document Structure

This Infrastructure Strategy responds to the requirements in the Local Government Act 2002, specifically section 101B. The alignment to these requirements is described in the table below.

Section	Description	Alignment to LGA 2002 Section 101B
1. Introduction	Identifies the purpose of the Infrastructure Strategy	
2. Strategic Alignment	Positions the Infrastructure Strategy in the strategic planning framework and describes alignment to community outcomes and the environment we are working in.	
3. Infrastructure overview	Summary of the core and community infrastructure in the district.	
4. Significant infrastructure issues	Describes significant issues and identifies the response options for the significant issues and documents the benefits, cost, when and funding source	2
5. How we manage infrastructure	Describes how we plan for asset renewals, respond to growth, alter the level of service, ensure public health and infrastructure resilience.	3
6. Most likely scenario	Discuss Council’s response to the issues and significant decisions about capital expenditure to be made during the term of this strategy.	4 (a, b)
7. Financial summary	Identifies the costs associated with the most likely scenario.	
8. Assumptions	Key assumptions and impact potential effects of uncertainty	4 (c, d)

2. Strategic Context

Waikato District Council is experiencing high levels of growth in parts of the district which border the larger urban centres of Hamilton and Auckland. There is also noticeable planned growth in Raglan and Te Kauwhata.

Over the next 30 years, Council plans to build new infrastructure to meet development needs as well as renew existing assets to maintain its level of service and provide resilience to natural hazards.

Significant increased growth funded expenditure is required for water supply, wastewater and transportation infrastructure. Expenditure for other activities such as solid waste, open spaces, facilities and libraries will focus on renewals and maintaining levels of service.

2.1. Community Outcomes

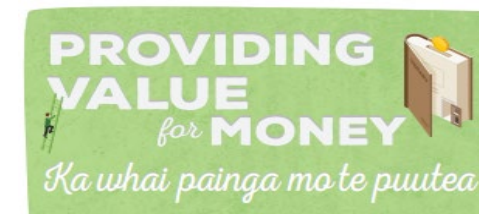
Infrastructure provides an essential contribution toward achievement of the Waikato District Council community outcomes.

The level of service framework (detailed in section five of this document) describes the contribution each activity makes toward these outcomes.

- We have aligned the outcomes of our infrastructure-based activities to the community outcomes.
- The levels of service describe how the activity outcomes are delivered by the activities.

The community outcomes are depicted in figure X.

The community desires for Infrastructure improvements are captured, prioritised and communicated through the Community Blueprint process.



2.2. Geographic Context

The Waikato District lies within the northern growth corridor between the large cities of Hamilton and Auckland along State Highway 1.

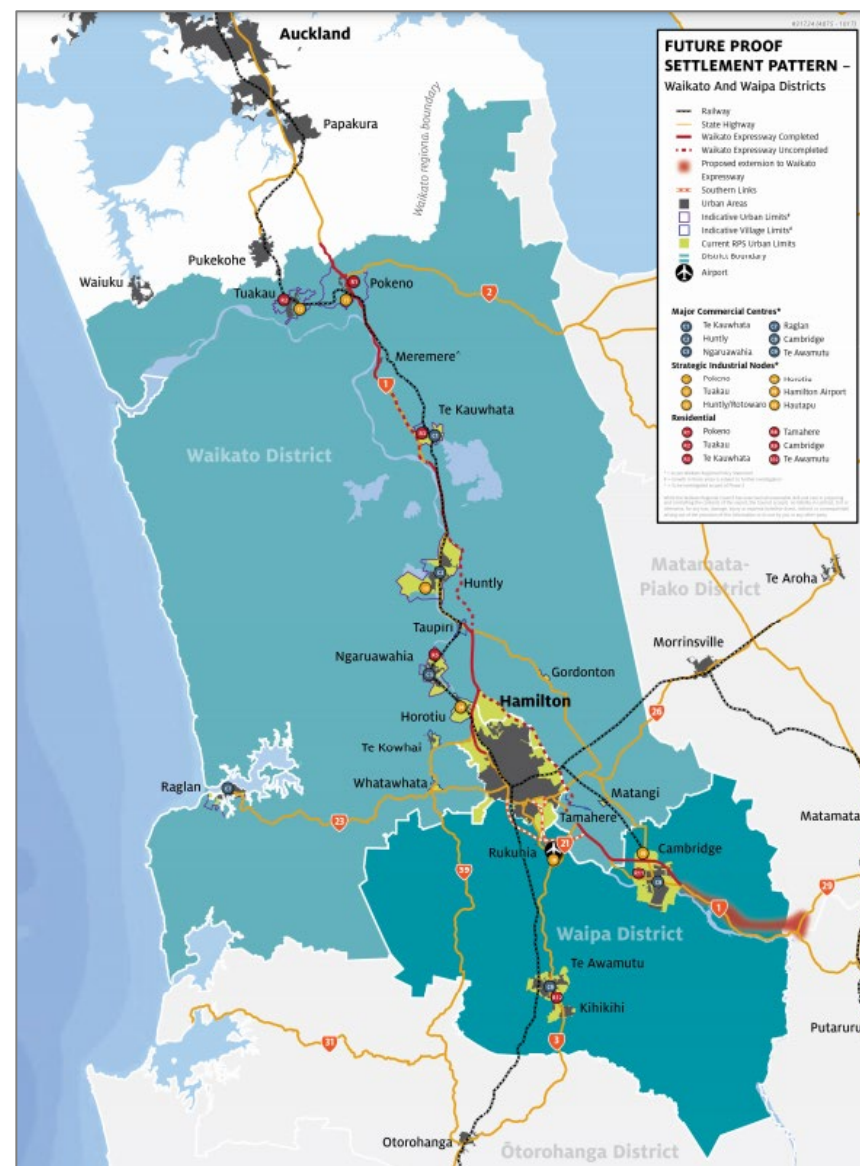
The District has been growing rapidly, with our proximity to Auckland and Hamilton making us an attractive proposition for both business and residential development.

This diverse district covers more than 400,000 hectares.

The major towns are Huntly, Ngaruawahia, Raglan, Te Kauwhata and Tuakau.

Smaller settlements include Gordonton, Matangi, Tamahere, Meremere, Port Waikato and Pokeno.

The Waikato and Waipa Rivers and their catchments are important to the cultural and economic activities in the region.



2.3. Population Growth

The population in the Waikato District in 2020 was 81,473.

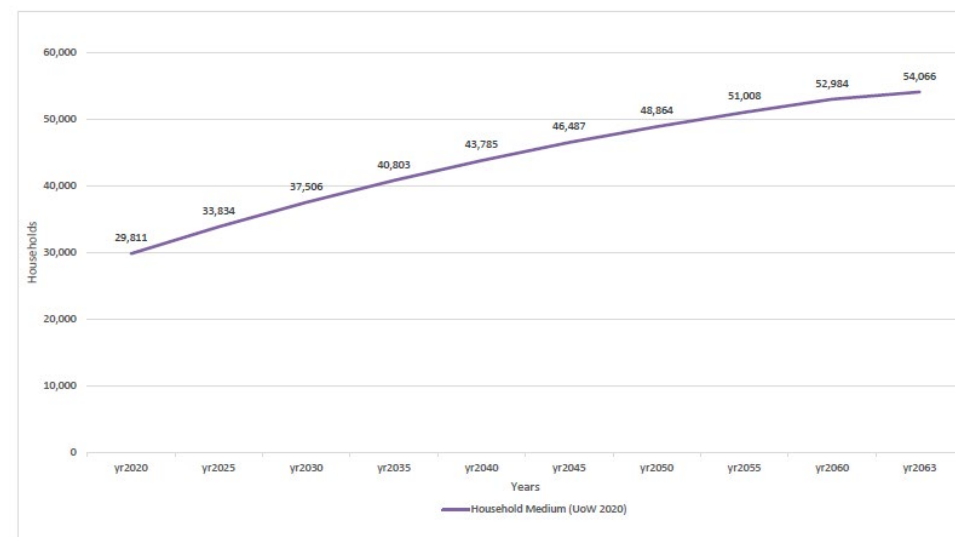
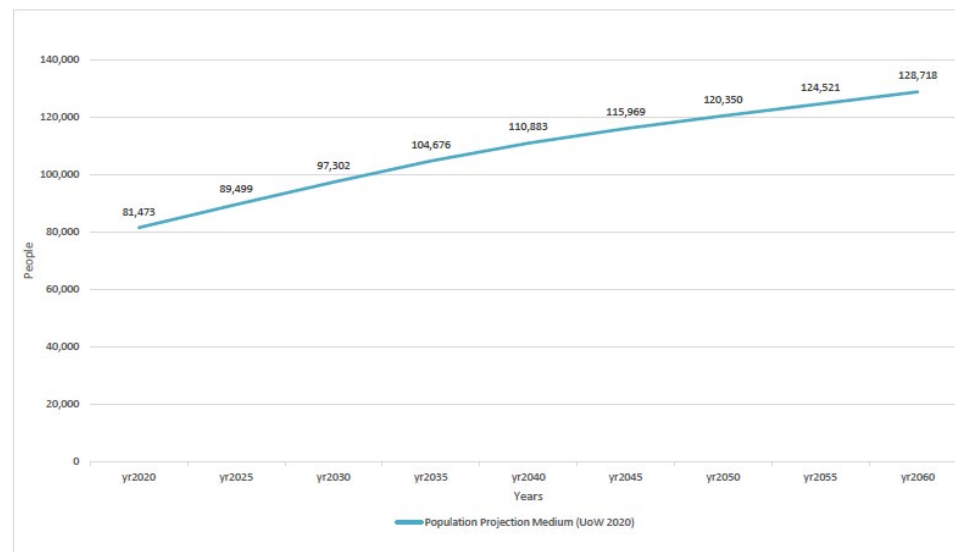
The Waikato District Council Growth & Economic Development Strategy (Waikato 2070) was developed to provide guidance on appropriate growth and economic development that will support the wellbeing of the district. The document was prepared using the Special Consultative Procedure, Section 83, of the Local Government Act (2002) and adopted by Council in May 2020.

Waikato 2070 is a guiding document that the Council uses to inform how, where and when growth occurs in the district over the next 50-years. The growth indicated in Waikato 2070 has been informed by in-depth analysis and combines economic, community and environmental objectives to create liveable, thriving, and connected communities. The growth direction within Waikato 2070 will ultimately inform long-term planning and therefore affect social, cultural, economic, and environmental wellbeing.

The figures below show the population and household projections for the Waikato District for 2020 to 2060. Based on household projections prepared by the University of Waikato (Cameron, 2020) the Waikato District’s population is projected to increase by approximately 15,500 - 19,000 additional people over the next 10 years.

To understand the distribution of the growth across the district Waikato District Council has a Spatial Distribution Model (2020) this has been used to inform the household projection numbers for each town or village.

By 2060 the District’s total population is estimated to reach between 128,500 - 149,500.



2.4. Economic Trends

There is so much uncertainty with the potential economic impacts on the Region as the global pandemic unfolds. The potential economic impacts on the Waikato Region as based on Waka Kotahi’s study October 2020 on the potential implications of COVID-19.

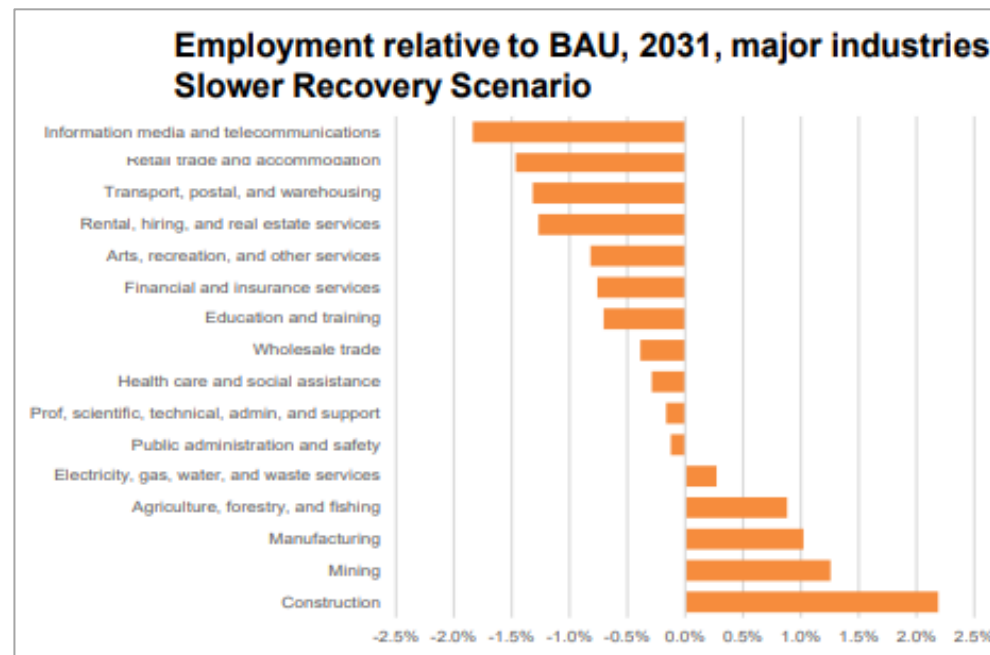
- The south of the Waikato District around Hamilton is expected to perform reasonably well due to relatively low reliance on international tourism (25% of total tourism spend), links to surrounding agriculture, and the city’s role as a hub for education, healthcare and other government services.
- The north of the Waikato District is expected to experience slower growth rates due to lower business and population movements out of Auckland, with flow on impacts on the construction sector.

Significant infrastructure investment, and strategic location within the ‘Golden Triangle’ also provide the region with a solid base for growth.

significant levels of uncertainty remain regarding the scale and duration of COVID-19 impacts, particularly in the medium-long term. We will continue to monitor and update as things change.

Under the Slower Recovery Scenario the Waikato region’s forecast fall in employment to 2021 (relative to BAU) is -5.6%, significantly lower than the national average of -6.7%.

- With the exception of the Waipa, Otorohanga and Waitomo Districts, employment levels are forecast to return to pre-COVID levels by 2025
- Hamilton City is forecast to perform comparatively well, It is one of only two main urban centres (Wellington is the other) forecast to return to BAU employment levels by 2031.
- Population growth expected to slow, at least in the short to medium term, given the region’s reliance on net migration.
- Māori and Pasifika, and youth, are likely to experience the greatest impacts, particularly in smaller regional centres. An increase in youth not in employment, education or training (NEETs) is expected.



3. Interaction with other strategies

The Infrastructure Strategy is a key component in the high-level Council decision-making processes around the future of the district.

The Infrastructure Strategy has significant interacts with the following other strategies:

- Economic Development
- Growth
- Financial

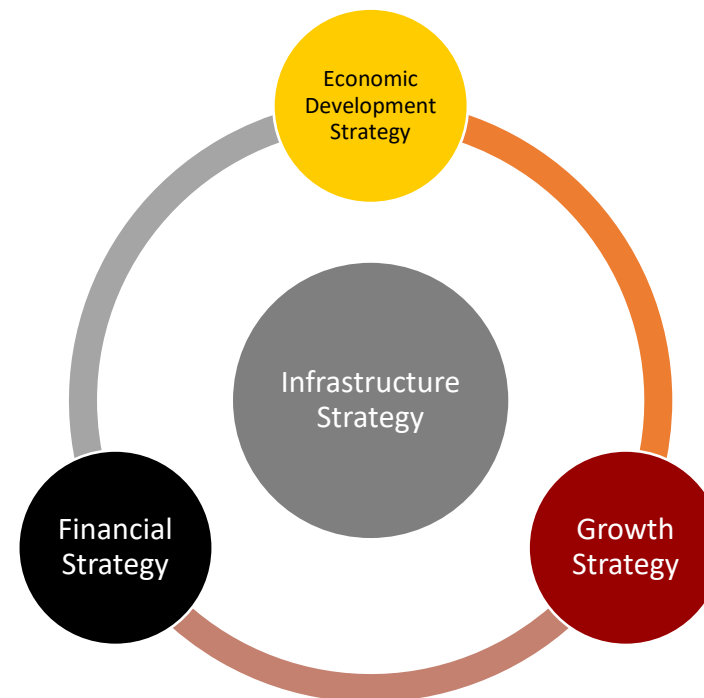
[Waikato 2070](#)

Waikato 2070 is The Waikato District Council Growth & Economic Development Strategy, developed to provide guidance on appropriate growth and economic development that will support the wellbeing of the district.

The document was prepared using the Special Consultative Procedure, Section 83, of the Local Government Act (2002) and adopted by Council in May 2020.

Waikato 2070 is a guiding document that the Council uses to inform how, where and when growth occurs in the district over the next 50-years. The growth indicated in Waikato 2070 has been informed by in-depth analysis and combines economic, community and environmental objectives to create liveable, thriving, and connected communities. The growth direction within Waikato 2070 will ultimately inform long-term planning and therefore affect social, cultural, economic, and environmental wellbeing.

The financial strategy is developed alongside the infrastructure strategy and both form part of the LTP.

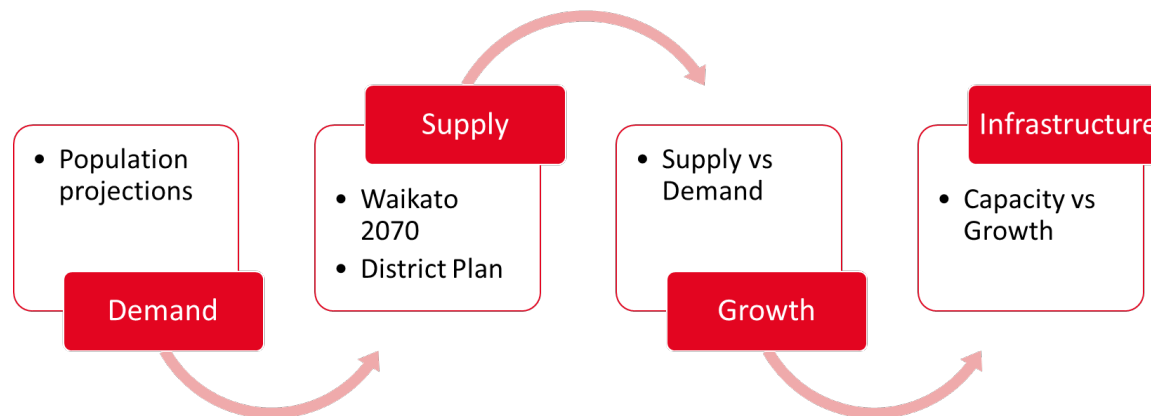


3.1. Aligning Growth and Infrastructure

Growth forecasting and strategic infrastructure planning processes need to be connected and tightly aligned to facilitate growth and stimulate economic development in an efficient manner. [Waikato 2070](#) is an integrated growth and economic development district level strategy to support effective development and infrastructure planning.

The interaction between the growth and the provision of infrastructure is complex and nuanced. Creating a long-term programme of the infrastructure required to facilitate growth requires a thorough assessment process. We have defined this process by the following phases to move from a population forecast to an infrastructure programme

1. Demand
2. Supply
3. Growth
4. Infrastructure

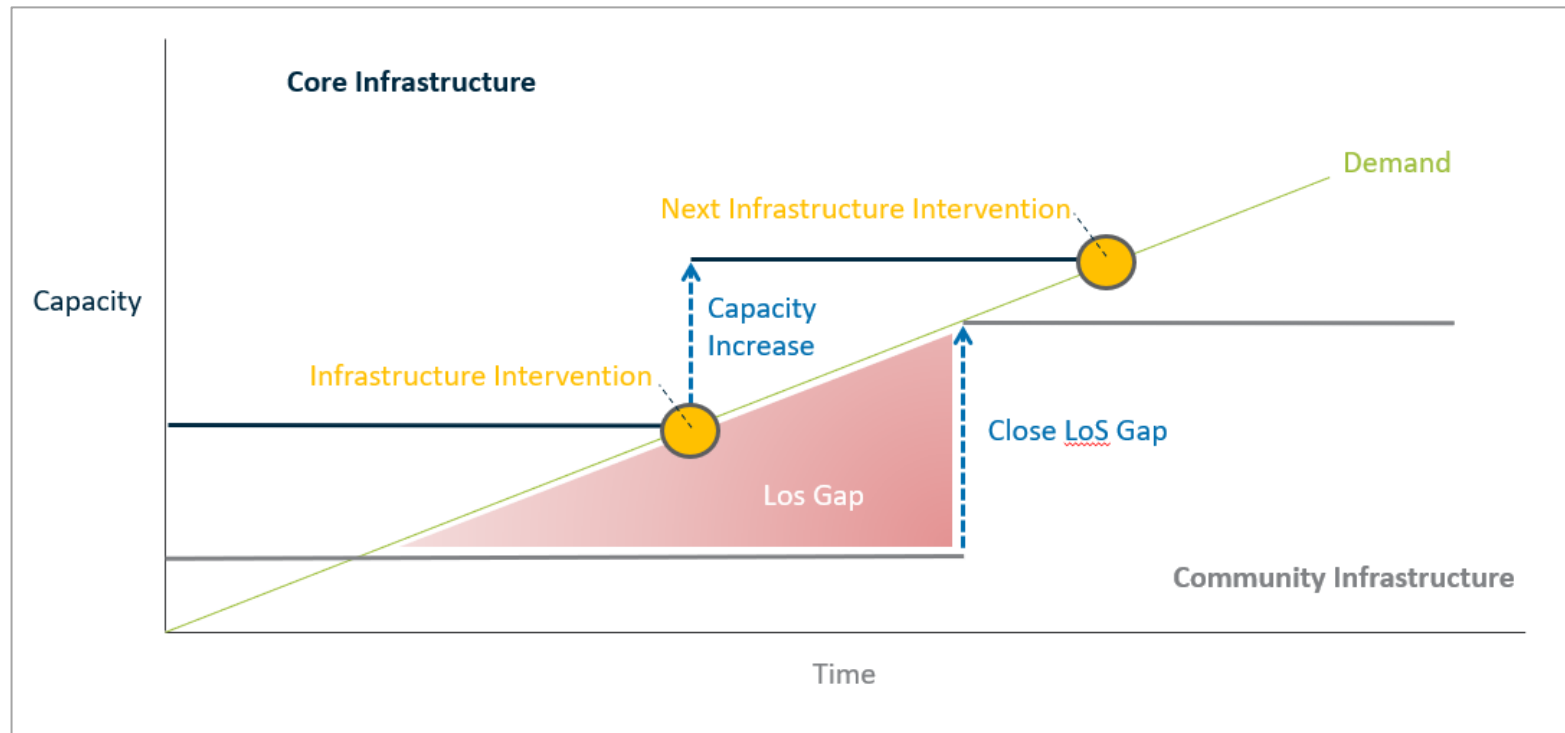


Assessment Phase	Data sets	Tasks
Demand	Population projections	<ol style="list-style-type: none"> 1. District Wide Projections (med, high) 2. Disaggregate population to towns (med, high)
Supply	Land projections	<ol style="list-style-type: none"> 3. Available land size and timing 4. Assessment of realistic proportion able to build on 5. 20% over capacity target
Growth	Growth forecast	<ol style="list-style-type: none"> 6. Compare demand and supply 7. Identify supply side constraints or excess supply 8. Inform District Plan to Identify additional blocks or reallocation
Infrastructure	Infrastructure capacity	<ol style="list-style-type: none"> 9. Assess infrastructure capacity 10. Demand Assessment based on Growth Forecast (not pop demand) 11. Capital Programme development to meet demand, \$ and year

Core vs Community Infrastructure

Not all infrastructure is created equal either when it comes to servicing growth areas:

- Core infrastructure in the form of connector roads and main water networks need to be in place to open growth cells for development.
- Other core infrastructure like water treatment plant capacity, or road network capacity can be planned to be delivered as the population grows.
- Community infrastructure such as playgrounds and libraries can be delivered as populations grow or as levels of service gaps appear.



Predicting Demand for Infrastructure

Predicting the demand for infrastructure is a complex and nuanced multiple phase process with a significant set of assumptions for each phase of the assessment. Providing the right amount of infrastructure at the right time is a balancing act:

- Providing too much infrastructure, or providing it too soon, places a large financial burden on Council, ratepayers, and developers.
- Not provisioning enough infrastructure may restrict growth, and mean Council is forced to provide infrastructure at short notice, shortcutting the appropriate planning and funding processes.

Having a high level of certainty of infrastructure need allows for more accurate financial forecasting, more robust delivery planning and better coordination with other works. The more accurate the growth predictions, the more accurate the infrastructure plan.

Development contributions cannot be forecast accurately or collected without capital works projects for growth being included in the 10-year plan.

Lead vs Lag Infrastructure

The timing of infrastructure interventions to satisfy demand needs to be planned carefully as some pieces of infrastructure have long lead times to procure, design, and build.

Infrastructure can be categorised as either:

- Leading Supply – built in advance of growth
- Leading Demand – built as growth advances
- Lagging Demand – built after growth has occurred

The following table describes some examples of our infrastructure and how the planning for their implementation relates to growth.

Activity	Infrastructure	Lead/Lag	Growth Parameter
Transport	New roads	Lead	Supply
	Network Capacity	Lead	Demand
3 Waters	Pipe Networks	Lead	Supply
	Treatment plants	Lead	Demand
Solid Waste	Collection capacity	Lead	Supply
	Processing capacity	Lead	Demand
Open Spaces	Parks and playgrounds	Lag	Demand
Community Facilities	Community Hubs	Lag	Demand

Uncertainty in Predicting Growth

Growth forecasts rely on projections of population growth, development, and land use change. These are based on a range of assumptions and need to be monitored over time to see whether actual growth is tracking along the same lines as the projections.

Times have potentially never been more uncertain than now. Undertaking long term planning during a pandemic is no small feat. Our underlying assumptions for the growth predictions cannot always be relied on in a fast-changing world.

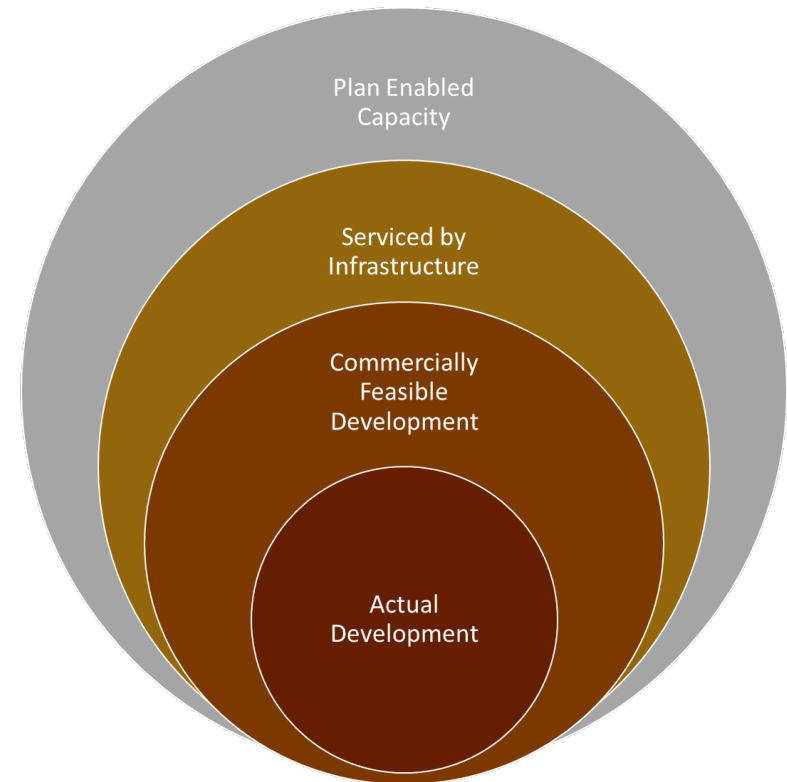
To combat this uncertainty about the future we are proposing a much more frequent and robust process for reviewing actual growth, reforecasting growth projections and reassessing infrastructure demand.

Monitoring Growth

The 3-yearly LTP cycle is not frequent enough for our needs now, so we are proposing an annual review of actual versus planned growth to give early warning of changes in growth projections from our predictions and to allow for changes in the planning, and delivery cycles. The process will follow the steps outlined below:

- Assess actual growth against the projections.
- Growth models will be revised to meet any changes in the underlying models.
- Asset Management Plans will be updated annually based on a revised growth forecast.
- The annual plan will facilitate any changes needed, and any further consultation requirements.

If actual growth deviates from the forecast, then infrastructure projections need to be revised and infrastructure plans need to change to adapt to the revised projections.

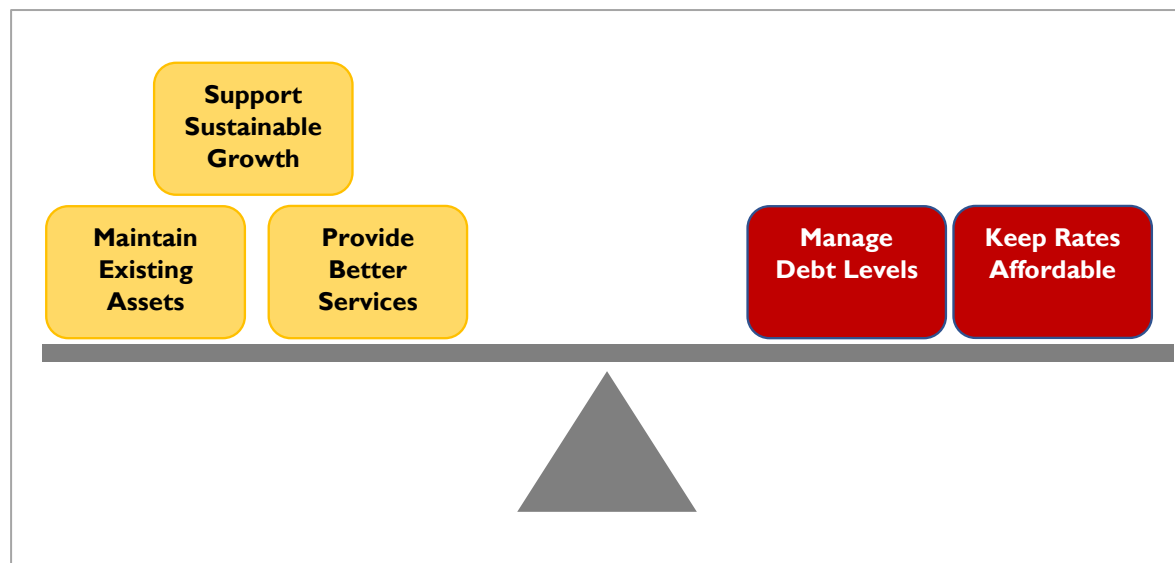


3.2. Aligning Finance and Infrastructure

The Financial Strategy sets out the objectives and challenges the District faces from a financial perspective to balance affordability and service delivery. Keeping rates within affordable limits and managing external debt levels while trying to support sustainable growth, providing better services, and maintaining our existing assets is an ongoing challenge.

From an infrastructure perspective, we need to a balance investment in infrastructure with the financial impact that investment will have on debt levels, rates, and reserves. The following table aligns infrastructure investment categories to the:








- Financial objectives;
- Financial constraints (metrics which limit investment in infrastructure); and



Financial Objectives	Financial Constraints *	Infrastructure Investment
Modernising infrastructure	Debt limit	Level of Service Capital
Supporting growth	Development Contributions	Growth Capital
Maintaining existing assets	Depreciation Reserves	Renewals
Moving costs of services to those who use them.	Rates limit	Operations and Maintenance
Doing more with existing budgets	Rates Increase limit	








* Most significant impact on financial constraint. The financial impact assessment is a complex analysis with nuanced relationships between these financial metrics. More detailed information about funding can be found in the Revenue and Financing Policy.

Funding mechanisms are discussed in detail in the Financial Strategy, but we have indicated in the following table the approximate breakdown by activity of funding for operational and capital investment.

Activity	Operational Funding Mechanism	Capital Funding Mechanism
<p>Council Facilities</p> 	<p>The council facilities and open spaces (Sustainable Communities) activities are funded predominantly through general and UAGC rates.</p> <ul style="list-style-type: none"> • General, UAGC rates = 85% • Targeted rates = 1% • Fees and charges = 7% • Infringement fees etc = 7% 	<p>Capital investment in the council facilities and open spaces (Sustainable Communities) activities is funded through a combination of sources:</p> <ul style="list-style-type: none"> • Subsidies and grants = 0% • Development contributions = 65% • External debt = 25% • Proceeds from sale of assets = 10%
<p>Open Spaces</p> 		
<p>Solid Waste</p> 	<p>The solid waste activity (Sustainable Environment) operations is funded roughly equally through rates and fees, broken down as below:</p> <ul style="list-style-type: none"> • General, UAGC rates = 35% • Targeted rates = 15% • Fees and charges = 35% • Infringement fees etc = 15% 	<p>Capital investment in the solid waste activity (Sustainable Environment) is funded through external debt.</p> <ul style="list-style-type: none"> • Subsidies and grants = 0% • Development contributions = 65% • External debt = 25% • Proceeds from sale of assets = 10%
<p>Stormwater</p> 	<p>The stormwater activity</p> <ul style="list-style-type: none"> • General, UAGC rates = 15% • Targeted rates = 85% • 	<p>Capital investment in the stormwater activity is funded through:</p> <ul style="list-style-type: none"> • Subsidies and grants = 0% • Development contributions = 25% • External debt = 75%
<p>Transport</p> 	<p>The transport activity is jointly funded by Council and Waka Kotahi</p> <ul style="list-style-type: none"> • General, UAGC rates = 65% • Subsidy from Waka Kotahi = 25% • Fees and charges = % • Infringement fees etc = 10% 	<p>Capital investment in the transport activity is funded through:</p> <ul style="list-style-type: none"> • Subsidies and grants = 80% • Development contributions = 15% • External debt = 3% • Depreciation reserves = 2%
<p>Wastewater</p> 	<p>The wastewater activity is funded predominantly through target rates.</p> <ul style="list-style-type: none"> • General, UAGC rates = 2% • Targeted rates = 85% • Fees and charges = 13% 	<p>Capital investment in the wastewater activity is funded through:</p> <ul style="list-style-type: none"> • Subsidies and grants = 0% • Development contributions = 25% • External debt = 75%
<p>Water Supply</p> 	<p>The water supply activity is funded predominantly through target rates.</p> <ul style="list-style-type: none"> • General, UAGC rates = 2% • Targeted rates = 95% • Fees and charges = 3% 	<p>Capital investment in the water supply activity is funded through:</p> <ul style="list-style-type: none"> • Subsidies and grants = 0% • Development contributions = 50% • External debt = 50%

4. Infrastructure Overview

4.1. Infrastructure Summary

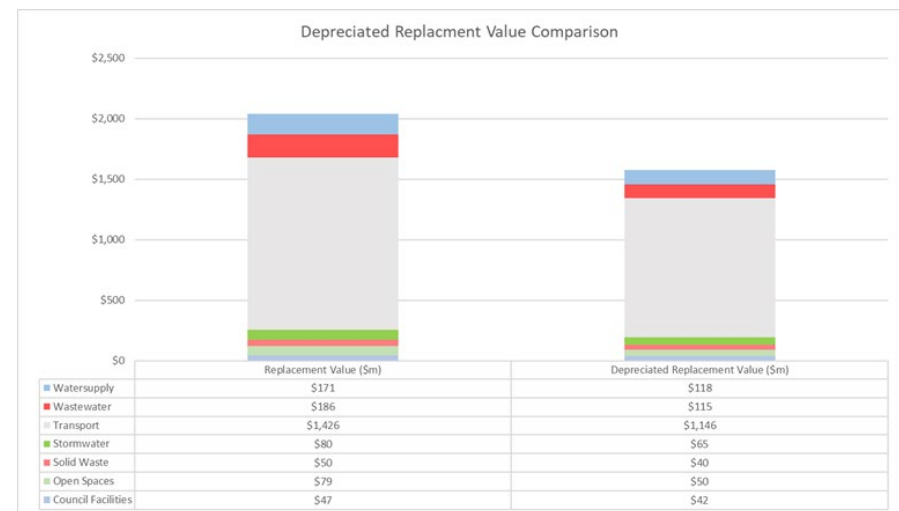
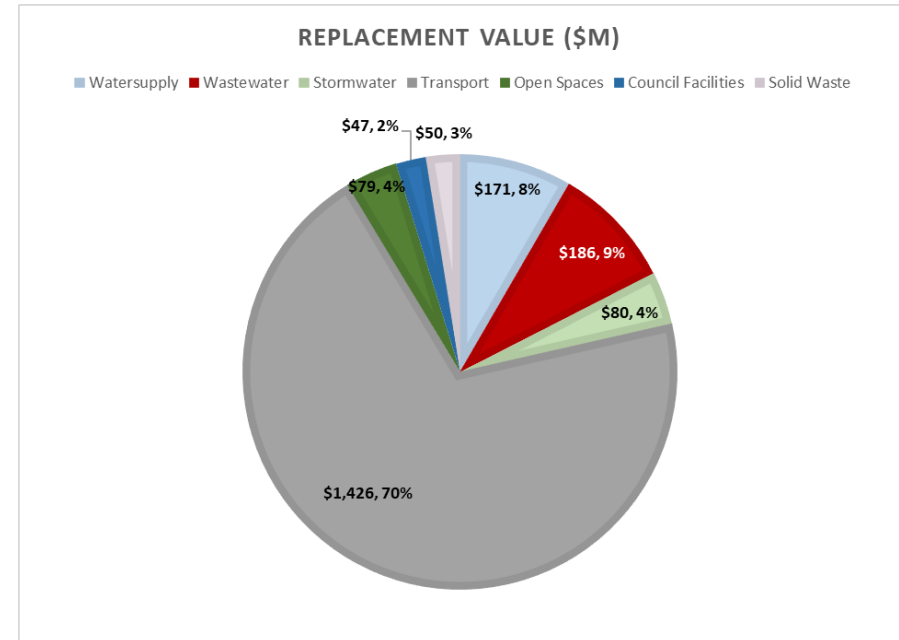
Activity	Infrastructure Summary		Replacement Value		
 Council Facilities	42 community centres/town halls 29 general properties 5 corporate properties	4 Housing for the Elderly Complexes 3 pool complexes Raglan Harbour assets	\$47m	2%	
 Open Spaces	229 ha of sports and recreation 50 ha neighbourhood parks 7 ha Public garden 1,289 ha Natural reserves 63 ha of cultural heritage sites	172 ha of outdoor adventure reserves 13 ha of civic space 355 ha of recreation and ecological linkages 21 cemeteries 58 playgrounds	2 campgrounds 57 public toilets 34 boat ramps 2015 street trees	\$79m	4%
 Solid Waste	Kerbside rubbish and recycling collection contract for 20,500 properties Education programmes for schools and early childhood centres		\$50m	3%	
 Stormwater	129km pipes 13km maintained open drains 10 ponds		\$80m	4%	
 Transport	1,812km sealed roads 608km unsealed roads 198km footpaths, cycleways and walkways	203km of culverts 232 bridges 3,787 street lights 109 bus shelters	\$1,426m	70%	
 Wastewater	10 schemes 9 treatment plants 297 km pipes 83 pump stations		\$186m	9%	
 Water Supply	759km pipes 12 pump stations 28 reservoirs 7 treatment plants		\$171m	8%	

4.2. Infrastructure Value

Infrastructure at the WDC has a replacement value of just over \$2bn comprised of the infrastructure in each of the activities described in Figure X.

The depreciated replacement value is compared in Figure X to replacement value which provides an indication of the asset life that has been consumed for each of the groups of infrastructure.

Activity	Replacement Value (\$m)	Depreciated Replacement Value (\$m)	% Value Remaining	% Value Consumed
Watersupply	\$171	\$118	69%	31%
Wastewater	\$186	\$115	62%	38%
Stormwater	\$80	\$65	81%	19%
Transport	\$1,426	\$1,146	80%	20%
Open Spaces	\$79	\$50	63%	37%
Council Facilities	\$47	\$42	91%	9%
Solid Waste	\$50	\$40	80%	20%
Total	\$2,039	\$1,576	77%	23%

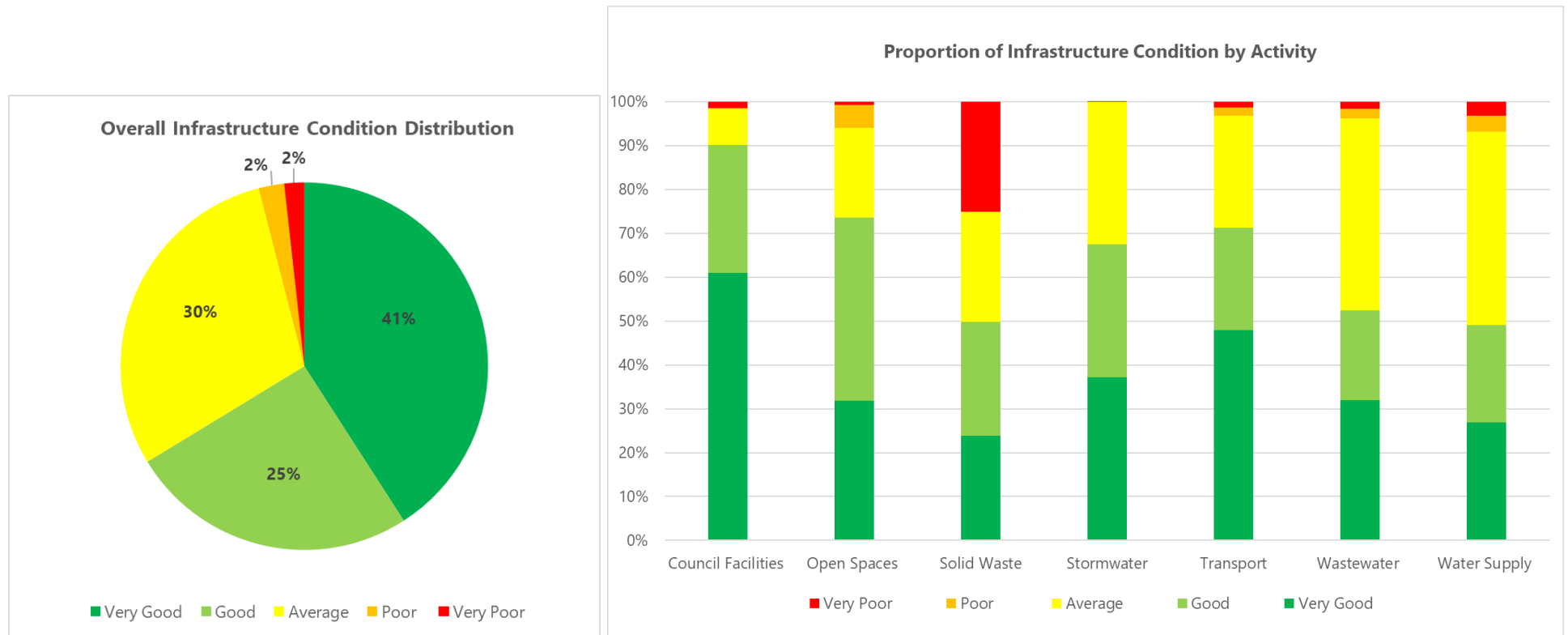


4.3. Infrastructure Condition

We have worked hard to develop a consistent approach to describing asset condition across our infrastructure activities. We consider the condition of our infrastructure portfolio by the value of the infrastructure in each condition category.

Overall, the condition of our infrastructure assets is relatively good but:

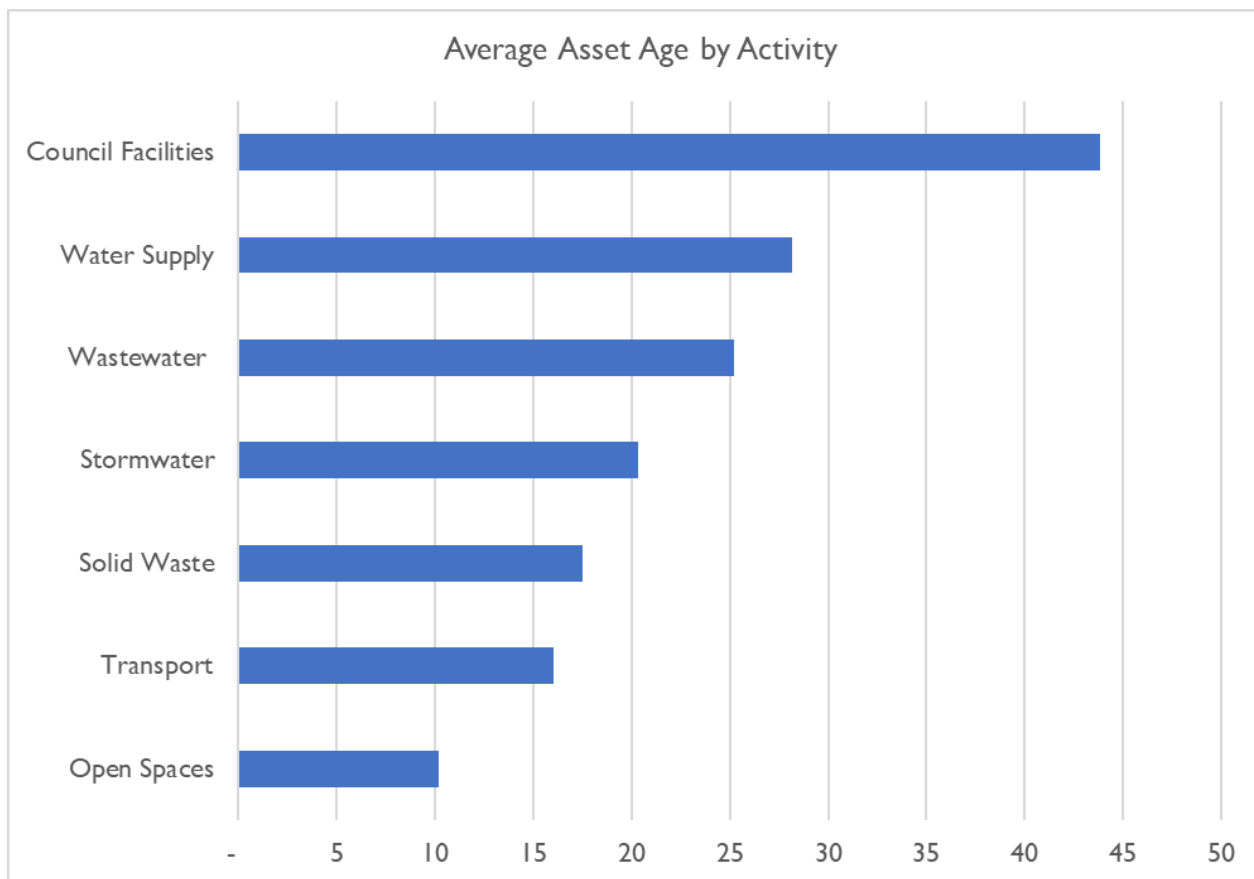
- 4% of our infrastructure is in Poor or Very Poor condition which generally means needs a renewal intervention.
- A significant portion (34%) of our infrastructure assets are in average or worse condition. This equates to approximately \$270million.
- For our Core Infrastructure the value of infrastructure assets in average or worse condition is close to \$240million.



4.4. Infrastructure Age

Considering the age profile of our infrastructure can tell us a lot about the state of the asset portfolios.

Council Facilities is currently showing that the average age of their assets are above the expected useful life. This is because there is currently a combination of data gaps in the construction years of the componentry along with insufficient renewal funding sweating assets beyond their useful lives. There is currently a project underway to rectify the data gaps in the construction years to help reduce the average age. Investing sufficient funding to undertake the renewal programme would also help to improve this.



4.5. Critical Infrastructure

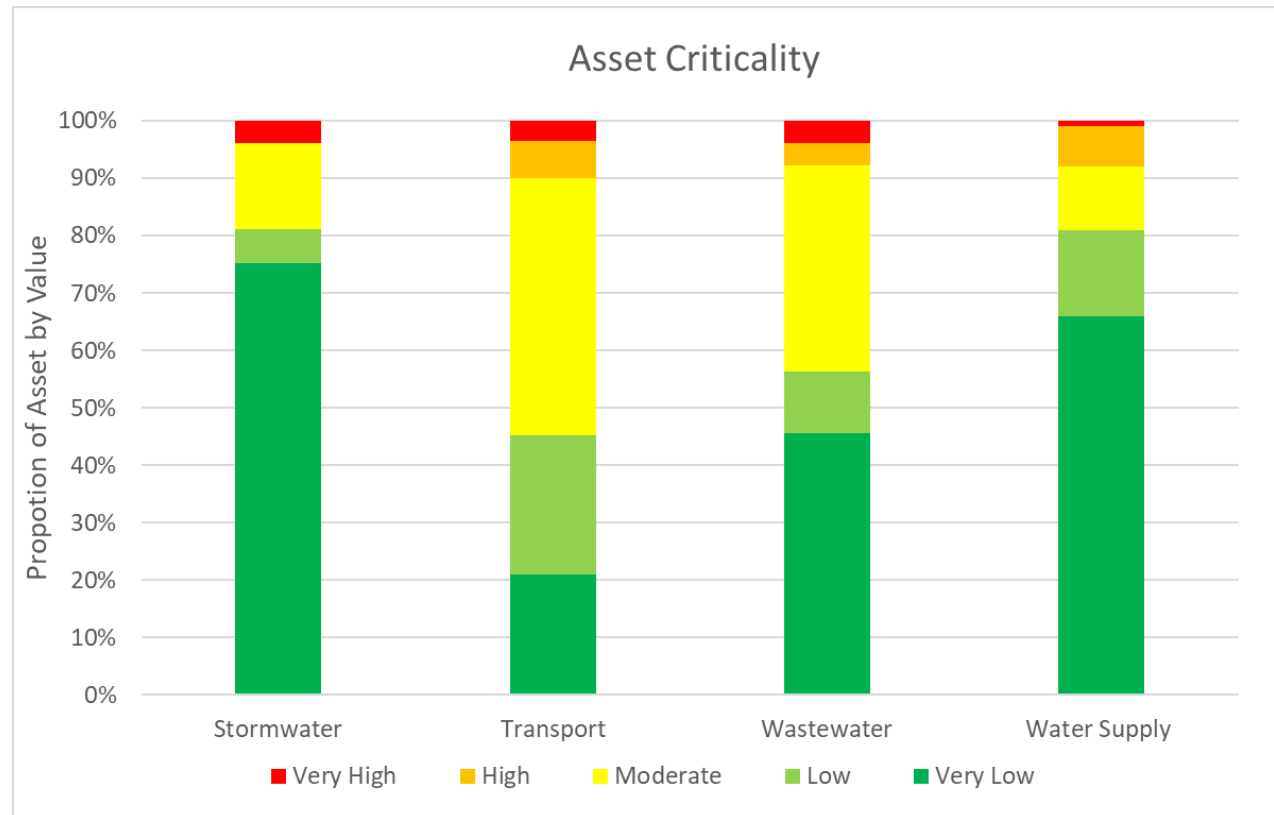
We have defined critical assets for our CORE infrastructure activities, Transport and the Three Waters. Asset criticality is assigned based on a range of criteria and uses the following scale:

The table below has a high-level summary of the most critical asset types for each of the core activities.

In practice, criticality is assigned at the asset component level. The chart below shows the split of asset components by value that have been categorised into the five criticality bands for the core infrastructure activities.

Criticality Score	Asset Criticality
5	Very High
4	High
3	Moderate
2	Low
1	Very Low

Activity	Critical Assets
Stormwater 	Catchpits Source treatment appliances
Transport 	Bridges Regulatory signs Guardrail terminal ends Drainage assets Unsealed roads
Wastewater 	Treatment plants Pump stations Rising mains
Water Supply 	Treatment plants Pump stations Trunk Mains



5. How we manage our Infrastructure

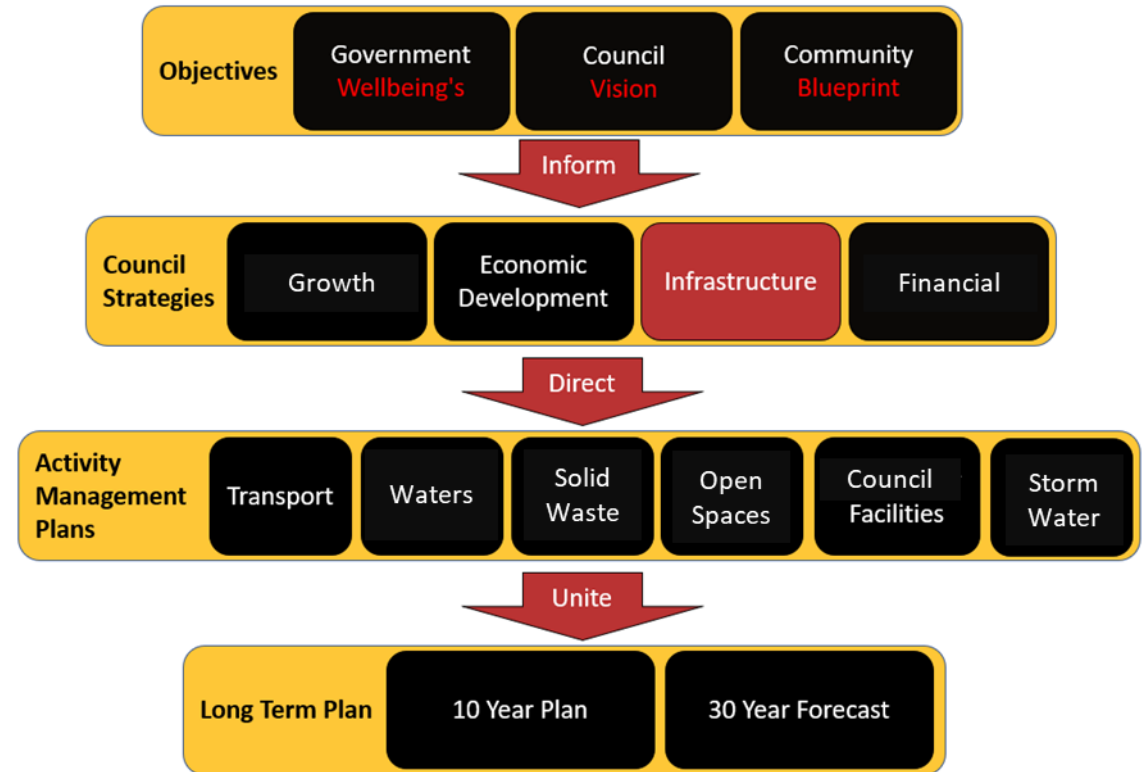
Infrastructure is essential to providing community services in the Waikato District.

5.1. Investment Management

Waikato District Council has an investment management framework of processes and documents in place that govern the investment in infrastructure activities and supports the achievement of community outcomes through the provision of infrastructure.

The framework shown in figure X describes the relationship between the:

- Council objectives and community outcomes;
- Council strategies including this infrastructure strategy;
- Activity Management Plans; and
- The Long Term Plan and long term financial forecast.



5.2. Level of Service Framework

Levels of Service (LoS) define the quality of delivery for a particular activity or service against which service performance can be measured and allow the relationship between the level of service and the cost of the service to be determined. This relationship is then evaluated in consultation with the community to determine the levels of service they are prepared to pay for.

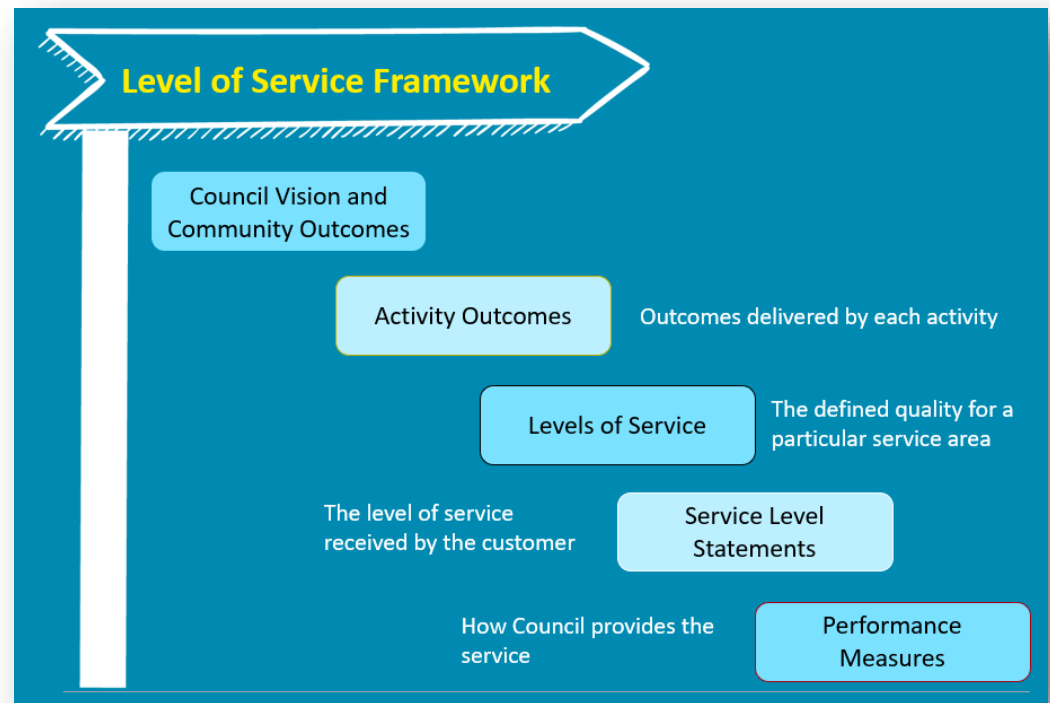
We have developed a level of service framework which provides a structure to align the Council Vision and Community Outcomes to delivery of the services and contractual performance measures.

The level of service framework describes the contribution each activity makes toward these outcomes and are included in the Long Term Plan with the associated performance measures and the targets required for each activity.

The Levels of Service can then be used to:

- Identify the costs and benefits of the services offered;
- Inform customers and the community of the proposed LoS;
- Develop activity management strategies to deliver the LoS;
- Measure performance against the defined LoS;

We have mapped each of our LoS to the Community Outcomes so we can identify the contribution each activity makes.



5.3. Asset Management Approach

Waikato District Council has adopted an asset management approach to:

- Develop financially sustainable Activity Management Plans (AMPs) that are to an appropriate standard for the activity, assets and associated risks being managed;
- Ensure AMPs reflect the strategy and priorities of Council and are integrated with other relevant planning documents;
- Involve and consult with the community, Iwi and key stakeholders on determining the desired levels of service via the LTP or other means;
- Recognise the risks associated with the delivery of agreed levels of service and manage them appropriately; and
- Recognise the implications of changes in demand for services and actively manage this demand wherever practical.

Asset Information Systems

We use asset information systems to store, retrieve and analyse

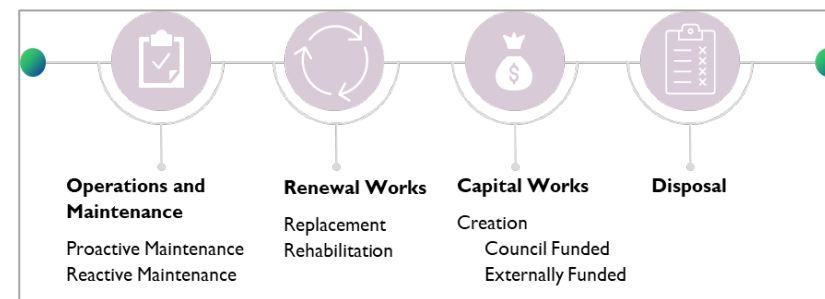
Waikato District Council uses SPM as the main asset information system for its open spaces, facilities and solid waste assets. The product is web-based and provides comprehensive life cycle analysis that is based on unit rates/ base and remaining lives. This provides robust reporting for the assets that have recently been condition graded. Processing of new or upgraded assets are being developed for each asset class as they are being entered into the SPM Assets database. The application provides seamless extraction of data and reporting but has no linkages to Council's present IT systems.

Currently, AssetFinda is the primary asset information system used for all three waters assets, this system includes an asset register of all utility assets which are represented spatially. In the future, all asset data is to be migrated to an enterprise asset management software developed by Infor. The new software will provide an integrated system of asset data storage, works request, asset planning, workflow management and asset performance monitoring.

Asset Lifecycle Management

Waikato District Council uses a lifecycle management approach to manage infrastructure assets for all activities, which includes four main categories.

- **Operation and Maintenance** - Work required for the day to day operation of the network whilst maintaining the LoS
- **Renewal Works** - Work that restores an existing asset to its original level of service
- **Capital Works** - The creation of new assets or work, which upgrade or improve an existing asset beyond its current capacity of performance
- **Disposal** - The cost of asset disposal which is incorporated within the capital cost of new works or asset renewals



Condition Assessment

The condition of an asset is a measure of the physical integrity. Knowing the condition enables more accurate prediction of:

- Asset development
- Maintenance
- Renewal and replacement requirements

A condition assessment gives a clear understanding of the condition of assets and how they are performing. The condition and performance of solid waste, open spaces and facilities assets are assessed and monitored through SPM Assets Ltd. This is used to produce a long-term maintenance and renewal plan.

In 2020, Jacobs was approached to conduct asset condition assessments for all above ground water and wastewater assets owned by WDC. As part of this condition assessment program, Jacobs along with Watercare staff conducted a site-based condition assessment in two phases; prioritised and discrete number of WDC assets (Phase one) and remaining unassessed WDC assets (Phase 2).

5.4. Risk Based Approach

Waikato District Council takes a comprehensive approach to risk management, including:

- Connecting risk to our level of service framework and identifying business risks that are managed by our improvement programme.
- Building risk into the forward works planning and decision making processes.
- Aligning the business case approach with our risk management approach.
- Defining asset criticality for all the transport asset groups.
- Connecting to the Council risk appetite statement to prioritise risk treatment.










5.5. Service Delivery

Waikato District Council uses a range of contract models are employed to deliver the appropriate level of service to the community.

Typically, in the infrastructure-based activities, the operations, maintenance and renewal planning and delivery are outsourced to a supply chain partner, whilst the strategic planning and the decision making around significant capital investments is retained by Council.

A range of partners to deliver the core and community infrastructure-based services and contribute to the community outcomes.

Table X describes the delivery model and contract type that is currently in place for each of the infrastructure activities.

Activity	Delivery Model	Contract Type
Council Facilities 	Outsourced Operations and Maintenance	Full Operational Contract
Open Spaces 	Outsourced Operations and Maintenance	Full Operational Contract
Solid Waste 	Outsourced Operations and Maintenance	Full Operational Contract
Stormwater 	Outsourced Operations and Maintenance, Renewals and Capital Delivery	Operation and management Contract
Transport 	Outsourced Operations, Maintenance, and Renewals	Alliance
Wastewater 	Outsourced Operations and Maintenance, Renewals and Capital Delivery	Operation and management Contract
Water Supply 	Outsourced Operations and Maintenance, Renewals and Capital Delivery	Operation and management Contract

5.6. Capital Works Delivery

We realise it is crucial that we deliver our planned programme of capital works, and that we need to increase our capability to ensure we are successful in delivering a higher level of investment in the future.

We have recently established a Council wide Project Management Office (PMO) and appointed a PMO Manager to implement project management improvements and put in place additional project management, reporting and governance controls.

The following capital works delivery action have been undertaken:

- A new procurement policy, templates and guideline documents are being developed to align current practice with national standards and Councils objectives, simplify the process, and ensure consistency in decisions made.
- Implementation of a Capital Project Delivery and Procurement Strategy.
- A Procurement Governance Panel has been established to consider requests from project managers to approve procurement plans or proposals that are inconsistent with usual practice.
- Review the Project Management Framework and project management structure.
- Project Steering Groups have been set up to oversee the various programmes of work, assess risks and facilitate the resolution of issues encountered by Project Managers.
- Business owners have taken full ownership, responsibility and control of their portfolio's and have clarified what can be delivered this financial year, by whom and how Project plans and procurement plans are being developed for all projects and impediments to delivery are being identified and escalated where necessary.
- Our project management software has been updated and training rolled out across the organisation.

5.7. Climate Change

The New Zealand Climate Change Office indicates the Waikato District is likely to become warmer and wetter as a result of climate change with average temperatures increasing as much as 3°C over the next 70-100 years. This could result in longer, drier summers which will put extra demand on the water activity. Additionally, rising sea levels will limit growth along the coastal regions due to potential flooding and erosion, placing development pressure on inland areas and existing infrastructure.

Council has developed a Climate Response & Resilience Policy that is based on local government position statement on climate change, considers climate risks and actions that are relevant to our district, aligns with legislation (Zero Carbon Act), sets out our organisation’s commitments, and describes the intended implementation methods. Our policy is aligned to the Local Government Position Statement on Climate Change within the context of our district

In relation to our infrastructure, it means we will:

- Collaborate with other agencies, organisations, and the community.
- Ensure that low emission, climate-resilient development is adopted as a key tenet into development and land-use decisions, including our district plans, annual plans, and long term plans.
- Plan for and provide infrastructure which recognises and reduces the risk of hazards like floods, storms, and sea level rise
- Plan for the impacts of climate change on Council’s three waters infrastructure and services
- Promote and encourage the conservation and enhancement of natural environments to aid in emissions reduction (mitigation) and climate change effects (adaptation).

The Activity Management Plans identify specific likely impacts on each activity when replacing or planning new assets.



6. Significant Issues






6.1. Significant Infrastructure Issues

Providing the infrastructure for the Waikato district community is a constant challenge of:

- Balancing affordability and sustainability;
- Maintaining rates at an affordable level;
- Keeping debt levels within the allowed levels; and
- Endeavouring to provide intergenerational equity.










The significant issues that exist while we do this are:









1. **Facilitating growth**
2. **Affordability**
3. **Changing priorities and legislation**
4. **Sustaining our environment**
5. **Building resilience**

Significant Issue	Link	Description
Facilitating growth		Residential growth particularly in the northern part of the district and surrounding Hamilton will result in increased demand for infrastructure. Additional capacity at water and wastewater treatment plants, and new assets such as roads and pipes will be needed to service growth. Providing infrastructure also allows new industries and businesses to locate to Waikato District and supports tourism. Libraries, halls, parks, service centres, and transfer stations are all needed to provide a liveable and sustainable community. Some of our growth areas do not have suitable facilities in place.
Affordability		Providing the infrastructure to sustain the community without increasing rates to an unaffordable level and managing debt levels is a significant challenge in the current environment.
Changing priorities and legislation		Changing government priorities and government led reform during the next LTP period will create system wide changes, particularly in the water sector.
Sustaining our environment		Delivering our services in a way that does not harm the natural environment and meets legislative changes such as the Healthy Rivers.
Building resilience		Being able to afford to build resilience into the infrastructure assets to meet climate change adaptation requirements.

6.2. Significant Issues by Activity

The significant issues for the District apply to our Infrastructure Activities in different ways. The following table connects each activity to each of our significant issues where applicable.

Activity \ Significant Issue	 Facilitating growth	 Affordability	 Changing priorities and legislation	 Sustaining our environment	 Building resilience
Council Facilities 	A high level of growth and changing demographics may lead to changes in community needs	Rationalisation of community halls	Divestment of Housing for the Elderly	Incorporating energy efficiencies into the renewal programme.	Performance of swimming pools and future district wide needs for aquatic facilities
Open Spaces 	With rapid growth in the district a shortage of land availability is impacting the level of service that can be provided.	Poor condition of assets has increased the renewal budget significantly to meet levels of service	Ensuring a more consistent service provision across the district in line with strategies	Using energy sustainably	Planning for and adapting to climate change
Solid Waste 	Growth in the northern part of the district is creating additional demand for transfer station/resource recovery and recycling facilities	Service delivery contracts expiring in 2021 may increase the cost of service but also provide opportunities to improve resource recovery			
Stormwater 	Inadequate capacity of existing stormwater networks to add runoff from new developments	Inadequate capacity of stormwater networks as storm events increase in intensity and frequency	Implementing stormwater source treatment infrastructure to meet legislative requirements e.g. Healthy Rivers is increasing cost		Managing the effects of climate change including overland flow paths to reduce the impacts of extreme weather events, more intense and frequent stormwater events






<div style="text-align: right;">Significant Issue</div> <div style="text-align: left;">Activity</div>	 Facilitating growth	 Affordability	 Changing priorities and legislation	 Sustaining our environment	 Building resilience
Transport 	Increasing traffic flows and infrastructure changes are leading to an increase in the network size resulting in an inability to meet future needs	Historic lack of investment is resulting in increased asset consumption, deteriorating asset condition, decreasing levels of service and customer satisfaction	Road to Zero strategy is increasing focus on reducing harm while deteriorating asset condition and an unforgiving road environment is resulting in increased risk of harm to our community	Poor communication and transparency leads to inefficient delivery and an erosion of community confidence and inefficient delivery	Challenging geology, topography and increasing intensity of weather events is adversely impacting network resilience
Wastewater 	Meeting future growth demands		Compliance with statutory obligations and meeting levels of service	Minimising the number of discharges to the environment, reduce environmental effects and optimise operational efficiency	Planning for and adapting to climate change
Water Supply 	Meeting future growth demands which is driven mainly from residential customers	Ensuring quality, efficient, and sustainable infrastructure	Ensuring the protection and improvement of public health and safety		









7. Most Likely Scenario









The most likely scenario for infrastructure investment is the combination of our preferred options as described in the following section.








7.1. Principal Options






The principal options for solving the significant issues in each of the activities are described in the table below. The impacts of these options, including the estimated cost are discussed and the preferred option indicated. The cost estimate is for the capital investment required to deliver the option over the first 10 years of this strategy.

Activity	Significant Issue	Issue	Options	Implications	Cost (m)	Preferred Option
Council Facilities 	A high level of growth and changing demographics may lead to changes in community needs		1. Maintain the existing facilities portfolio	Not meet community needs and levels and service	\$0	2
			2. Upgrade and add to the existing facilities portfolio	Move toward meeting community needs and levels and service	\$19	
	Divestment of Housing for the Elderly		1. Keep existing portfolio	Increasing property management obligations	\$3	2
			2. Divest full portfolio	Remove management and maintenance burden	\$0	
	Incorporating energy efficiencies into the renewal programme.		1. Fully incorporate efficiencies into renewal programmes	Ongoing cost savings and reduce carbon emissions	\$2	2
			2. Partially incorporate efficiencies into renewal programmes	Partial cost savings and reduced emissions	\$1	
	Performance of swimming pools and future district wide needs for aquatic facilities		1. Maintain existing facilities	Do not meet community requirements	\$0	1
			2. Create new facilities in line with growth projections	Meet demand and community requirements	\$8	

Activity	Significant Issue	Issue	Options	Implications	Cost (m)	Preferred Option
Open Spaces 	Rapid growth in the district and a shortage of suitable land is impacting the level of service that can be provided.		1. Land purchase programme to fully meet demand	Land available to meet LoS	\$20	2
			2. Partial land purchase programme	Land available to partially meet LoS	\$12	
	Poor condition of assets has increased the renewal budget significantly to meet levels of service		1. Fully fund renewal needs	Clear backlog of renewals, improved condition	\$58	1
			2. Partially fund renewal needs	Renewal backlog remains, condition stays the same	\$30	
	Ensuring a consistent level of service provision across the district in line with strategies		1. Full LoS achievement	Consistent open spaces provision	\$13	2
			2. Partial LoS achievement	Partially consistent open spaces provision	\$10	
	Using energy sustainably		1. Maintain existing energy consumption	No reduction in energy consumption	\$0	2
			2. Incorporate energy efficient options into renewal programme	Some reduction in energy consumption	\$1	
Solid Waste 	Growth in the northern part of the district is creating additional demand for transfer station/resource recovery and recycling facilities		1. Upgrade resource recovery centres	Meet demand	\$5	1
			2. Maintain existing facilities	Do not meet demand	\$0	
	Service delivery contracts expiring in 2021 may increase the cost of service but also provide opportunities to improve resource recovery		1. New contracts	Enhanced service	tbc	1
			2. Extend existing contracts	Maintain current service	\$0	

Activity	Significant Issue	Issue	Options	Implications	Cost (m)	Preferred Option
Stormwater 	Inadequate capacity of existing stormwater networks to add runoff from new developments		1. Programme of capacity improvements	Meet demand from new developments	\$2.5	1
			2. Maintain existing portfolio	Under capacity network	\$0	
	Inadequate capacity of stormwater networks as storm events increase in intensity and frequency		1. Programme of network capacity improvements	Increase capacity	\$50	2
			2. Maintain existing infrastructure	No capacity increases	\$0	
	Implementing stormwater source treatment infrastructure to meet legislative requirements e.g. Healthy Rivers is increasing cost		1. Implement water quality improvement programme	Protect the environment from the effect of contaminated stormwater	\$22	1
			2. No quality improvements	Current levels maintained	\$0	
	Managing the effects of climate change including overland flow paths to reduce the impacts of extreme weather events, more intense and frequent stormwater events		1. Implement a programme of Resilience projects	Increased resilience	\$20	2
			2. Maintain existing infrastructure	No change	\$0	
Transport 	Increasing traffic flows and growth in the district means Public Transport could become a more significant transport option if levels of service were increased		1. Programme of Public Transport improvements	Increase the capacity and quality of Public Transport to increase uptake	\$35	2
			2. Maintain existing infrastructure and Huntly upgrade	Do not increase capacity and quality	\$1	
	Historic lack of investment in our bridges means capacity for HPMV traffic is restricted in parts of the District.		1. A significant bridge upgrade and replacement programme	Increase network capacity for HPMV traffic	\$35	2
			2. Maintain existing infrastructure	Do not increase network capacity	\$5	

Activity	Significant Issue	Issue	Options	Implications	Cost (m)	Preferred Option
	Road to Zero strategy is increasing focus on reducing harm while deteriorating asset condition and an unforgiving road environment is resulting in increased risk of harm to our community		1. Fund an enhanced programme of safety improvements including the Safety Network Programme from Waka Kotahi	Reduce harm toward Road to Zero targets	\$78	2
			2. Fund a reduced programme of safety improvements identified by Council	Reduce harm	\$35	
	Poor connectivity of walking and cycling transport options is not encouraging Active Travel options		1. Programme of walking and cycling connectivity improvements	Encourage active travel options	\$22	2
			2. Footpath improvement programme only	No encouragement of active travel options	\$10	
	Challenging geology, topography and increasing intensity of weather events is adversely impacting network resilience.		1. Resilience programme of stormwater capacity improvements	Resilience to climate change enhanced	\$5	2
			2. No resilience improvements	No improvement in climate change resilience	\$0	
Wastewater 	Meeting future growth demands		1. Upgrade of under capacity Wastewater Infrastructure	Meet increasing demand	\$100	1
			2. Maintain existing portfolio	Do not meet increasing demand	\$0	
	Compliance with statutory obligations and meeting levels of service		1. Programme of infrastructure upgrades	Meet statutory obligations and levels of service	\$65	1
			2. Maintain existing infrastructure	Do not meet obligations and levels of service	\$0	
	Minimising the number of discharges to the environment, reduce environmental effects and optimise operational efficiency		1. Programme of efficiency improvements	Reduced environmental impact and increased efficiency	\$300	2
			2. Maintain existing infrastructure	No change	\$0	









Activity	Significant Issue	Issue	Options	Implications	Cost (m)	Preferred Option
	Planning for and adapting to climate change		1. Climate change adaptation programme	Increase resilience	\$250	2
			2. Maintain existing infrastructure	No change	\$0	
Water Supply 	Meeting future growth demands which is driven mainly from residential customers		1. Capacity improvement programme	Meet demand	\$82	1
			2. Maintain existing portfolio	Do not meet demand	\$0	
	Ensuring quality, efficient, and sustainable infrastructure		1. Programme of efficiency improvements	Reduced environmental impact and increased efficiency	\$200	2
			2. Maintain existing infrastructure	No change	\$0	
	Ensuring the protection and improvement of public health and safety		1. Programme of level of service improvements	Compliance with drinking water standards	\$37	1
			2. Maintain existing infrastructure	Continued non-compliance	\$0	









7.2. Significant Capex Decisions






The Significance and Engagement policy provides guidance around which of the significant capital expenditure decisions will form part of the consultation process.

Not every significant infrastructure capex decision will require consultation. We have chosen to include capex projects with an estimated cost greater than \$5 million for the core infrastructure activities and greater than \$1m for community infrastructure activities. We have connected these projects to the significant issues as shown in the table below. Renewal projects are not included unless they are likely to also include a significant change to the level of service.

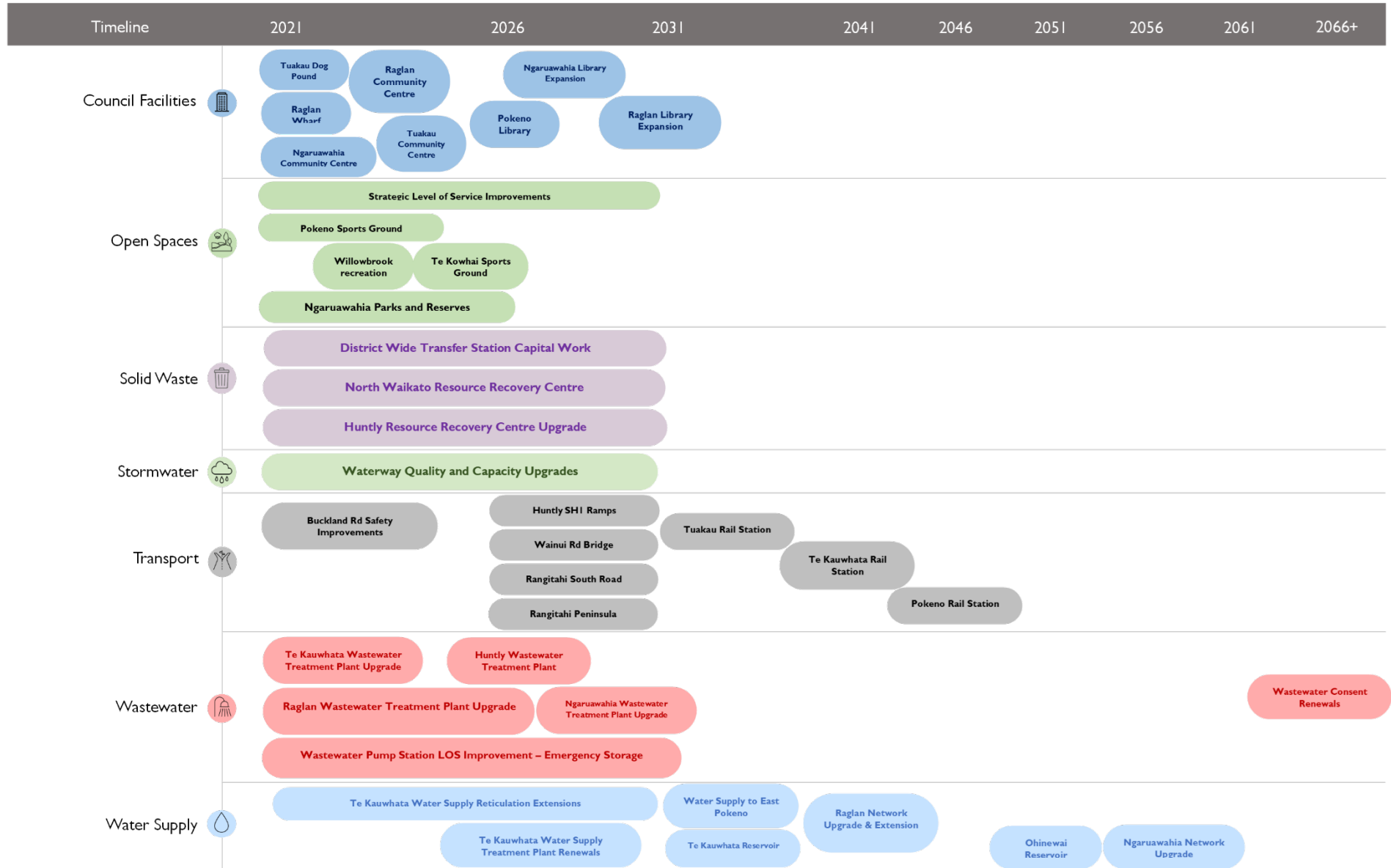
Significant Decisions

Activity	Significant Issue	Significant Decisions	Timing	Cost Estimate (\$m)
Council Facilities 		Ngaruawahia Library expansion	2026-28	\$7.5
		Raglan Library and Council Offices expansion	2028-30	\$3
Open Spaces 		Tuakau Dog Pound	2021	\$1.5
		Raglan Wharf	2021	\$1.6
		Ngaruawahia Community Centre	2021	\$1.5
		Raglan Community Centre	2022	\$0.5
Solid Waste 		Tuakau Community Centre	2023	\$1.2
		Pokeno Library	2024-25	\$7
		Strategic Level of Service Improvements	2021-30	\$12
Open Spaces 		Whangarata Cemetery	2022	\$1
		Pokeno Sports Ground	2021-24	\$6
		Te Kowhai Sports Ground	2024	\$1.5
		Ngaruawahia parks and reserves	21-26	\$1.8
		North Waikato Resource Recovery Centre	2031	\$3
Huntly resource recovery centre upgrade	2031	\$2		

Activity	Significant Issue	Significant Decisions	Timing	Cost Estimate (\$m)
Stormwater 		Waterway quality and capacity upgrades	2021-31	\$22
Transport 		Huntly SHI South facing ramps McVie Rd	2028-30	\$11
		Tuakau Rail Station	2031-35	\$8
		Te Kauwhata Rail Station	2036-40	\$8
		Pokeno Rail Station	2041-45	\$8
		Wainui Rd Bridge	2031-35	\$10
	Rangitahi South New Roads	2031	\$13	
	Buckland Rd Safety Improvements	2021-25	\$11	
	Highway 22 Safety Improvements	2021-25	\$8	
	Tahuna Rd Safety Improvements	2026-30	\$6	
	Market St - SHI Overbridge/Underpass	2031-35	\$5	
Wastewater 		Huntly Wastewater Treatment Plant Upgrade	2026-30	\$47
		Ngaruawahia Wastewater Treatment Plant Upgrade	2026-30	\$53
		Te Kauwhata Wastewater Treatment Plant Upgrade	2021-23	\$36
		Raglan Wastewater Treatment Plant Upgrade	2021-27	\$28
		Pokeno Wastewater Pump Station Upgrades	2021-25	\$26
		Horotiu Wastewater Pump Station Upgrades	2021-25	\$14
		Wastewater Pump Station LOS Improvement	2021-30	\$8
		Tuakau Wastewater Pump Station Upgrades	2021-25	\$7
		Wastewater Consent Renewal	2066-71	\$10

Activity	Significant Issue	Significant Decisions	Timing	Cost Estimate (\$m)
Water Supply 		Te Kauwhata Water Treatment Plant Upgrade Hitchens Pump Station Upgrade Raglan Reticulation Upgrade and Extension Raglan Network Upgrade and Extension	2026-30 2021-25 2021-30 2031-41	\$36 \$10 \$6 \$8
		Water supply to East Pokeno	2031-35	\$8
		Ngaruawahia Network Upgrades Stage 1B Onwards Te Kauwhata Reticulation Upgrade and Extension Tuakau Reticulation Extension	2056-60 2021-30 2023-25	\$8 \$17 \$6
		Te Kauwhata Reservoir Extension Gordonton Reservoir and Pump Station	2026-30 2026-30	\$11 \$5

7.3. Significant Capex Decision Timeline



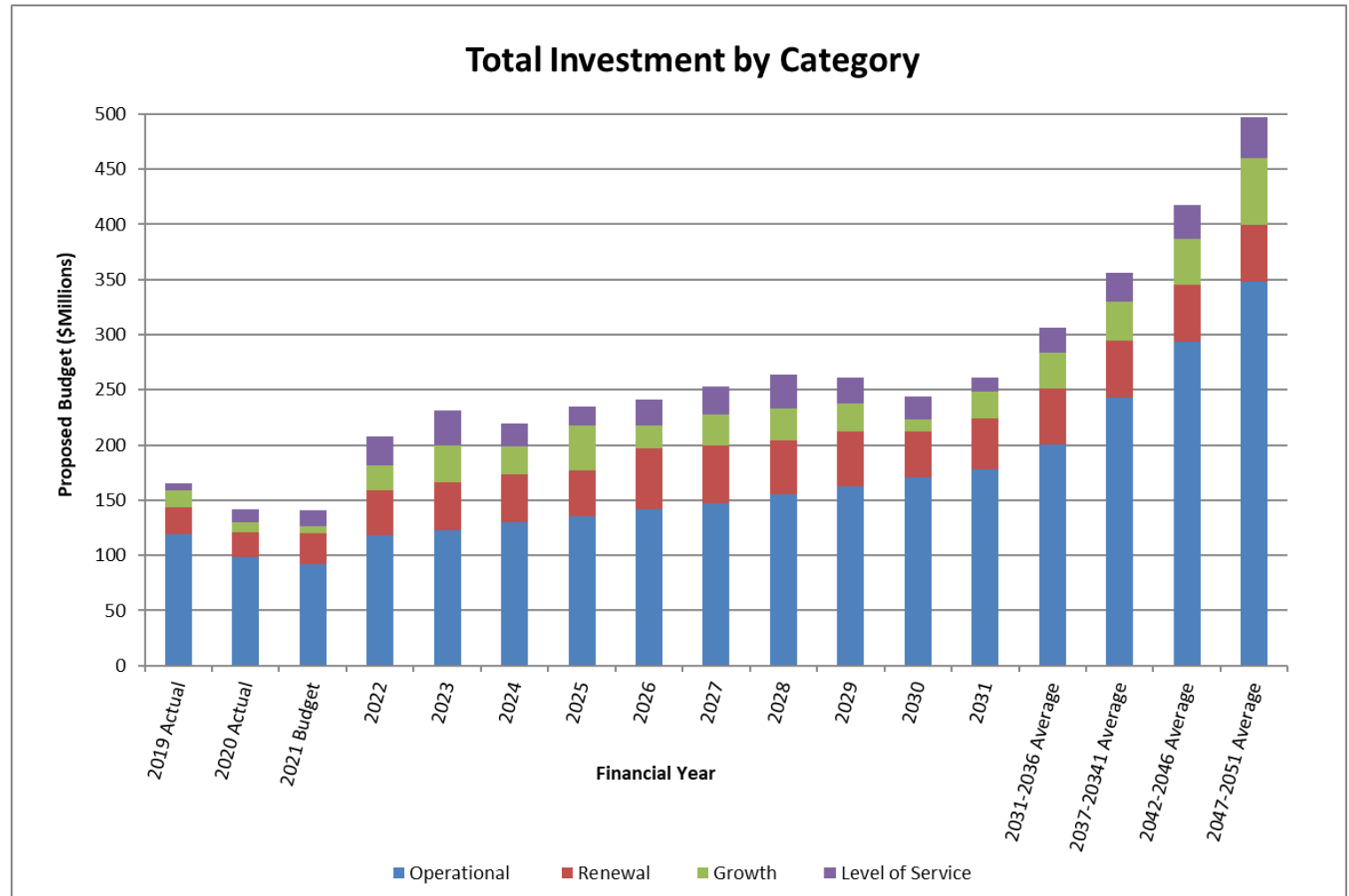
8. Financial Summary

This section summarises the long-term financial investment profile for the infrastructure related activities.

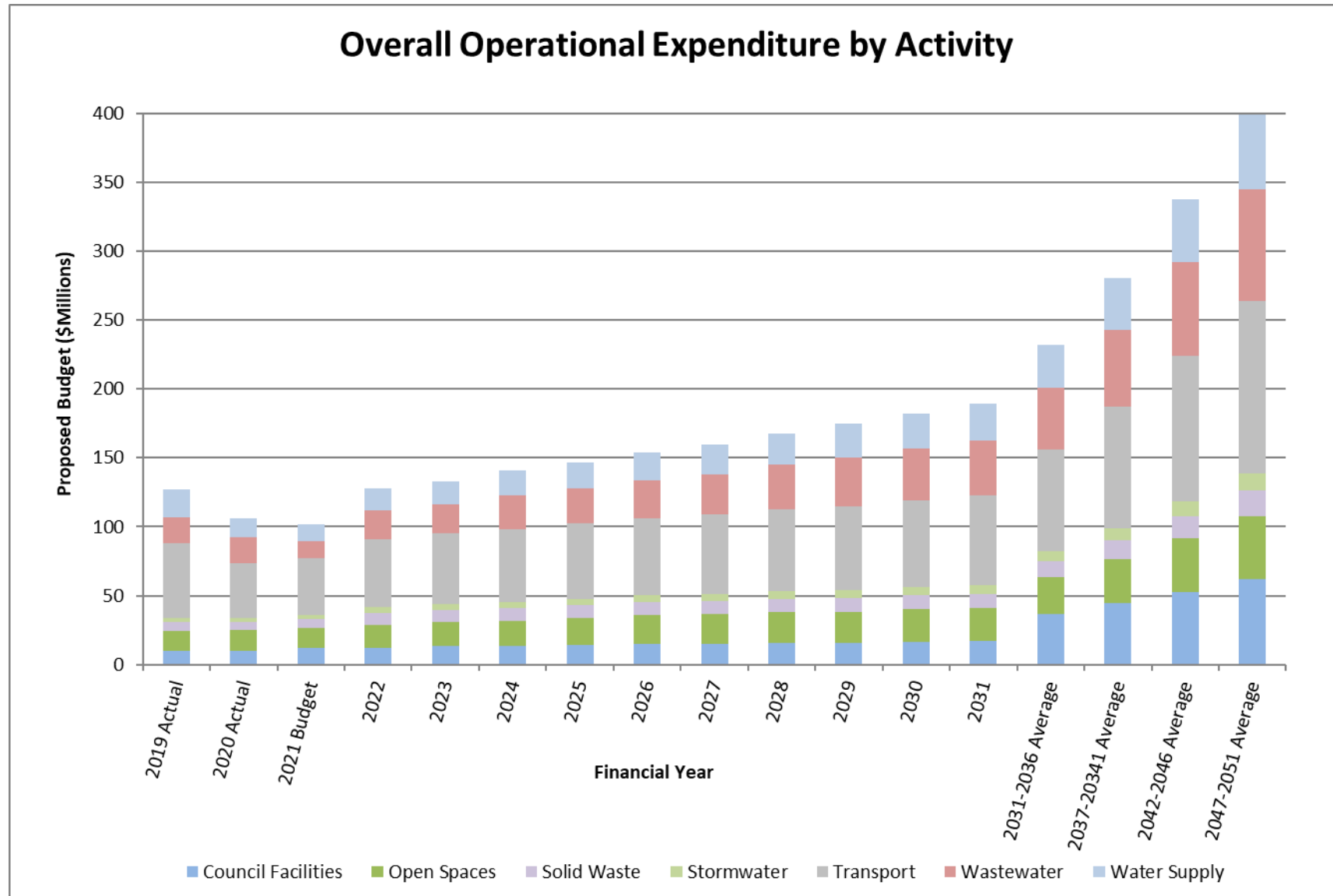
Financial summaries are provided for the following:

- **Total** Investment by Category
- Overall **Operational** expenditure by activity
- Overall **Capital** expenditure by activity
- Overall **Renewal** investment
- Overall **Growth Capital** investment
- Overall **Level of Service Capital** Investment

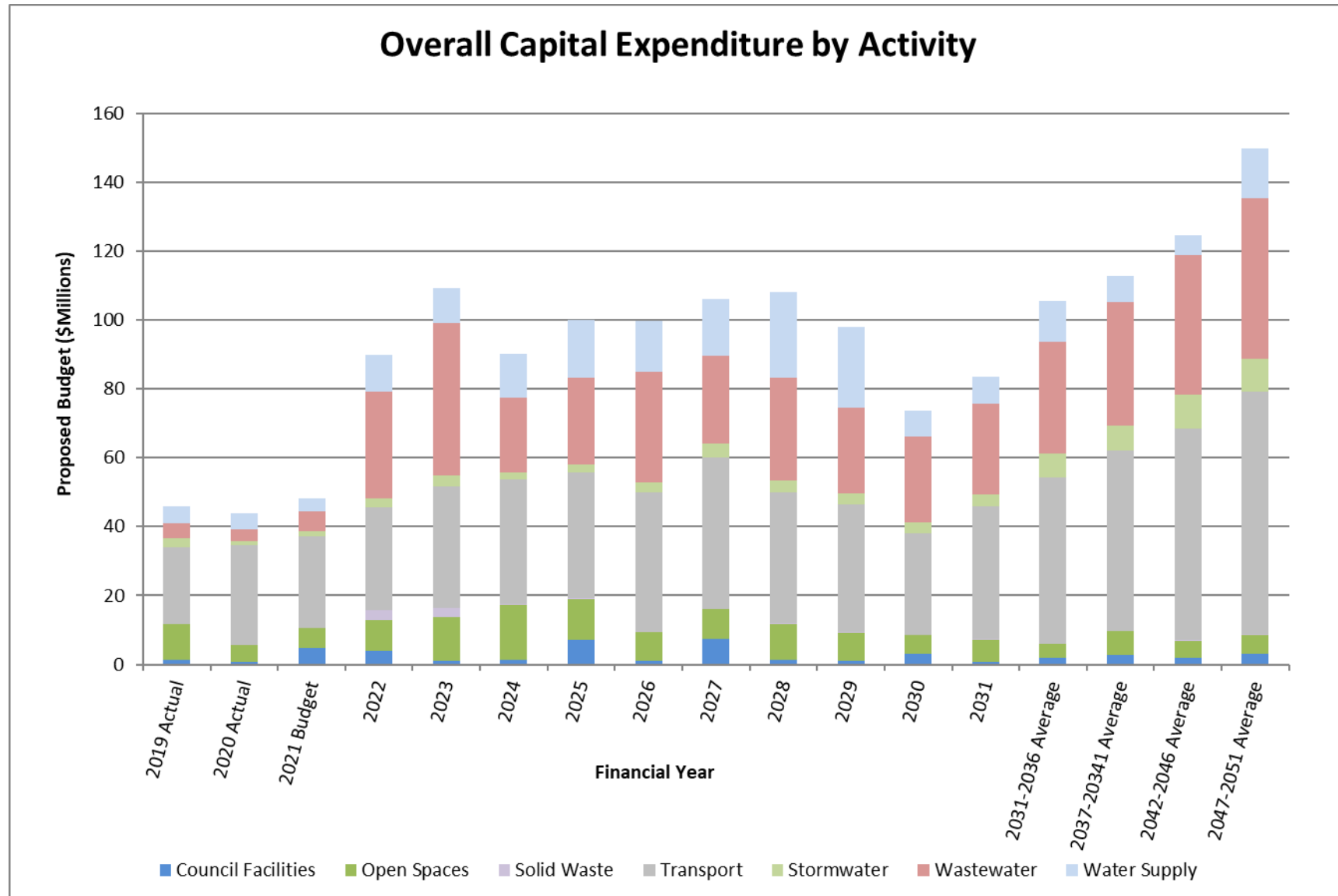
The Financial Strategy discusses the impact on Debt Levels, Reserve Funds, and Rates as an outcome of the Infrastructure investment programmes.



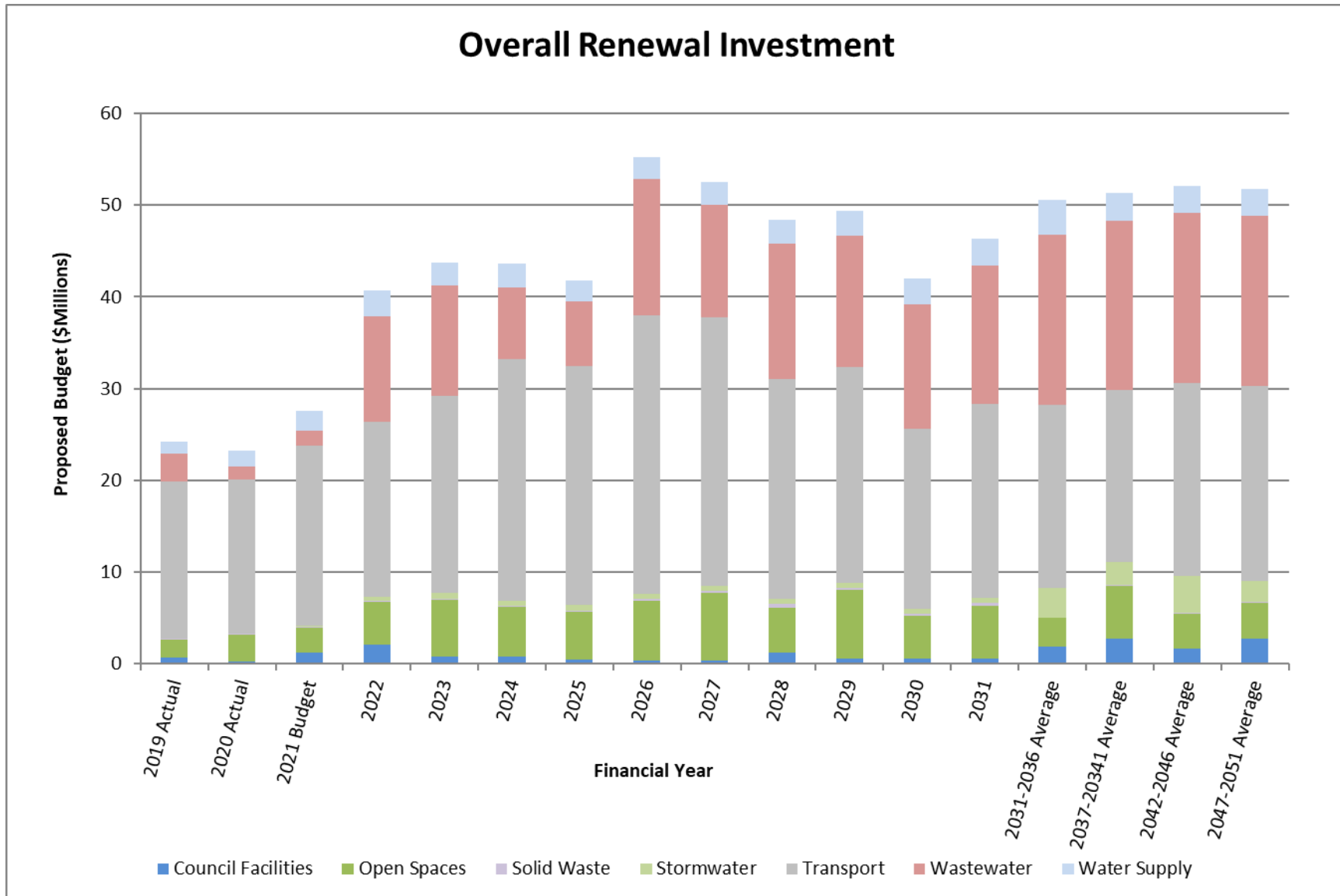
Operational Investment



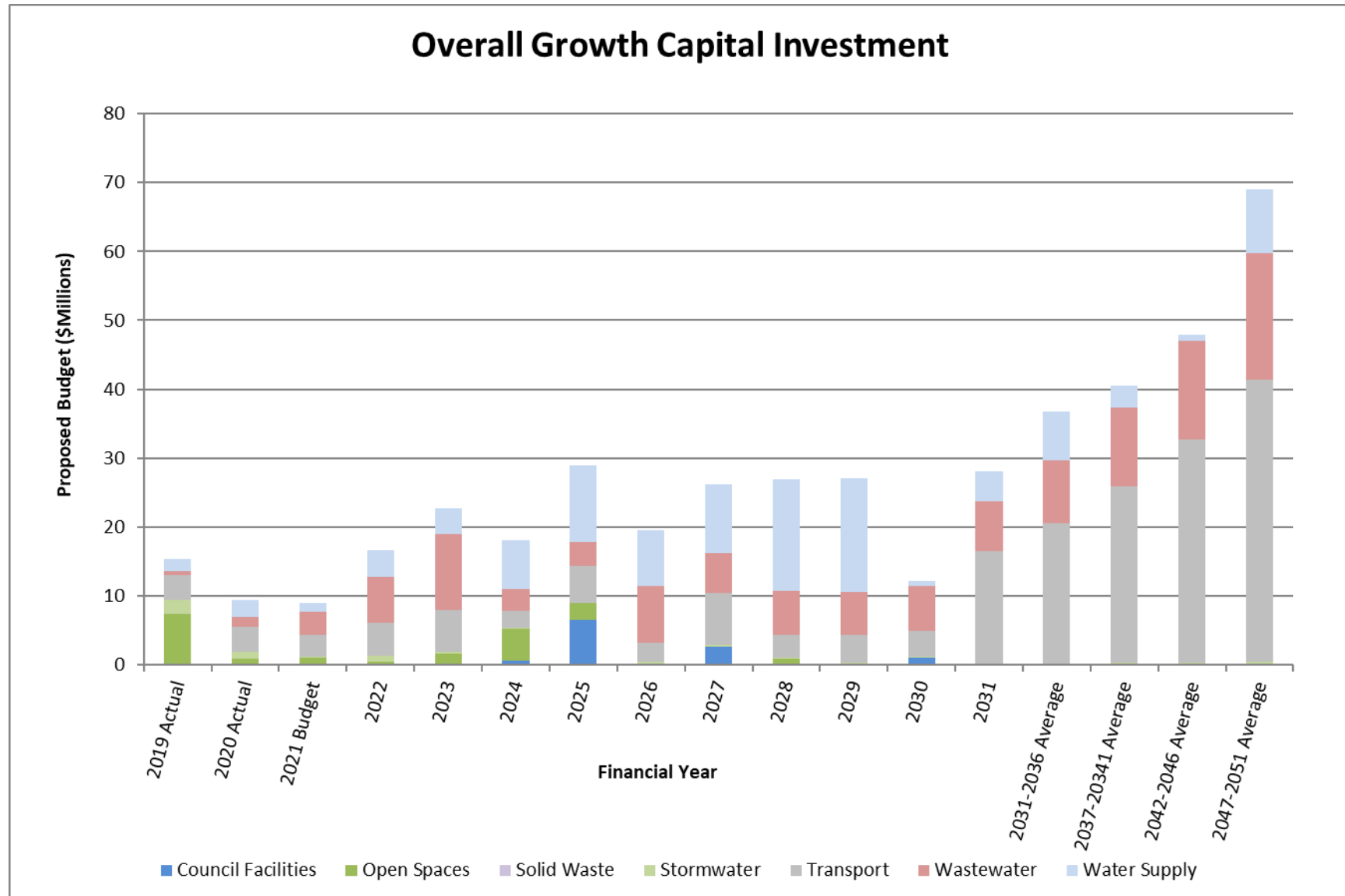
Capital Investment



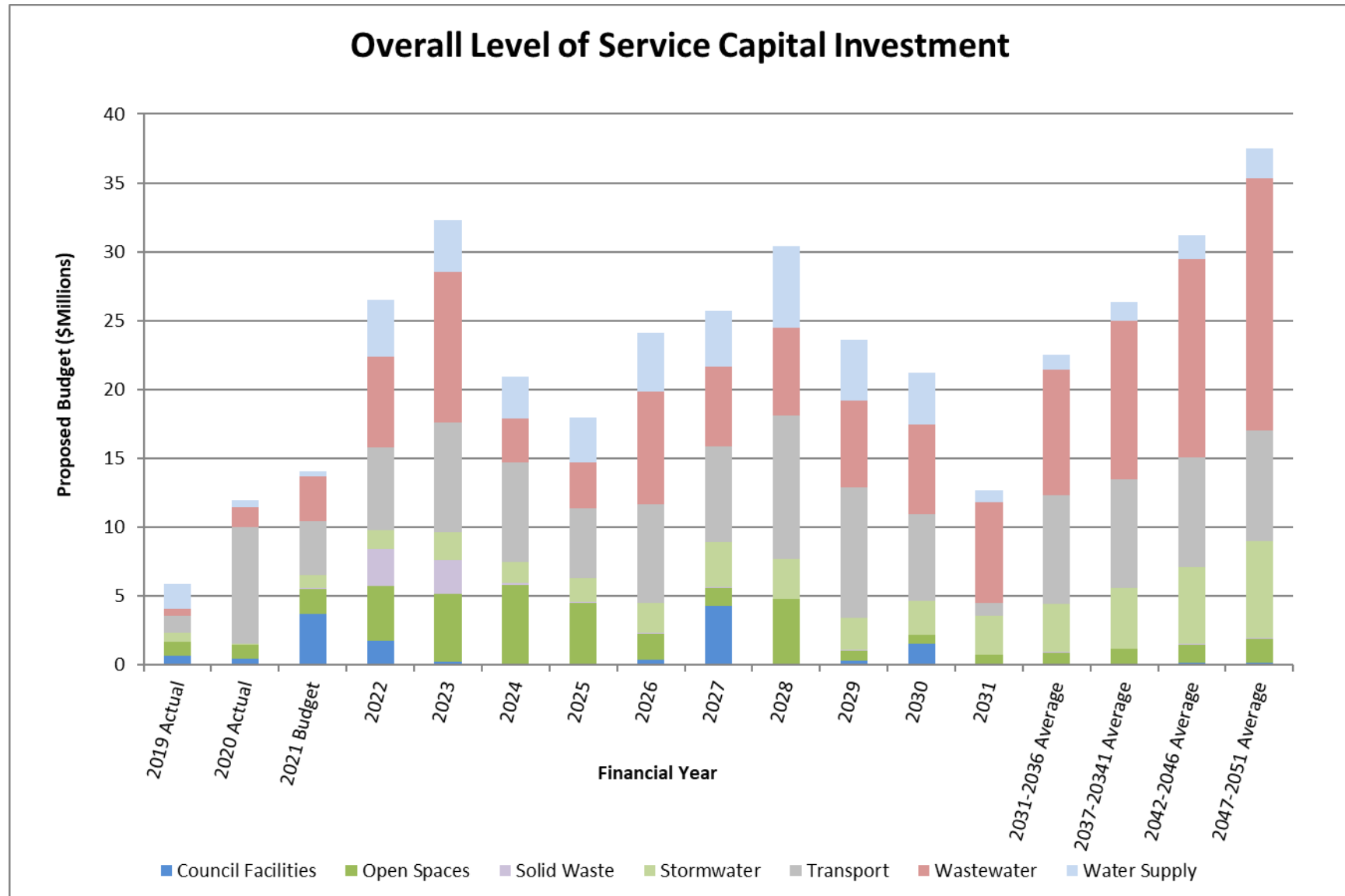
Renewal Investment



Capital Investment for Growth



Capital Investment for Better Levels of Service



9. Assumptions – to update

The key assumptions that relate to the activities covered in this infrastructure strategy are outlined below.

Forecasting Assumption	Level of Uncertainty	Implications
No future legislation changes	Medium	Legislation changes relating to drinking water (e.g. Health Act) may occur due to the recommendations of the Havelock North enquiry. This may increase operational costs. Changes to the Resource Management Act could increase the cost of infrastructure construction projects.
Local Government Structure does not change	Low	Shared service and other joint arrangements may be affected resulting in increased operational costs.
Changing Weather patterns will not cause flooding or water shortages	Medium	Difficulty meeting levels of service for water supply and stormwater.
Development occurs in areas zoned in District Plan	Low	Development outside planned areas would be more expensive to service and could use up capacity provided for other developments.
Growth rates are medium as per NIDEA forecast	Low	Slower growth could result in excess infrastructure capacity and delays recovering infrastructure costs via development contributions. Faster growth could result in difficulty meeting levels of service.
Waikato and Waipa River CoManagement Arrangements do not change	High	The 5 yearly review could result in additional staff time to implement recommendations.
Useful Lives will not change	Medium	Insufficient budgets are available for renewals or renewals are undertaken prior to the end of asset life.
Waste Levy and NZTA subsidies will remain the same	Medium	Should Council not receive the level of income predicted, expenditure in these areas may need to be reduced
No changes in customer expectations for levels of service	Medium	If levels of service are significantly altered this could impact on operating and capital budgets
Natural Disaster/Emergency events can be funded out of normal budgetary provisions	Low	The scale and nature of the event will determine the effect on Council’s financial position

DRAFT Capital Projects List

LTP 2021/31 Capital Projects

WATER SUPPLY

		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Renewal											
1WA10500	District Wide water supply treatment plant renewals	832,000	873,600	916,406	479,738	501,806	524,388	547,461	571,550	596,126	621,760
1WA11500	District Wide water supply reticulation renewals	1,040,000	1,092,000	1,145,508	1,199,347	1,254,517	1,310,970	1,368,652	1,428,874	1,490,315	1,554,399
1WA12500	District Wide water supply pump station renewals	52,000	54,600	57,276	59,967	62,726	65,548	68,433	71,444	74,516	77,720
1WA13500	District Wide water supply reservoir renewals	520,000	163,800	171,827	179,902	188,178	196,645	205,298	214,332	223,547	233,160
1WA14500	District Wide water supply connection renewals	312,000	327,600	343,652	359,804	376,355	393,291	410,596	428,662	447,095	466,319
Total for Renewal		2,756,000	2,511,600	2,634,669	2,278,758	2,383,582	2,490,842	2,600,440	2,714,862	2,831,599	2,953,358
Growth											
1WA11210	Huntly water supply reticulation extensions		65,520								
1WA11230	Raglan water supply reticulation extensions	572,000	109,200	114,551	119,935	125,452	131,097	136,865	142,888	149,032	155,439
1WA11244	Southern DistrictsPuketaha Rd Watermain							136,865	400,085		
1WA11290	Pokeno water supply reticulation extensions			343,652	1,319,281	1,254,517	1,310,970				
1WA11295	Tuakau water supply reticulation extensions		436,800	1,603,712	2,878,432						
1WA11610	Huntly water supply reticulation upgrades			114,551	119,935	125,452	131,097	136,865			
1WA11620	Ngaruawahia water supply reticulation upgrades		546,000	572,754	599,673	627,258					
1WA11630	Raglan water supply reticulation upgrades	182,000									
1WA11690	Pokeno Network Improvement incl NMIT Crossing		54,600	51,548	83,954						
1WA11695	TuakauTuakau Network Upgrades	78,000				627,258					
1WA12551	Te Kauwhata water supply pump station renewals	41,600	43,680								
1WA12590	Pokeno Helenslee Booster PS				119,935	501,806					777,199
1WA12595	TuakauDominion Booster PS				143,921						
1WA13242	Matangi water supply reservoir extensions						26,219	410,596			
1WA13244	Southern DistrictGordonton Reservoir & PS						104,878	177,924	171,465	596,126	
1WA13246	Tamahere water supply reservoir extensions				35,981	163,088	170,426				
1WA13290	Pokeno water supply reservoir extensions	520,000	1,638,000	2,291,016							
1WA13230	Raglan Hills Reservoir No.2		873,600	1,374,610		627,258	1,310,970				
1WA13695	Tuakau water supply reservoir upgrades			572,754	3,055,936						
1WA10551	Te Kauwhata water supply treatment plant renewals					220,795	346,096	15,055,180	15,717,608		
1WA10650	Mid Waikato water supply treatment plant upgrades	72,800									
1WA10651	Te Kauwhata water supply treatment plant upgrades	320,320									
1WA11251	Te Kauwhata water supply reticulation extensions	129,792				3,863,912	4,499,249				1,243,519
1WA11651	Te Kauwhata water supply reticulation upgrades				2,638,563						2,067,350
1WA13251	Te Kauwhata water supply reservoir extensions	2,000,960				77,590	1,940,235	151,920			
Total for Growth		3,917,472	3,767,400	7,039,148	11,115,546	8,214,386	9,971,237	16,206,215	16,432,046	745,158	4,243,507

WATER SUPPLY

		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Level Of Service (LOS)											
1WA11210	Huntly water supply reticulation extensions		65,520			62,726	589,937	273,730			
1WA11230	Raglan water supply reticulation extensions	104,000	109,200	114,551							
1WA11242	Southern Districts Matangi Watermain									1,341,284	
1WA11243	Southern Districts Tauwhare Pa Watermain						327,742				
1WA11244	Southern Districts Puketaha Rd Watermain							547,461	1,600,338		
1WA11253	Meremere (Mid Waikato) New Meremere Watermain			1,202,784							
1WA11254	Rangiriri (Mid Waikato) New Rangiriri Watermain		960,960								
1WA11295	Tuakau water supply reticulation extensions		109,200	343,652	359,804						
1WA11610	Huntly water supply reticulation upgrades			400,929	419,772	125,452	131,097	136,865			
1WA11620	Ngaruawahia water supply reticulation upgrades		546,000	572,754	599,673	627,258					
1WA11630	Raglan water supply reticulation upgrades	1,118,000			1,199,347	1,630,872					
1WA11641	Southern Districts Eureka network zone boundaries modificatio	208,000	1,638,000								
1WA11690	Pokeno Network Improvement incl NMIT Crossing		54,600	51,548	83,954						
1WA11695	Tuakau Tuakau Network Upgrades	78,000				627,258					
1WA12551	Te Kauwhata water supply pump station renewals	62,400	65,520								
1WA12595	Tuakau Dominion Booster PS				35,981						
1WA12646	Southern District Newell Road PS Upgrade	72,800									
1WA13242	Matangi water supply reservoir extensions						104,878	1,642,384			
1WA13244	Southern District Gordonton Reservoir & PS						419,510	711,699	685,859	2,384,504	
1WA13246	Tamahere water supply reservoir extensions				143,921	652,348	681,704				
1WA14200	District Wide water supply connection extensions	88,400									
1WA10610	Huntly water supply treatment plant upgrades							479,028			
1WA10620	Ngaruawahia water supply treatment plant upgrades	916,980					458,840				
1WA10630	Raglan water supply treatment plant upgrades	312,000									
1WA13230	Raglan Hills Reservoir No.2		218,400	343,652							
1WA10551	Te Kauwhata water supply treatment plant renewals					30,108	47,195	2,052,979	2,143,310		
1WA10651	Te Kauwhata water supply treatment plant upgrades	43,680									
1WA11251	Te Kauwhata water supply reticulation extensions	365,248				526,897	613,534				
1WA11651	Te Kauwhata water supply reticulation upgrades				359,804						886,007
1WA12651	Te Kauwhata water supply pump station upgrades	62,400									
1WA13251	Te Kauwhata water supply reservoir extensions	703,040				27,262	681,704	53,377			
Total for LOS		4,134,948	3,767,400	3,029,870	3,202,256	4,310,181	4,056,141	5,897,523	4,429,507	3,725,788	886,007

WASTEWATER

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Growth											
1WW11222	Horotiu wastewater reticulation extensions			520,000					520,000		
1WW11295	Tuakau wastewater reticulation extensions		214,783			393,291	2,463,575				
1WW11520	Ngaruawahia wastewater reticulation renewals	780,000									
1WW12251	Te Kauwhata wastewater pump station extensions			26,985	282,266						
1WW12290	Pokeno wastewater pump station extensions	520,000									
1WW12620	Ngaruawahia wastewater pump station upgrades		81,900								
1WW12622	Horotiu wastewater pump station upgrades	1,206,400	1,168,440	1,191,328	1,252,118	188,178	3,932,911	2,744,149	1,103,091	745,158	
1WW12690	Pokeno wastewater pump station upgrades	624,000	5,241,600	6,873,048	10,362,356	2,509,033					
1WW12695	Tuakau wastewater pump station upgrades	3,744,000	3,931,200								
1WW10610	Huntly wastewater treatment plant upgrades					2,885,388	3,015,231	3,421,632			
1WW10620	Ngaruawahia wastewater treatment plant upgrades							3,286,409	3,427,725	3,885,996	
1WW10630	Raglan wastewater treatment plant upgrades	178,500	1,727,250	2,405,567	2,518,628	3,073,566					
1WW10651	Te Kauwhata wastewater treatment plant upgrades	5,678,400	9,172,800								
Total for Growth		12,731,300	21,323,190	10,684,726	14,680,087	8,938,431	7,341,433	8,629,356	4,389,500	4,692,883	3,885,996
Renewal											
1WW11295	Tuakau wastewater reticulation extensions			71,595							
1WW11500	District Wide wastewater reticulation renewals	2,600,000	2,730,000	2,863,770	2,998,367	3,136,292	3,277,425	3,421,632	3,572,184	3,725,788	3,885,996
1WW11510	Huntly wastewater reticulation renewals			343,652							
1WW11520	Ngaruawahia wastewater reticulation renewals	1,300,000									
1WW11527	Wainagro reticulation renewal		245,700								
1WW12251	Te Kauwhata wastewater pump station extensions				26,985	282,266					
1WW12500	District Wide wastewater pump station renewals	312,000	327,600	343,652	359,804	376,355	393,291	410,596	428,662	447,095	466,319
1WW12515	Te Ohaki low pressure WW pump scheme			171,827	179,902						
1WW12543	Tauwhare Pa Low Pressure WW Pump Scheme	156,000	163,800								
1WW12622	Horotiu wastewater pump station upgrades		65,520	297,832	163,112						
1WW12690	Pokeno wastewater pump station upgrades	41,600									
1WW10400	District Wide wastewater treatment plant planning and manage	728,000	764,400	229,102	239,870	250,903	262,194	273,730	285,774	298,063	310,880
1WW10410	Huntly wastewater treatment plant planning and management							684,326	714,436		
1WW10420	Ngaruawahia wastewater treatment plant planning and managemen							479,028	500,106		
1WW10442	Matangi wastewater treatment plant planning and management	520,000									
1WW10451	Te Kauwhata wastewater treatment plant planning and managemen	676,000									
1WW10500	District Wide wastewater treatment plant renewals	832,000	873,600	916,406	479,738	501,806	524,388	547,461	571,550	596,126	621,760
1WW10610	Huntly wastewater treatment plant upgrades					7,213,472	7,538,078	8,554,080			
1WW10620	Ngaruawahia wastewater treatment plant upgrades							8,216,023	8,569,312	9,714,992	
1WW10630	Raglan wastewater treatment plant upgrades	178,500	1,727,250	2,405,567	2,518,628	3,073,566					
1WW10642	Matangi wastewater treatment plant upgrades		131,040	137,461							
1WW10651	Te Kauwhata wastewater treatment plant upgrades	4,149,600	5,023,200								
1WW10652	Maramarua wastewater treatment plant upgrades				143,921						
1WW12535	Whale Bay Pressure Pump Renewal					340,853	355,850				
1WW12651	Te Kauwhata wastewater pump station upgrades	52,000									
Total for Renewal		11,545,700	12,052,110	7,780,864	7,110,327	14,834,660	12,336,229	14,726,703	14,288,735	13,636,384	14,999,947

WASTEWATER

		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Level Of Service (LOS)											
1WW11520	Ngaruawahia wastewater reticulation renewals	520,000									
1WW11527	Wainagro reticulation renewal		81,900								
1WW12200	Wastewater pump station LOS impr - emrgncy storage	676,000	709,800	744,581	779,575	815,436	852,130	889,624	928,768	968,705	1,010,359
1WW12620	Ngaruawahia wastewater pump station upgrades		627,900								
1WW16351	Te Kauwhata wastewater management plan development	136,000									
1WW10600	District Wide treatment plant upgrades	312,000	327,600	343,652	359,804	376,355	393,291	410,596	428,662	447,095	466,319
1WW10610	Huntly wastewater treatment plant upgrades					4,328,083	4,522,847	5,132,448			
1WW10620	Ngaruawahia wastewater treatment plant upgrades								4,929,614	5,141,587	5,828,995
1WW10630	Raglan wastewater treatment plant upgrades	153,000	1,480,500	2,061,914	2,158,825	2,634,485					
1WW10642	Matangi wastewater treatment plant upgrades		87,360	91,641							
1WW10651	Te Kauwhata wastewater treatment plant upgrades	4,732,000	7,644,000								
1WW10652	Maramarua wastewater treatment plant upgrades				95,947						
1WW12651	Te Kauwhata wastewater pump station upgrades	52,000									
Total for LOS		6,581,000	10,959,060	3,241,788	3,394,151	8,154,359	5,768,268	6,432,668	6,287,044	6,557,387	7,305,673

STORMWATER

		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Level Of Service (LOS)											
1SW10200	District Wide Treatment Plant Proprietary Devices	5,148	6,224	7,388	8,635	147,971	63,845	190,858	128,885	224,963	639,946
1SW10400	District Wide consent reapplication15 consents					188,178	707,924	1,026,489			
1SW11200	District Wide storm water extension	166,400	163,800	171,827	179,902	188,178	196,645	205,298	214,332	223,547	233,160
1SW11610	Huntly stormwater reticulation upgrades	69,420	704,614	25,487	160,113	27,913	175,014	30,452	31,793	198,957	34,585
1SW11620	Ngaruawahia stormwater reticulation upgrades	68,172	56,512	118,560	20,689	21,640	22,614	23,609	24,648	25,708	26,813
1SW11622	Horitiu WQ, waterway and capacity upgrades Dist	208,000	218,400	252,012	239,870	250,903	288,414	301,104	714,436	298,063	310,880
1SW11623	Houpuhoupu Various WQ, waterway and capacity upgrades Dist	26,000	27,300	28,637	29,983	31,363	32,775	34,216	35,722	37,258	38,860
1SW11625	Glen Massey Various WQ, waterway and capacity upgrades Dist	57,200	27,300	28,637	29,983	31,363	32,775	34,216	35,722	74,516	194,300
1SW11626	Taupiri Various WQ, waterway and capacity upgrades Dist	72,800	81,900	80,186	239,870	62,726	65,548	68,433	71,444	74,516	77,720
1SW11630	Raglan stormwater reticulation upgrades	82,160	86,268	90,496	94,748	148,661	828,533	108,124	112,881	117,735	122,798
1SW11641	Eureka Various WQ, waterway and capacity upgrades Dist	26,000	27,300	28,637	29,983	31,363	32,775	34,216	35,722	37,258	38,860
1SW11642	Matangi Various WQ, waterway and capacity upgrades Dist	26,000	27,300	28,637	29,983	31,363	32,775	34,216	35,722	37,258	38,860
1SW11646	Tamahere stormwater reticulation upgrades	104,000	109,200	114,551	119,935	125,452	131,097	136,865	214,332	298,063	310,880
1SW11651	Te Kauwhata stormwater reticulation upgrades	20,540	21,568	22,624	71,061	24,777	77,675	27,031	28,220	88,301	30,700
1SW11653	Meremere Various WQ, waterway and capacity upgrades Dist	26,000	27,300	28,637	29,983	31,363	32,775	34,216	35,722	37,258	38,860
1SW11671	Whatawhata Various WQ, waterway and capacity upgrades Dist	26,000	27,300	28,637	29,983	31,363	32,775	34,216	35,722	37,258	38,860
1SW11673	Te Kowhai Various WQ, waterway and capacity upgrades Dist	99,840	104,832	109,969	138,165	180,650	125,854	131,390	137,172	143,071	149,222
1SW11682	Mercer Various WQ, waterway and capacity upgrades Dist	26,000	27,300	28,637	29,983	31,363	32,775	34,216	35,722	37,258	38,860
1SW11690	Pokeno stormwater reticulation upgrades	88,920	93,366	146,911	85,454	446,921	93,407	97,517	101,808	106,185	110,751
1SW11695	Tuakau stormwater reticulation upgrades	139,360	201,202	230,247	180,802	189,119	285,463	298,024	311,137	324,516	338,470
Total for LOS		1,337,960	2,038,986	1,570,717	1,749,125	2,222,630	3,291,458	2,884,706	2,341,142	2,421,689	2,813,385

STORMWATER

Growth		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1SW10290	Pokeno -DHLPON-F1 Construct stormwater pond F1	687,743	202,089								
1SW11620	Ngaruawahia stormwater reticulation upgrades	10,868	9,010	18,901	3,298	3,450	3,606	3,764	3,929	4,099	4,274
1SW11630	Raglan stormwater reticulation upgrades	21,840	22,932	24,055	25,187	39,517	220,243	28,741	30,006	31,297	32,642
1SW11673	Te Kowhai Various WQ, waterway and capacity upgrades Dist	1,040	1,092	1,145	1,439	1,881	1,311	1,369	1,429	1,490	1,555
1SW11690	Pokeno stormwater reticulation upgrades	26,520	27,846	43,815	25,486	133,293	27,858	29,084	30,364	31,669	33,031
1SW11695	Tuakau stormwater reticulation upgrades	37,440	54,054	61,857	48,573	50,808	76,692	80,066	83,589	87,183	90,932
Total for Growth		785,451	317,023	149,773	103,983	228,949	329,710	143,024	149,317	155,738	162,434

Renewal

1SW11500	District Wide Storm Water Network Renewals	208,000	218,400	229,102	239,870	250,903	262,194	273,730	285,774	298,063	310,880
1SW11610	Huntly stormwater reticulation upgrades	8,580	87,088	3,150	19,789	3,450	21,631	3,764	3,929	24,590	4,274
1SW11620	Ngaruawahia stormwater reticulation upgrades	19,760	16,380	34,366	5,997	6,272	6,555	6,843	7,145	7,452	7,772
1SW11626	Taupiri Various WQ, waterway and capacity upgrades Dist	72,800	81,900	80,186	239,870	62,726	65,548	68,433	71,444	74,516	77,720
1SW11651	Te Kauwhata stormwater reticulation upgrades	5,460	5,734	6,014	18,890	6,586	20,648	7,185	7,502	23,473	8,161
1SW11673	Te Kowhai Various WQ, waterway and capacity upgrades Dist	3,120	3,276	3,436	4,318	5,645	3,933	4,106	4,287	4,471	4,663
1SW11690	Pokeno stormwater reticulation upgrades	40,560	42,588	67,012	38,979	203,859	42,607	44,481	46,438	48,435	50,518
1SW11695	Tuakau stormwater reticulation upgrades	31,200	45,046	51,548	40,478	42,339	63,910	66,722	69,657	72,653	75,777
1SW12500	District Wide Pump Station Renewals 3 storm water PS renewal	20,800	87,360					47,902			
Total for Renewal		410,280	587,772	474,814	608,191	581,780	487,026	523,166	496,176	553,653	539,765

ROADING

Renewal

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
7AD70008	Total station survey equipment		103,100				115,702			129,719
8ZR70001	Periodic remetalting	1,050,000	1,082,550	1,115,027	1,147,362	1,180,636	1,214,874	1,250,106	1,286,359	1,323,663
8SR70001	Thin asphalt surfacing	320,000	588,907	839,672	1,040,956	987,540	941,814	895,701	778,203	795,186
8SR70002	Chip sealing	5,090,850	5,332,344	5,629,008	5,418,088	5,769,766	5,461,496	5,492,594	5,625,893	5,515,860
8DR70001	Drainage renewals district wide	1,202,500	1,239,778	1,276,971	1,314,003	1,352,109	1,391,320	1,431,669	1,473,187	1,515,909
8PR70001	Area wide pavement rehabilitation	3,967,200	4,675,503	4,912,083	5,909,139	6,202,113	6,378,548	6,450,256	6,344,159	6,256,236
7BC70162	Tahuna road bridge 278 replacement							612,552		
7BC70443	Karakariki road 3486 culvert					224,883				
7BC70662	Te Akau road 4313 bridge		360,850							
7BC70809	Tainui bridge road					1,157,023				
7BC70929	Ohautira road bridge							612,552		
7BC73000	Aka aka road bridge							245,021		
7BC73245	Mercer ferry road bridges	1,500,000								
7BC73317	River road Onewhero bridge		206,200							
8BC70001	Bridge renewals	1,001,992	1,033,054	1,064,045	1,094,903	1,126,655	1,159,328	1,192,948	1,227,544	1,263,143
8TR79726	Traffic services capital	540,000	556,740	573,442	590,072	607,184	624,792	642,911	661,556	680,741
7BR70177	Henry road bridge							1,905,036		
7BR70220	Tenfoot road bridge					562,208				
7BR70223	Whitikahu road bridge			371,676						
7BR70429	Otonga valley bridge					562,208				
7BR70450	Blackett road bridge							1,309,634		
7BR70485	Fullerton road bridge		360,850							
7BR70562	Ruapuke road bridge						520,660			
7BR70584	Waitetuna valley bridge						289,256			
7BR70930	Highway 22 bridge					562,208				
7BR73060	Harrisville Road Bridge Replacement	1,272,000	973,264							
7BR73120	Munro road bridge				1,584,453					
7BR73316	Buckland road bridge		103,100	1,274,316						
7MI70033	Scott road minor improvements							306,276		
7MI70035	Te Kauwhata road minor improvements						773,875			
7MI70041	Waerenga road minor improvements						2,381,153			
7MI70162	Tahuna road minor improvements			371,676		2,776,855				
7MI70176	Gordonton road minor improvements		231,975							
7MI70186	Lake road minor improvements	1,650,000								
7MI70189	River road minor improvements			796,448						

7MI70242	Piako road minor improvements		386,625									
7MI70244	Puketaha road minor improvements					281,104						
7MI70276	Seddon road minor improvements										1,037,752	
7MI70281	Tauwhare road minor improvements								1,531,379			
7MI70416	Washer road minor improvements		265,483									
7MI70638	Newcastle street minor improvements							892,933				
7MI70653	Hakarimata road minor improvements		530,965									
7MI70673	Waingaro road minor improvements		318,579	546,363								
7MI70794	Rotowaro road minor improvements		318,579	546,363								
7MI70809	Tainui bridge road minor improvements	100,000										
7MI70814	Te Ohaki road minor improvements									1,134,568		
7MI70821	Tregoweth lane minor improvements							446,466				
7MI70929	Ohautira road minor improvements						2,314,046					
7MI70930	Highway 22 minor improvements				1,420,544	3,148,362	3,471,069					
7MI72008	Helenslee road minor improvements		1,031,000									
7MI73041	Ewing road minor improvements										518,876	
7MI73048	Fraser road minor improvements					337,325						
7MI73060	Harrisville road minor improvements		1,216,580									
7MI73065	Mangatawhiri road minor improvements			743,351								
7MI73106	Mangatangi road minor improvements		360,850									
7MI73110	Masters road minor improvements				409,772							
7MI73113	Mill road minor improvements			1,592,895								
7MI73131	Pioneer road minor improvements										778,314	
7MI73132	Pokeno road minor improvements			398,224								
7MI73141	Ridge road minor improvements							578,512				
7MI73253	Onewhero-tuakau road minor improvements					2,491,415						
7MI73269	Tu Akau bridge Port Waikato road widening and edge lines			2,633,586	1,092,726							
7MI73316	Buckland road minor improvements				546,363	5,059,868						
8MI70189	River road minor improvements		309,300			449,766						
8MI70207	Bankier road minor improvements			350,437								
8MI73060	Harrisville road minor improvements			119,467								
8MI73245	Mercer ferry road minor improvements						224,883					
8MI73316	Buckland road minor improvements			106,193								
7EW70002	Emergency works - future events	400,000	412,400	424,772	437,090	449,766	462,809	476,231	490,041	504,253	518,876	
7RE70176	Gordonton road improvements	375,000										
8RE70013	Safety improvements associated with rehabs	380,000	391,780	403,533	415,236	427,278	439,669	452,419	465,539	479,040	492,932	
7RI70930	Highway 22 resilience improvements		515,500			843,311						
7PO72015	Dean road/great south road intersection upgrade		41,240									
7PO73062	Helenslee road Pokeno structure plan	17,294										
7PO73132	Pokeno road Pokeno structure plan	183,593										
7PO73310	Great south road Pokeno structure plan	4,500										
Total for Renewal		19,054,929	21,513,490	26,430,428	26,004,848	30,359,173	29,297,773	24,088,896	23,565,297	19,548,790	21,239,413	

ROADING

Growth

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
8PR70001	208,800	246,079	258,531	311,007	326,427	335,713	339,487	333,903	333,496	329,276
7MI70516										389,157
7MI72008		1,031,000								
7MI72015				491,727						
7MI73035								1,225,103		
7MI73048					168,662					
7MI73078							595,288			
7MI73132		670,150								
7MI73167				437,090					819,410	
7MI73310		1,237,200								
7NR70005	2,000,000	2,062,000	2,123,860	2,185,452	2,248,830	2,314,046	2,381,153	2,450,207	2,521,263	2,594,380
7NR70413										12,971,898
7RE70176	1,750,000			1,912,270						
7RE70472		206,200				2,082,642				
7RE73120						2,776,855				
8RE70013	20,000	20,620	21,239	21,855	22,488	23,140	23,812	24,502	25,213	25,944
7RI73046		128,875								
7RI73078	125,000									
7RI73120	125,000									
7PO72011		115,936								
7PO72013		52,581								
7PO72014		206,200								
7PO72015		123,720								
7PO72018	23,494									
7PO73062	40,353									
7PO73120	109,448									
7PO73132	428,385									
7PO73310	23,485									
Total for Growth	4,853,965	6,100,561	2,403,630	5,359,401	2,766,407	7,532,396	3,339,740	4,033,715	3,699,382	16,310,655

ROADING

Level Of Service (LOS)		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
7BC70084	Glen Murray road 133 bridge									2,521,263	
7MI70035	Te Kauwhata road minor improvements							773,875			
7MI70162	Tahuna road minor improvements			371,676			2,776,855				
7MI70186	Lake road minor improvements	1,650,000									
7MI70189	River road minor improvements			796,448							
7MI70223	Whitikahu road minor improvements			796,448							
7MI70242	Piako road minor improvements		386,625								
7MI70244	Puketaha road minor improvements					281,104					
7MI70281	Tauwhare road minor improvements								1,531,379		
7MI70516	Hills road minor improvements										389,157
7MI70638	Newcastle street minor improvements							892,933			
7MI70821	Tregoweth lane minor improvements							446,466			
7MI71403	Bow street minor improvements			637,158							
7MI72015	Dean road/great south road minor improvements				491,727						
7MI73035	Dean road minor improvements								1,225,103		
7MI73048	Fraser road minor improvements					168,662					
7MI73060	Harrisville road minor improvements		1,216,580								
7MI73078	Huia road minor improvements							1,785,865			
7MI73106	Mangatangi road minor improvements		360,850								
7MI73110	Masters road minor improvements				409,772						
7MI73113	Mill road minor improvements			1,592,895							
7MI73132	Pokeno road minor improvements		670,150	398,224							
7MI73141	Ridge road minor improvements						578,512				
7MI73167	Whangarata road minor improvements				437,090					819,410	
7MI73310	Great south road, Pokeno minor improvements		824,800								
7MI73316	Buckland road minor improvements					5,059,868					
8MI70189	River road minor improvements		309,300								
8MI73060	Harrisville road minor improvements			119,467							
8MI73316	Buckland road minor improvements			106,193							
8FP70001	District wide footpath cycleway improvement programme	1,000,000	1,031,000	1,061,930	1,092,726	1,124,415	1,157,023	1,190,577	1,225,103	1,260,631	
7EW70002	Emergency works - future events	400,000	412,400	424,772	437,090	449,766	462,809	476,231	490,041	504,253	518,876
7NR70148	McKvie road Huntly SH1 south facing ramps				218,545			4,762,307	4,900,414	1,134,568	
7RE70176	Gordonton road improvements	2,125,000			1,912,270						
7RE73120	Munro road & bridge upgrade						1,851,237				
7RL70007	Huntly rail amenities stage1B			796,448							
7RI72016	Pokeno road resilience improvements		1,031,000								
7RI73046	Ford street resilience improvements		386,625								
7RI73078	Huia road resilience improvements	375,000									
7RI73120	Munro road resilience improvements	375,000									
7UW70001	Minor maintenance upgrade works	20,000	20,620	21,239	21,855	22,488	23,140	23,812	24,502	25,213	25,944
7PT78050	Bus shelters	24,000	25,259	62,442	26,771	27,548	68,033	29,169	72,036	30,886	31,781
7PO72015	Dean road/great south road intersection upgrade		41,240								
7PO72018	Hitchen road bridge	7,419									
7PO73120	Munro road Pokeno structure plan	34,562									
7PO73310	Great south road Pokeno structure plan	3,000									
Total for LOS		6,013,981	6,716,449	7,185,340	5,047,846	7,133,851	6,917,609	10,381,235	9,468,578	6,296,224	965,758

SUSTAINABLE ENVIRONMENT

		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Renewal											
1RR10530	Raglan refuse and recycling capital renewals	15,000	15,450	15,852	16,264	16,703	17,137	17,617	18,110	18,636	19,139
1TS10000	District Wide transfer stations capital work	100,000	103,000	105,678	108,426	111,353	114,248	117,447	120,736	124,237	127,592
1WM10010	Huntly resource recovery centre upgrade			31,703	32,528	33,406	34,274	35,234	36,221	37,271	38,277
1WM10074	North Waikato Resource Recovery Centre				32,528	33,406	34,274	35,234	36,221	37,271	38,277
1LF12500	District Wide closed landfill renewals	20,000	20,600	21,136	21,685	22,271	22,850	199,660	24,147	24,847	25,518
Total for Renewal		135,000	139,050	174,369	211,431	217,139	222,783	405,192	235,435	242,262	248,803

Level Of Service (LOS)

1RR10630	Raglan refuse and recycling capital upgrades	15,000	15,450	15,852	16,264	16,703	17,137	17,617	18,110	18,636	19,139
1TS10510	Huntly transfer station capital renewals	250,000									
1TS10530	Raglan transfer station capital renewals	250,000	257,500								
1WM10010	Huntly resource recovery centre upgrade	1,500,000	103,000								
1WM10074	North Waikato Resource Recovery Centre	650,000	2,060,000	105,678							
Total for LOS		2,665,000	2,435,950	121,530	16,264	16,703	17,137	17,617	18,110	18,636	19,139

SUSTAINABLE COMMUNITIES

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Level Of Service (LOS)											
1PP10000	DW Strategic Projects - Land Purchase	2,425,000	2,497,750	2,562,692	2,629,321	2,700,313	2,770,522	2,848,096	2,927,842	3,012,750	3,094,094
1PP10012	Puketirini Access - Land Purchase	189,000									
1PP10020	Ngaruawahia Library - Land Purchase	1,214,000									
1PP10073	Te Kowhai Town Centre Domain Land Purchase	1,414,000									
1CM10000	District Wide cemeteries	80,000	83,280	86,444	33,649	34,927	36,255	37,632	39,063	40,547	42,087
1CM10098	Whangarata Cemetery		988,950								
1CT10000	District Wide courts					291,060					
1CT10010	Huntly court	85,000									
1HE10020	Ngaruawahia heritage	30,000									
1LA10024	Lake Kainui	215,000	5,205	5,403	5,608						
1NP10000	District Wide neighbourhood parks	48,000	49,968	51,867	53,838	55,883	58,007		62,499	64,875	67,339
1NP10030	Raglan neighbourhood parks	10,000		43,222	44,864						
1NP10090	Pokeno neighbourhood parks	40,000									
1NP10095	Tuakau neighbourhood parks	100,000	395,580	448,432							
1PL10044	Gordonton playgrounds	50,000	104,100								
1PL10085	Onewhero Playgrounds				89,730						
1RG10000	District Wide parks and reserves		41,640	2,339,408	1,323,511	174,636	241,697	4,114,469	169,269		
1RG10020	Ngaruawahia parks and reserves	110,000	416,400	583,502	648,296	46,570					
1RG10033	Te Akau parks and reserves			16,208	11,216						
1SG10000	District Wide sports grounds	1,060,000	978,540	507,862	987,025	663,617	96,679	100,353	104,166	108,124	112,233
1SG10051	Te Kauwhata sports ground		62,460								
1SG10090	Pokeno sports ground	1,500,000									
1SG10095	Tuakau sports ground			194,500	112,162						
1SK10090	Pokeno Skate Park			486,251							
1WK10000	District Wide walkways	515,391	545,495	489,377	104,744	349,272	362,545	467,266	390,621	405,465	420,873
1WK10010	Huntly walkways						483,393				
1WK10020	Ngaruawahia walkways		52,050		549,593						
1WK10030	Raglan walkways	35,000	156,150		262,459						
1WK10051	Te Kauwhata walkways			216,112							
1WK10073	Te Kowhai walkways	20,000	20,820	21,612	22,433	23,285	24,169				
1WK10090	Pokeno walkways	11,686									
1WK10046	Tamahere walkways		194,867	207,329	221,341	236,874					
1HE10047	Woodlands heritage	56,000	780,750								
1DO10095	Tuakau dog pound	1,500,000									
1PG10000	District Wide property general	60,000	61,800	63,406	65,055	66,812	68,549	70,468	72,442	74,542	76,554
1CG10011	Lake Hakanoa camping ground	35,000	51,500	38,044							
1RW10030	Raglan wharf	120,000									
4LB42018	Mobile library service				54,213	196,415					
4LB42019	Pokeno Community Facility	150,000	154,500								
7TE70005	Te Awa Cycleway - Hamilton to Cambridge		1,237,200								
Total for LOS		11,073,077	8,879,005	8,361,671	7,219,058	4,839,664	4,141,816	7,638,284	3,765,902	3,706,303	3,813,180

SUSTAINABLE COMMUNITIES

Renewal	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
1BR10000	District Wide boat ramps		187,380		201,891		217,527		234,373		252,524
1HE10085	Old Onewhero Post Office	3,898									
1NP10000	District Wide neighbourhood parks	12,000	12,492	12,967	13,459	13,971	14,502		15,625	16,219	16,835
1PL10000	District Wide playgrounds	984,760	728,700	1,141,014	785,134	582,121	1,240,506	1,003,523	744,785	570,017	468,573
1RG10000	District Wide parks and reserves	3,132,352	4,236,168	3,608,888	3,086,365	5,450,213	5,339,260	3,177,898	5,990,744	3,501,282	4,367,162
1RG10020	Ngaruawahia parks and reserves				13,459						
1RG10033	Te Akau parks and reserves			48,625	33,649						
1SG10000	District Wide sports grounds	75,000	312,300		224,324						
1SP10026	Taupiri sports pavilion	4,134									
1SP10030	Raglan sports pavilion		98,895								
1WK10030	Raglan walkways	35,000			262,459						
1AC10010	Huntly aquatic centre	5,000		151,260	190,860		14,575	28,223	64,510	116,153	102,757
1AC10020	Ngaruawahia aquatic centre	68,687		162,275	90,479	110,072	10,169		87,409	106,196	
1AC10095	Tuakau aquatic centre		30,900	140,931	7,083	35,871		257,115		52,543	
1TO10000	District Wide toilets		484,100	475,551	509,600	501,089	536,966	528,513	543,311	559,067	574,162
1TO10090	Pokeno toilets	350,000									
1FA10032	Wainui Reserve farm reserve	20,000					32,765				
1HE10047	Woodlands heritage	47,787			16,376			212,465			75,426
1DO10020	Ngaruawahia dog pound		154,500		4,826						
1MU10030	Raglan museum					77,902	26,062	102,157			
1PG10000	District Wide property general				33,287						
1PG10010	Huntly property general		19,647	26,746							
1PG10020	Ngaruawahia property general			12,692							
1PG10026	Taupiri property general				13,645	42,586				23,891	
1PG10030	Raglan property general		3,926								
1PG10044	Gordonton property general	172,359	28,955								
1PG10053	Meremere property general	2,056	4,697								
1PG10095	Tuakau property general						28,164			42,833	
1PH10010	Huntly pensioner housing	128,360									
1CG10011	Lake Hakanoa camping ground	55,000	87,550	88,770							
1CI10010	Huntly civic centre	23,912		8,431	22,183	22,929	61,527			36,283	
1RB10030	Raglan Residential house 3 Bow Street Raglan			11,434				9,761			
1RC10026	Taupiri Residential house 42 Great South Road Taupiri	25,269	36,050		9,377			9,761	15,864		
1RO10095	Tuakau Residential Rental 327B Whangarata Road Tuakau	4,932	41,435	5,541							
1RW10030	Raglan wharf	1,500,000				33,705		128,770		12,847	
4LB42000	Library books - Council managed	72,174	74,339	76,272	78,255	80,368	82,458	84,767	87,140	89,667	92,088
4LB42014	Library books - Outsourced to Wheelers	374,376	385,607	395,633	405,920	416,880	427,718	439,695	452,006	465,114	477,672
4LB42020	Ngaruawahia Community Facility Upgrade			158,517	162,638						
4LB42021	Raglan Community Facility						171,372	176,171			
1CC10020	Ngaruawahia community centre	1,513,887				17,380					
1CC10053	Meremere community centre									18,967	
1CC10030	Raglan community centre		515,000								
1CC10095	Tuakau community centre	42,956	25,750	1,083,200		125,686		163,076		48,441	
Total for Renewal		8,653,899	7,468,391	7,608,747	6,165,269	7,432,871	8,255,411	6,245,800	8,337,924	5,659,520	6,427,199

SUSTAINABLE COMMUNITIES

Growth		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1NP10030	Raglan neighbourhood parks	10,000		43,222	44,864						
1NP10090	Pokeno neighbourhood parks	31,300									
1RG10000	District Wide parks and reserves				2,355,401			819,596			
1RG10090	Pokeno parks and reserves	363,239									
1SG10073	Te Kowhai sports ground			1,512,781							
1SG10090	Pokeno sports ground		1,561,500	3,187,647							
1WK10090	Pokeno walkways	85,000									
Total for Growth		489,539	1,561,500	4,743,650	2,400,265			819,596			

ORGANISATIONAL SUPPORT

Level Of Service (LOS)		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1OP10500	District Wide SCADA replacement	468,000		27,477	28,190	28,952	29,704	30,536	31,391	32,301	33,174
1OP10600	Remote Telemetry Unit District Wide Implementation	780,000	749,840								
1CO10020	Ngaruawahia council office	70,000	154,500								
1LI10020	Ngaruawahia library					345,195	4,250,037				
1LI10030	Raglan library							217,325	1,490,846		
Total for LOS		1,318,000	904,340	27,477	28,190	374,147	4,279,741	30,536	248,716	1,523,147	33,174

Renewal		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1OP10500	District Wide SCADA replacement	52,000		27,477	28,190	28,952	29,704	30,536	31,391	32,301	33,174
1OP10600	Remote Telemetry Unit District Wide Implementation	780,000	749,840								
1CO10020	Ngaruawahia council office	100,166	277,656	279,921	26,695	49,918	159,516	252,984	206,910	44,856	487,699
1LI10010	Huntly library	5,334	158,185		7,756	5,537		53,592	16,940	13,541	
1LI10020	Ngaruawahia library		15,291					92,210		54,714	
1LI10030	Raglan library		37,080					123,915	10,263	24,004	
1LI10051	Te Kauwhata library				24,185			169,891	21,823	44,141	
1LI10053	Meremere library				16,301						
5IM51001	Ups replace	68,158			73,901			80,050			
5IM51004	Backup system			48,370			22,850			24,847	
5IM51005	Disk storage		46,493			22,271			24,147		25,518
5IM51006	Server replacement	75,000	77,250	52,839	43,370	44,541	45,699	46,979	48,294	49,695	51,037
5IM51017	Graphical imaging systems	77,952		46,473				51,649			318,979
5IM51019	CI proclaim upgrade		211,638			233,842			265,619		
5IM51020	Business continuity plan	53,718		133,933			137,578				
5IM52004	Plotter replace	20,890				26,139					31,898
5IM52010	Mobile computers & tablets	216,666	223,166	228,968	234,921	241,264	247,537	254,468	261,593	269,180	276,447
5IM53001	1074 - Intranet Refresh			26,420			30,847			36,029	
5IM53002	Provide GIS data online	15,478	15,942	16,357	16,782	17,235	17,683	18,178	18,687	19,229	19,749
5IM53004	Self issue machine Huntly library	36,874			46,858				52,178		
5IM53005	Self issue machine Raglan library	38,800			46,858				52,178		
5IM53007	Electronic notice board at all offices	10,906			11,825			12,809			13,915
5IM54001	Electronic purchase orders			24,129				26,817			
5IM54014	Urban Aerial Photography		159,650			172,597				192,568	

5IM54015	Additional GIS data	48,036	49,477	50,763	52,083	53,490	54,880	56,417	57,997	59,679	61,290
5IS51003	IS Rmap - better together - Single sign on / identity Manage	25,000	25,750								
5IS51008	IS Rmap - better together - External - refresh external web			52,839			57,124			62,119	
5IS51009	IS Rmap - better together - Internal Voice, AV conferencing,			95,110				105,703			
5IS51010	IS Rmap - better together - POTS/PBX Telephony replacement			63,407				70,468			
5IS51013	IS Rmap - better together - Waisite - integrating online tra		51,500		12,416						
5IS51016	IS Rmap - better together - External - community portal			137,381							
5IS51017	IS Rmap - better together - Full External conferencing				56,381				62,783		
5IS51019	IS Rmap - better together - Room/ Workspace enablement			82,429				91,609			
5IS51021	IS Rmap - better together - External - online democratic pro		206,000	211,356							
5IS52001	IS Rmap - district our office - Establish Customer Portal	200,000	103,000	52,839							
5IS52009	IS Rmap - district our office - Convert online forms to work	75,000	51,500								
5IS52010	IS Rmap - district our office - Customer digital Services Po	50,000	257,500		24,832			26,898			29,221
5IS52011	IS Rmap - district our office - Mobile Building Processes				24,832						
5IS52012	IS Rmap - district our office - Mobile network vendor speed/		52,633								
5IS52013	IS Rmap - district our office - Mobility stream (Org wide)	55,500	51,500	47,269							
5IS52014	IS Rmap - district our office - Move to CI Anywhere Finance,			135,004							
5IS52015	IS Rmap - district our office - Secure mobile payments			137,381	8,674			9,396			10,207
5IS52016	IS Rmap - district our office - eBuilding - Building consent				8,674			9,396			10,207
5IS52020	IS Rmap - district our office - Public and partner service v		103,000								
5IS53007	IS Rmap - information - Asset Management System Replacement				49,661			52,851			57,416
5IS53011	IS Rmap - information - New GIS layers and linkages (Asset M			43,201			46,705			50,788	
5IS53012	IS Rmap - information - BI Data Warehouse extension 2	104,448	92,700	95,110							
5IS53013	IS Rmap - information - SCADA & Historian linkages (Asset M)	100,000									
5IS53014	IS Rmap - information - HR System Replacement					65,346					
5IS53015	IS Rmap - information - Future IoT initiatives for smarter a		54,974		57,870						
5IS55005	IS Rmap - Platform - Office 365 migration			105,678			114,248			124,237	
5IS55006	IS Rmap - Platform - Partner and SaaS Identity integrations	80,200			86,957			94,193			102,328
5IS55010	IS Rmap - Platform - Other core app upgrades	100,000	154,500	105,678	108,426	111,353	114,248	117,447	120,736	124,237	127,592
5IS55013	IS Rmap - Platform - Tech1 CIA upgrade			55,189			59,665			64,882	
5IS55014	Library RFID	250,000			54,213				48,294		
5IS55015	Cyber Security Improvement	100,000	103,000	105,678							
5IS55016	Budget Model (PR-1467)	150,000									
5IS55017	Mobile Phones [End User Device]	5,200	12,051	20,607	21,143	21,714	22,278	22,902	23,543	24,226	24,880
5IS55019	Outer Year Digital Transformation placeholder				650,554	556,766	685,490	704,684	724,415	869,660	1,148,324
5IS55020	AlphaOne	200,000									
5IS55021	Community Venue & Events Booking	100,000									
1FL10000	Fleet Replacement - New Vehicles cost	1,140,000	865,200	554,810	829,456	1,459,839	1,103,639	709,088	1,062,173	1,873,061	1,417,415
Total for Renewal		4,335,326	4,206,476	3,036,616	2,623,814	3,110,804	2,949,691	3,285,130	3,109,984	4,057,994	4,247,296

ORGANISATIONAL SUPPORT

Growth		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1LI10020	Ngaruawahia library					211,570	2,604,861				
1LI10030	Raglan library								144,883	993,897	
1LI10090	Pokeno library			528,390	6,505,537						
Total for Growth				528,390	6,505,537	211,570	2,604,861		144,883	993,897	

TOTALS

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Total for Growth	22,777,727	33,069,674	25,549,317	40,164,819	20,359,743	27,779,637	29,137,931	25,149,461	10,287,058	24,602,592
Total for LOS	33,123,966	35,701,190	23,538,393	20,656,890	27,051,535	28,472,170	33,282,569	26,558,999	24,249,174	15,836,316
Total for Renewal	46,891,134	48,478,889	48,140,507	45,002,638	58,920,009	56,039,755	51,875,327	52,748,413	46,530,202	50,655,781
	102,792,827	117,249,753	97,228,217	105,824,347	106,331,287	112,291,562	114,295,827	104,456,873	81,066,434	91,094,689

DRAFT Un-funded Projects List

LTP 2021/31 Un-Funded Capital Projects												
	Organisational Support	Project Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1CO10020 C	Ngaruawahia council office	1,245,020	0	482,630	0	144,880	0	0	0	617,510	0	0
1LI10010 C	Huntly library	102,962	0	0	0	0	0	0	0	0	102,962	0
1LI10030 C	Raglan library	49,618	0	0	0	0	0	0	0	0	49,618	0
	Total for Organisational Support	1,397,600	0	482,630	0	144,880	0	0	0	617,510	152,580	0
	Roading	Project Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
8TS70001 C	Traction seal	1,400,000	0	0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000
7BR70004 C	Rangitahi Peninsula bridge	8,000,000	0	0	0	0	0	0	0	0	0	8,000,000
7BR70583 C	Wainui # 360 bridge	10,000,000	0	0	0	0	0	0	0	0	10,000,000	0
7MI70176 C	Gordonton road minor improvements	7,750,000	4,250,000	0	0	3,500,000	0	0	0	0	0	0
7MI73120 C	Munro road minor improvements	4,000,000	0	0	0	0	0	4,000,000	0	0	0	0
7FP70002 C	Pokeno walking and cycling network	5,400,000	0	0	0	0	0	0	0	3,000,000	2,000,000	400,000
7FP70003 C	Tuakau town centre upgrade walking and cycling facilities	900,000	0	0	0	0	900,000	0	0	0	0	0
7FP70005 C	Huntly town centre upgrade walking and cycling facilities	30,000	0	0	30,000	0	0	0	0	0	0	0
7FP70037 C	Travers road walking and cycling facilities	1,800,000	0	0	0	0	0	1,800,000	0	0	0	0
7FP70297 C	Matangi road walking and cycling facilities	1,100,000	0	0	0	0	1,100,000	0	0	0	0	0
7FP70583 C	Wainui road walking and cycling facilities	1,100,000	0	1,100,000	0	0	0	0	0	0	0	0
7NR70006 C	Councils contribution towards new roads built by Developer	6,000,000	2,000,000	2,000,000	2,000,000	0	0	0	0	0	0	0
7RL70004 C	Tuakau rail amenities	11,000,000	0	0	0	0	0	3,000,000	0	8,000,000	0	0
7RL70008 C	Te kauwhata rail amenities	10,500,000	0	0	0	0	0	0	2,500,000	0	8,000,000	0
7RL70009 C	Pokeno rail amenities	11,000,000	0	0	0	0	0	0	3,000,000	0	0	8,000,000
7RI70929 C	Ohautira road resilience improvements	3,000,000	0	0	0	0	0	0	0	3,000,000	0	0
7RI73310 C	Great south road resilience improvements	2,000,000	0	1,000,000	1,000,000	0	0	0	0	0	0	0
	Total for Roothing	84,980,000	6,250,000	4,100,000	3,030,000	3,700,000	2,200,000	9,000,000	5,700,000	14,200,000	20,200,000	16,600,000
	Sustainable Communities	Project Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1PP10010 C	Huntly Road Corridor - Land Purchase	5,250,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000
1RG10000 C	District Wide parks and reserves	10,200,000	0	3,000,000	0	1,200,000	0	0	0	6,000,000	0	0
1AC10010 C	Huntly aquatic centre	80,000	0	80,000	0	0	0	0	0	0	0	0
1AC10095 C	Tuakau aquatic centre	58,881	0	0	0	0	0	0	0	0	58,881	0
1HE10047 C	Woodlands heritage	970,000	400,000	0	150,000	80,000	0	250,000	80,000	10,000	0	0
1PG10020 C	Ngaruawahia property general	39,372	19,686	0	0	0	0	0	0	0	19,686	0
1PH10010 C	Huntly pensioner housing	452,743	0	139,000	45,039	0	58,035	36,379	147,210	0	27,080	0
1PH10020 C	Ngaruawahia pensioner housing	401,883	0	28,414	8,000	24,187	0	177,574	93,554	37,420	32,734	0
1PH10095 C	Tuakau pensioner housing	439,626	0	98,000	98,000	59,088	71,189	55,026	37,643	0	20,680	0
	Total for Sustainable Communities	17,892,505	944,686	3,870,414	826,039	1,888,275	654,224	1,043,979	883,407	6,572,420	684,061	525,000
	Wastewater	Project Cost	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
1WW11273 C	Te Kowhai wastewater reticulation extensions	5,200,000	0	0	0	0	0	0	0	2,080,000	2,080,000	1,040,000
1WW12673 C	Te Kowhai waste water reticulation	1,040,000	0	0	0	0	0	0	0	0	0	1,040,000

	Total for Wastewater	6,240,000	0	0	0	0	0	0	0	2,080,000	2,080,000	2,080,000
	Total	110,510,105	7,194,686	8,453,044	3,856,039	5,733,155	2,854,224	10,043,979	6,583,407	23,469,930	23,116,641	19,205,000

DRAFT Performance Measures

GOVERNANCE

Governance, Communications and Engagement

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
To ensure that our diverse community is represented in a democratically accountable and respectful manner.	Elected members represent their ward and act in the best interests of the district.	Percentage of customers satisfied with the availability of their councillor	NEW	80%	80%	80%	80%
To provide our customers and partners with opportunities for engagement thereby providing input to the decision making process.	Opportunities are provided for public participation in decision making	Percentage of customers satisfied that council engages with the community regarding the right issues	40%	50%	50%	50%	50%
	Opportunities for public participation in decision making are accessible, informative and understood	Percentage of customers satisfied with the ease of access and clarity of information regarding key community issues	48%	50%	50%	50%	50%

To ensure that decisions and processes take into account both short and long term impacts on our customers and partners.	Council holds regular public meetings where information on the decisions made is accessible to the public	Percentage of agendas and minutes of all open meetings that are made publicly available via the Council's website within legislative timeframes	99%	98%	98%	98%	98%
--------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------	-----	-----	-----	-----	-----

Iwi and Community Partnerships

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
To ensure that our diverse community is represented in a democratically accountable and respectful manner.	Council meets obligations to iwi under formal and informal agreements	Number of formal and informal hui held with iwi, mana whenua and hapu groups	NEW	9	9	9	9

SUSTAINABLE ENVIRONMENT

Environmental Health - Community Safety

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031

To ensure that activities are managed so that our communities are healthy and safe, legislative requirements are met and nuisance is managed	The district has safe food operations.	The percentage of food operations that are required to be verified annually that are verified	NEW	95%	95%	95%	95%
	Alcohol licensing is managed to minimise alcohol abuse in the community and meet legislative requirements.	The percentage of medium or higher risk category licensed premises inspected annually.	NEW	95%	95%	95%	95%
	Noise complaints are responded to in a timely fashion to ensure community wellbeing	Percentage of excessive noise complaints responded to within agreed timeframes	83%	85%	85%	85%	85%
	Nuisance complaints are responded to in a timely fashion ensuring community health and safety	The percentage of hazardous land use information (Hail) reports that will be completed within 10 working days.	99.5%	90%	90%	90%	90%

Planning & Policy, Strategic Projects

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031

Documents encourage decisions to be made in a manner that are consistent and represent Councils overall strategic objectives.	Decision making documents are kept up to date and consistent	The percentage of bylaws and policies, that are required by legislation, are reviewed within their statutory timeframes	NEW	95%	95%	95%	95%
We work collaboratively with our communities, our colleagues and our partners to develop plans that ensure the best possible outcomes for our people and our environment, now and into the future.	Adequate land supply (right type in right location) is zoned and serviced to cater for the growth and development of the District.	Adequate land supply (right type in right location) exists to cater for the growth and development of the District. Sufficient development capacity (as required by the National Policy Statement - Urban Development) is provided to meet expected short and medium term demand	NEW	100% = compliance with NPS-UD land supply requirements	100% = compliance with NPS-UD land supply requirements	100% = compliance with NPS-UD land supply requirements	100% = compliance with NPS-UD land supply requirements

Animal Control

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031

We promote responsible dog ownership and stock management practices to keep our communities safe from harm	Animal control services and staff ensure that public places are free from uncontrolled dogs and wandering stock	The percentage of aggressive dog behaviour complaints, where immediate risk to public safety is present, that has council personnel on site within 1 hour	100%	95%	95%	95%	95%
		The percentage of complaints regarding currently straying stock that have council personnel on site within 1 hour	100%	95%	95%	95%	95%
	Animal Control raises awareness of dog behaviour and responsible dog ownership through the education program, community events and ensuring dogs in our area are registered.	Complete Engagement and Education visits throughout the district	76	120 per annum / 10 per month	120 per annum / 10 per month	120 per annum / 10 per month	120 per annum / 10 per month
		The percentage of known dogs currently registered	NEW	95%	95%	95%	95%
Building Quality							

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
To ensure that building regulations and standards are met so that people living and working in buildings are safe.	The Council ensures that buildings comply with building regulations.	The percentage of existing buildings with building WOFs that are monitored and audited for compliance annually	31%	33%	33%	33%	33%
		The percentage of buildings that provide sleeping care or paid accommodation that are audited for compliance annually	95%	100%	100%	100%	100%
	The Council ensures that swimming pools that comply with fencing of swimming pools act requirements	The percentage of swimming pools that are inspected for compliance annually	28.28%	33%	33%	33%	33%
To ensure that timely and accurate information and efficient processes are provided to people planning to build on or purchase a property	The Council ensures that a timely building consenting process is provided.	The Percentage of building consent applications that are processed within 20 working days	99.84%	98%	98%	98%	98%
Strategic and District Planning							

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
To ensure that development enhances the well-being and safety of the community, and that people have the opportunity to participate in the strategic and district planning process.	Resource consents are processed on time and within statutory requirements	The percentage of resource consent applications which are processed within statutory timeframes	99.42%	98%	98%	98%	98%
To ensure that development enhances the well-being and safety of the community, and that people have the opportunity to participate in the strategic and district planning process.	Our plans and our monitoring and enforcement activities ensure compliance with legislation and the protection of people, properties and landforms.	The percentage of current land use consents that are older than 2 years which have been monitored in the last 2 years.	78%	75%	80%	80%	80%
To ensure that development enhances the well-being and safety of the community, and that people have the opportunity to participate	Parking patrols are carried out in communities that have parking controls under the bylaw.	The number of parking patrols which are carried out in individual communities under the Public Places Bylaw.	139	168	168	168	168

in the strategic and district planning process.							
-------------------------------------------------	--	--	--	--	--	--	--

Solid Waste

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
To ensure our waste and recycling services are efficient and effective and help protect our natural environment	Compliance	Meet actions set within Waste Minimisation Management Plan (WMMP)	NEW	30%	60%	90%	90%
That solid waste services are managed and maintained providing cost effective, reliable, that meets the needs of our customers.	Customer Satisfaction	Customer Satisfaction with Waste Collection services.	NEW	75%	75%	75%	75%

SUSTAINABLE COMMUNITIES

Customer and Partnership Focus

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031

To ensure that a seamless, consistent quality service is provided to our customers via a range of channels	Satisfied with the overall service received when you contacting Council offices	The percentage of customers satisfied with the overall service received when contacting the council	NEW	70%	70%	72%	72%
	It is easy for customers to access Council staff and information to meet their needs	Average level of effort to conduct business with council. (On a scale of 1 - 5 (5 being high effort) how much effort did it take to conduct your business with council?)	2.2	Less than 2.6	Less than 2.6	Less than 2.5	Less than 2.5
Our District Libraries are to be at the heart of our district: inspiring curiosity, enriching lives and connecting communities	Our library spaces and our staff facilitate opportunities for people to connect with ideas, knowledge, stories, and other people.	Net Promoter Score (level of likelihood that library users will recommend to friends and family their library as a place to go) – as measured in a bi-annual inhouse customer survey	90% (97.9%)	90%	90%	90%	90%
		Level of customer satisfaction that the quality of libraries resources meets their needs - as measured in a bi-annual inhouse customer survey	90% (97.2%)	90%	90%	90%	90%
Zero Harm							

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
Disciplined Management Systems	Reduce work related injuries	The number of total recordable injuries (TRI) at Waikato District Council.	NEW	2	2	2	2

Community Venue and Events

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
Encourage and support event organisers and volunteer work throughout our district to ensure community connectiveness and sense of place within our open spaces.	Events workshops to educate and support communities who are wanting to hold an event in collaboration with wider Waikato District Council teams for example, Zero Harm, funding and engagement	The number of events workshops held each year to support event organisers	NEW	2	2	2	2

Economic and Community Development							
Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
Tourism in the district is enhanced and Council's processes and infrastructure support and facilitate new and existing business.	Sustainable business growth is supported by efficient processes, available land and accessible infrastructure.	The business perception survey average rating is above target	8.7	8.5	8.5	8.5	8.5
Emergency Management							
Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
To ensure council and our communities are resilient and have the capability to respond, manage and recover from emergencies.	The Council is resilient and ready to respond in the event of an emergency.	The evaluation of annual exercise as a measure of effectiveness of training delivery	NEW	50%	70%	90%	90%
		Council maintains a minimum number of trained staff to Intermediate level, to fulfil core Emergency Operations Centre roles.	30	50	50	50	50

Property and Facilities							
Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
Council Facilities are managed sustainably with a focus on reducing the environmental impact of the activity	Energy Efficiency	Waikato District Council Carbon road map shows an improving trend in energy efficiency / emission reduction	NEW	5% reduction / per annum	5% reduction / per annum	5% reduction / per annum	5% reduction / per annum
Open Spaces							
Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
Open spaces are maintained to provide a sustainable and environmental focus	Public toilets are accessible, clean and fit for purpose	Percentage of customers who are satisfied in the annual satisfaction survey (Public Toilets)	78%	75%	75%	75%	75%
	Parks are appropriate for the needs of the community, safe and well maintained	Percentage of customers who are satisfied with Parks and Reserves, including sports fields and playgrounds	88%	85%	85%	85%	85%

	Parks are appropriate for the needs of the community, safe and well maintained	Percentage of customers who are satisfied with the presentation of Waikato District Council cemeteries	91%	85%	85%	85%	85%
--	--------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------	-----	-----	-----	-----	-----

ROADING

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
Provide a safe transport network that encourages healthy travel modes and reduces harm	Footpath Condition	The percentage of footpaths that fall within the level of service or service standard for the condition of footpaths that is set out in the LTP.	96.4%	95%	95%	95%	95%
	Safe Travel	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	+1	reduction by 2 on the previous year	reduction by 2 on the previous year	reduction by 2 on the previous year	reduction by 2 on the previous year
Our transport network activities are transparent, transitioning to sustainable transport solutions, and protect our natural environment	Response and Resolution	The percentage of customer service requests relating to roads and footpaths to responded to within the time frame specified in the long term plan.	96%	95%	95%	95%	95%

Our transport network is able to meet the needs of economic activity to support thriving communities and provide employment opportunities	Smooth Travel	The average quality of ride on a sealed local road network, measured by smooth travel exposure.	97%	96%	96%	96%	96%
To ensure that the Road network is well maintained and negative environmental effects are mitigated	The network is well maintained and managed	The percentage of the sealed local road network that is resurfaced.	5.3%	Min 5%	Min 5%	Min 5%	Min 5%

STORMWATER

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
To ensure that the council's stormwater infrastructure supports safe and healthy conditions and conforms to established public health standards.	The Stormwater system is reliable and safe	The number of flood events that occur in the territorial authority district.	0	Less than 5 events per annum	Less than 5 events per annum	Less than 5 events per annum	Less than 5 events per annum
		For each flooding event, the number of habitable floors affected. (Expressed per 1,000 properties connected to the territorial authority's stormwater system).	0	0.3 affected per 1,000 properties per event	0.3 affected per 1,000 properties per event	0.3 affected per 1,000 properties per event	0.3 affected per 1,000 properties per event

To ensure that the stormwater infrastructure networks are managed and maintained to ensure it is both cost effective and reliable, and meets water industry best practices	The Stormwater system is reliable, efficient and effective	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	Less than or equal to 2 hours	Less than or equal to 2 hours	Less than or equal to 2 hours	Less than or equal to 2 hours
		The total number of complaints received by the territorial authority about the performance of its stormwater system, expressed per 1,000 properties connected to the territorial authority's stormwater system.	1.69 per 1,000 properties	Less than 4 per 1,000 properties per year	Less than 4 per 1,000 properties per year	Less than 4 per 1,000 properties per year	Less than 4 per 1,000 properties per year
To ensure that the water infrastructure network is managed effectively to minimise wastage and ensures that water is sustainably and appropriately collected, treated and disposed of to protect the environment	The Stormwater System is environmentally responsible	Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of Abatement Notices, Infringement Notices, Enforcement Orders and successful prosecutions received by the territorial authority in relation to those resource consents	1	0	0	0	0

WASTEWATER							
Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031
To ensure that Council's wastewater infrastructure supports safe and healthy conditions and conforms to established public health standards	The wastewater system is operated to minimise health risks	Number of dry weather sewerage overflows from the council's sewerage system, expressed per 1,000 sewerage connections to the sewerage system.	1.66 per 1,000 connections	Less than or equal to 3 per 1,000 connections	Less than or equal to 3 per 1,000 connections	Less than or equal to 3 per 1,000 connections	Less than or equal to 3 per 1,000 connections
To ensure that the wastewater infrastructure networks are managed and maintained to ensure it is both cost effective and reliable, and meets water industry best practice.	The wastewater system is reliable, efficient and effective	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, median response - Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site.	34 minutes	Less than or equal to 1 hour (60 minutes)	Less than or equal to 1 hour (60 minutes)	Less than or equal to 1 hour (60 minutes)	Less than or equal to 1 hour (60 minutes)

		Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, median response - resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	123 minutes	Less than or equal to 4 hours (240 minutes)	Less than or equal to 4 hours (240 minutes)	Less than or equal to 4 hours (240 minutes)	Less than or equal to 4 hours (240 minutes)
		The total number of complaints received by the territorial authority about sewerage odour, sewerage system faults, sewerage system blockages and the territorial authority's response to issues within the sewerage system, expressed per 1000 connections to the territorial authority's sewerage system.	9.45 per 1,000 connections	Less than or equal to 10 per 1,000 connections	Less than or equal to 10 per 1,000 connections	Less than or equal to 10 per 1,000 connections	Less than or equal to 10 per 1,000 connections

To ensure that the wastewater infrastructure is managed effectively to minimise wastage and ensures that water is sustainably and appropriately collected, treated and disposed of to protect the environment	Wastewater treatment and disposal minimises harm to the environment	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of Abatement Notices, Infringement Notices, Enforcement Orders received in relation to those resource consents.	0	Equal or less than 2	Equal or less than 2	Equal or less than 2	Equal or less than 2
		Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of convictions received by the territorial authority in relation to those resource consents.	0	0	0	0	0

WATER SUPPLY

Our Objective	What you can expect from us	What we will measure	Latest result (2019/20)	Targets			
				2021/22	2022/23	2023/24	2024-2031

To ensure that the council's water infrastructure supports safe and healthy conditions and conforms to established public health standards.	The water supply is safe to drink.	The extent to which the local authority's drinking water supply (zones) complies with Part 4 of the drinking water standards (bacteria compliance criteria)	18 zones	18 (no. of zones that comply out of 18)	18 (no. of zones that comply out of 18)	18 (no. of zones that comply out of 18)	18 (no. of zones that comply out of 18)
		The extent to which the local authority's drinking water supply (zones) complies with Part 5 of the drinking water standards (protozoal compliance criteria)	NEW	15 (no. of zones that comply out of 18)	15 (no. of zones that comply out of 18)	15 (no. of zones that comply out of 18)	15 (no. of zones that comply out of 18)
To ensure that the waters infrastructure networks are managed and maintained to ensure it is both cost effective and reliable, and meets water industry best practice	The water supply is reliable and water is received at a good flow/pressure	Where the local authority attends a call out in response to a fault or unplanned interruption to its networked reticulation system, median response time - attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site.	40 minutes	Less than or equal to 60 mins	Less than or equal to 60 mins	Less than or equal to 60 mins	Less than or equal to 60 mins

		Where the local authority attends a call out in response to a fault or unplanned interruption to its networked reticulation system, median response time - resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	103 minutes	Less than or equal to 240 minutes	Less than or equal to 240 minutes	Less than or equal to 240 minutes	Less than or equal to 240 minutes
		Where the local authority attends a call out in response to a fault or unplanned interruption to its networked reticulation system, median response time - attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site.	1 day	Less than or equal to 5 days	Less than or equal to 5 days	Less than or equal to 5 days	Less than or equal to 5 days

		Where the local authority attends a call out in response to a fault or unplanned interruption to its networked reticulation system, median response time - resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	1 day	Less than or equal to 5 days	Less than or equal to 5 days	Less than or equal to 5 days	Less than or equal to 5 days
		The total number of complaints received by the local authority on drinking water clarity, drinking water taste, drinking water odour, drinking water pressure or flow, continuity of Supply, the local authority's response to any of these issues, expressed per 1000 connections to the local authority's networked reticulation system.	19.35 per 1,000 connections	Less than or equal to 25 per 1000 connections	Less than or equal to 25 per 1000 connections	Less than or equal to 25 per 1000 connections	Less than or equal to 25 per 1000 connections

<p>To ensure that the water infrastructure network is managed effectively to minimise wastage and ensures that water is sustainably and appropriately collected, treated and disposed of to protect the environment.</p>	<p>Water extraction and use for potable water supply shall be managed in an efficient and sustainable manner.</p>	<p>The average consumption of drinking water per day per resident within the territorial authority district.</p>	210L	250L	250L	250L	250L
		<p>The percentage real water loss from the local authority's networked reticulated system (including a description of the methodology used to calculate this).</p>	32.9%	28%	28%	28%	28%