WORKSHOP

OF THE

Clutha District Council

Thursday 20 August 2026

Commencing at 8:45 am

At the Council Chambers

1 Rosebank Terrace

BALCLUTHA

Workshop Agenda

Thursday 20 August 2026
8.45 am to 12.10 pm
Council Chambers
1 Rosebank Terrace
Balclutha

WORKSHOP TITLE:	**Long Term Plan 2027/37**
WORKSHOP PRE-READING	**1. Pre-reading as noted below.** **2. A PowerPoint presentation will be used to facilitate workshop sessions, a hardcopy of which will be provided at commencement.**

Workshop Programme

Time (Indicative)	Session	Topic	Outline	Pre-reading page ref.
8.45 am		**Preliminaries**	Opening statement, apologies, conflict of interest.	
8:50 am	**1**	**Government Reform**	Update	3
09:00 am	**2**	**LTP 27/37 Opening Budget**	Proposed starting point for the Long Term Plan 2027-37 rating position, prior to any adjustments	4
09:45 am	**3**	**Budget Review Scope, Approach and Residents Consultation**	Initial scope and approach on a LTP 27/37 Budget Review and consulting with Clutha district residents	21
10:30 am		**MORNING TEA**		
10:45 am	**4**	**Transport AMP**	Review elected member direction for the 2027-2037 Transport Activity Management Plan (AMP) programme.	24
11:30 am	**5**	**Community Services Strategy**	Direction sought on proposed outcomes, priorities and delivery approach.	25
12:00 am	**6**	**LTP to Completion**	Forward LTP work program	28
12:10 pm		**CLOSE**		

Council workshops are intended to provide a forum for Councillors to be briefed, explore issues and to guide Council staff on further consideration of issues or the development of options, or ask staff to bring forward issues for formal consideration at a Council meeting. Workshops cannot make decisions that bind Council or its staff.

Long Term Plan 2027/37

Workshop Topic	Government Reforms
Workshop Date	20 August 2026
Session Number	1
Author	Peter Stafford – Strategic Planning and Policy Manager
M-Files Ref	1045635

SUMMARY

This session will provide a brief verbal update on the Government's legislative reforms.

PROPOSED WORKSHOP OUTCOMES/DIRECTIONS

1. **Council considers/discusses and provides direction Government's legislative reforms program.**

REPORT

This session will be supported by a MS Powerpoint presentation.

Long Term Plan 2027/37 Workshop

Workshop Topic	LTP 27/37 Preliminary Opening Budget
Workshop Date	20 August 2026
Session Number	2
Author	Sharon Jenkinson – GM Finance and Policy
M-Files Ref	1047932

SUMMARY

This session provides Councillors with a snapshot of the proposed starting point for the Long Term Plan 2027-37 rating position, prior to any adjustments or refinements being made, and to outline the remaining work required to finalise the rating model and budget assumptions.

PROPOSED WORKSHOP OUTCOME

1. **Council note and discuss the proposed starting point for the Long Term Plan 2027-37 rating position**

REPORT

1 Overview

At previous workshops, Council indicated a preference to review the rates position based on a rolled-forward budget, with all Three Waters costs removed and any residual costs reallocated across the remaining activities. This work has now been completed, and the following information is provided for Council's consideration.

- Rates from the 2026/27 Annual Plan with all Three Waters costs removed and residual costs **not reallocated**.
- Year 1 of the LTP (2027/28) with Three Waters costs removed and residual costs **not reallocated**.
- The information is presented this way because residual costs cannot be reallocated for 2026/27. It provides visibility of the rate increases for each activity if the budgets were simply rolled forward with no further adjustments.
- In addition to this, included is Year 1 of the LTP (2027/28) with residual costs reallocated using the current allocation methodology – our starting point.
- Please note that these figures are preliminary and are subject to further review. Additional adjustments are expected following budget holder discussions and reviews.

2 Further Work required

2.1 Budget holder reviews of operational costs

As part of the annual budget preparation process, rolled-forward budgets are distributed to budget holders by cost centre for review. Budget holders assess these budgets against prior years' expenditure and operational requirements to ensure adequate provision is available.

During Long Term Plan (LTP) years, budget holders are requested to identify and submit all proposed budget changes. These requests are reviewed by management, discussed with the relevant budget holders, and incorporated where agreed.

In Annual Plan years, budgets are still reviewed by budget holders; however, only significant changes are generally incorporated, with the majority of budgets remaining on a rolled-forward basis.

As part of the review process, we are looking at all deficits and are currently working through and investigating a deficit in the roading budget. We will come back to Council once we have understood and identified impacts.

2.2 Finance review of finance related costs

These are the costs that are out of the control of budget holders and include:

- Rates
- Insurance
- Interest and principal relating to loans
- Fringe Benefit Costs
- Staffing and associated costs (kiwisaver and training)
- Overheads & Internal Transfer
- Depreciation

2.3 Capital Project Review

Following completion of the 2025/26 financial year, project managers will review project expenditure to date, identify any budget carry forwards, and confirm the proposed work programme for 2026/27. They will also assess the 2027/28 capital programme to determine which projects currently included in the budgets remain deliverable within the proposed funding and resource constraints.

2.4 Overhead Calculation Review

A review and update of the overhead allocation model has been identified as a key piece of work. The need for this review has arisen as a result of several organisational restructures since the model was last assessed, together with the requirement to reallocate residual costs following the transition of the Waters activity to the Southern Water Done Well CCO.

2.5 Rating Review

At the workshop held on 11 June 2026, staff presented an overview of the purpose, scope, and process for the rating review being undertaken as part of the Long Term Plan 2027-37. Staff highlighted that the review focuses on the allocation of rates between ratepayers and activities, rather than the overall amount of rates collected. Council considered a range of matters, including public conveniences, swimming pools, museums, roading, footpaths, residual costs arising from the transition of water services, and the funding of regulatory activities. Following discussion, Council provided the following direction:

- **Public conveniences:** Council direction was to model moving public convenience funding back to 100% UAGC funding, noting the previous shift had been driven by the 30% cap under the LGA2002.
- **Swimming pools:** Council directed staff to model funding options for pools across the district, including:
    - **District-wide**: Fully funded from UAGC, with a percentage of UAGC collected from each community of interest to be allocated to fund the pool of the community of interest;
    - **Community Services rate:** A fully funded community services rate; and
    - **50/50 Split**: a 50/50 UAGC and community of interest approach.
- **Museums:** Council directed staff to retain the current UAGC funding approach for museums.
- **Roading:** Council discussed forestry impacts, land use, capital value treatment, and the current roading split. Council's direction was to leave the roading rating approach as is for now, noting the complexity and the wider reform context.
- **Footpaths:** Council directed staff to undertake rating review work for new footpaths, including modelling two rating scenarios
    - Rating according to local roading rating area;
    - Rating according to urban water boundaries.
- **Residual costs after Southern Water CCO transition:** As mentioned above Council directed staff to conduct a review of the overhead allocation model to ensure that the overhead allocations were accurate (based on activity) and fit for purpose. Council specifically noted concerns as to internal overhead allocation to activities such as swimming pools. Consideration of overheads is also being factored into the rating review.
- **Funding for Planning & Regulatory Activities:** Council asked staff to review the funding mechanism for regulatory activities, which is currently funded through capital value-based mechanism. Council directed staff to review whether capital value-based mechanism remains appropriate or whether a UAGC mechanism was a more preferrable option.

2.6 Assumptions

Each year when we are compiling our budgets we revisit the assumptions included in them, including

- Inflation
- Interest rates for both borrowing and investments
- Depreciation funding percentages

ATTACHMENTS

02A: Preliminary Starting Point Rates Examples

02B: Preliminary Starting Point Rates Totals

LTP Workshop 20 August 2026
Rates Examples

Balclutha

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	1 Resid Costs Not Allocated LTP 27/37 2027/28	2 Resid Costs Reallocated LTP 27/37 2027/28
	LV	105,000	96,000							
	CV	370,000	350,000							
UAGC			1	671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				20.21	21.45	18.01	24.10	18.73	18.55	18.99
Districtwide Residual Costs										
District Roading			370,000	94.50	102.30	101.10	111.00	105.10	111.00	115.10
Local Roading			105,000	135.99	146.39	144.69	158.29	150.09	157.89	163.39
Footpath Rate			1	36.00	33.50	35.50	36.00	37.00	35.50	35.50
Water			1	515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage			1	424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater			1	183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			370,000	2.70	4.60	7.70	14.60	0.00	0.00	0.00
Community Services			105,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District			1	280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			370,000	53.40	61.10	65.70	58.70	68.40	68.90	93.00
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				412.33	529.80	683.89	688.80	286.63	306.49	337.10
TOTAL				3,161.17	4,061.81	5,243.19	5,280.77	2,197.51	2,349.73	2,584.46
% Change				4.90%	28.49%	29.09%	8.85%	-58.09%	-55.19%	-50.71%
$ Change				147.56	900.64	1,181.38	429.22	- 3,045.68	- 2,893.46	- 2,658.74

Clinton

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	50,000	15,000							
	CV	205,000	115,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				11.20	11.89	9.98	13.35	10.38	10.28	10.52
Districtwide Residual Costs										
District Roading			205,000	52.40	56.70	56.00	61.50	58.30	61.50	63.80
Local Roading			50,000	131.59	140.99	139.49	152.29	144.39	151.49	156.39
Footpath Rate				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water				438.58	853.33	1,257.06	988.60	0.00	0.00	0.00
Sewerage				424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			205,000	1.50	2.60	4.30	8.10	0.00	0.00	0.00
Community Services			50,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				74.18	79.27	82.51	79.53	85.81	85.00	86.32
Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			205,000	29.60	33.90	36.40	32.50	37.90	38.20	51.50
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				344.91	450.70	589.32	601.38	223.36	243.82	271.28
TOTAL				2,644.33	3,455.38	4,518.09	4,610.60	1,712.44	1,869.29	2,079.82
% Change				7.43%	30.67%	30.76%	9.57%	-62.10%	-58.63%	-53.97%
$ Change				182.82	811.05	1,062.71	402.83	- 2,805.64	- 2,648.79	- 2,438.27

Kaitangata

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	75,000	56,000							
	CV	220,000	180,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				12.02	12.76	10.71	14.33	11.14	11.03	11.29
Districtwide Residual Costs										
District Roading			220,000	56.20	60.90	60.10	66.00	62.50	66.00	68.50
Local Roading			75,000	188.29	203.29	200.89	219.99	208.59	219.79	227.69
Footpath Rate				12.70	11.90	11.90	12.70	12.40	11.90	11.90
Water				515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage				424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			220,000	1.60	2.80	4.60	8.70	0.00	0.00	0.00
Community Services			75,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38

Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			220,000	31.80	36.30	39.10	34.90	40.60	41.00	55.30
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				406.30	523.59	677.08	681.89	280.02	300.17	329.41
TOTAL				3,114.95	4,014.21	5,190.98	5,227.79	2,146.81	2,301.29	2,525.47
% Change				5.83%	28.87%	29.32%	8.81%	-58.64%	-55.67%	-51.35%
$ Change				171.65	899.26	1,176.77	423.17	- 3,044.17	- 2,889.69	- 2,665.51

Kaka Point

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	275,000	205,000							
	CV	560,000	425,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				30.59	32.47	27.26	36.47	28.35	28.08	28.74
Districtwide Residual Costs										
District Roading			560,000	143.10	154.90	153.00	168.00	159.10	168.00	174.20
Local Roading			275,000	146.09	158.69	156.69	171.99	163.19	172.59	179.19
Footpath Rate				21.10	19.80	19.80	21.10	20.60	19.80	19.80
Water				438.58	853.33	1,257.06	988.60	0.00	0.00	0.00
Sewerage				424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			560,000	4.20	7.00	11.70	22.20	0.00	0.00	0.00
Community Services			275,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			560,000	80.90	92.50	99.50	88.80	103.40	104.30	140.70
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				413.19	521.62	664.91	678.51	300.93	321.63	354.60
TOTAL				3,167.82	3,999.06	5,097.62	5,201.90	2,307.13	2,465.80	2,718.61
% Change				7.34%	26.24%	27.47%	8.40%	-54.74%	-51.63%	-46.67%
$ Change				216.72	831.24	1,098.57	403.05	- 2,790.49	- 2,631.82	- 2,379.02

Lawrence

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	119,000	81,000							
	CV	325,000	230,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				17.75	18.84	15.82	21.17	16.45	16.30	16.68
Districtwide Residual Costs										
District Roading			325,000	83.00	89.90	88.80	97.50	92.40	97.50	101.10
Local Roading			119,000	139.89	150.89	149.09	163.19	154.79	162.99	168.69
Footpath Rate				9.20	8.60	8.60	9.20	8.90	8.60	8.60
Water				515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage				424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			325,000	2.40	4.10	6.80	12.90	0.00	0.00	0.00
Community Services			119,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				148.37	146.64	143.16	144.12	148.89	146.14	149.20
Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			325,000	46.90	53.70	57.70	51.50	60.00	60.50	81.70
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
L T Community Board				139.28	148.26	149.95	147.36	155.95	154.19	195.57
GST				399.47	517.63	666.28	672.50	268.45	288.78	324.23
TOTAL				3,062.61	3,968.49	5,108.13	5,155.84	2,058.14	2,214.00	2,485.77
% Change				8.34%	29.58%	28.72%	8.93%	-59.71%	-56.66%	-51.34%
$ Change				235.77	905.88	1,139.64	422.84	- 3,049.99	- 2,894.13	- 2,622.36

Increase due to

Milton

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	140,000	120,000							
	CV	415,000	340,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				22.67	24.06	20.20	27.03	21.01	20.81	21.30
Districtwide Residual Costs										

District Roading	415,000	106.00	114.80	113.40	124.50	117.90	124.50	129.10
Local Roading	140,000	117.09	126.29	124.79	136.59	129.59	136.49	141.19
Footpath Rate		51.60	47.30	57.50	51.60	59.80	57.50	57.50
Water		515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage		424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater		183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District	415,000	3.10	5.20	8.70	16.40	0.00	0.00	0.00
Community Services	140,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community		168.02	229.77	218.48	443.59	227.22	338.78	344.34
Solid Waste Collection - District		280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District	415,000	59.90	68.50	73.70	65.80	76.70	77.30	104.30
Project Bruce		21.83	0.00	0.00	21.83	0.00	0.00	0.00
GST		393.98	516.88	665.80	708.56	267.68	305.16	335.66
TOTAL		3,020.55	3,962.72	5,104.50	5,432.31	2,052.20	2,339.54	2,573.39
% Change		5.11%	31.19%	28.81%	10.21%	-59.80%	-54.17%	-49.59%
$ Change		146.78	942.17	1,141.78	503.04	- 3,052.30	- 2,764.96	- 2,531.12

Owaka

					Actual	Actual	Actual	LTP 24/34	Resid Costs Not Allocated AP 2026/27	Resid Costs Not Allocated LTP 27/37	Resid Costs Reallocated LTP 27/37
				Old	2024/25	2025/26	2026/27	2027/28	+4%	2027/28	2027/28
	39,000	LV	66,000	39,000							
	175,000	CV	325,000	230,000							
UAGC					671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services					17.75	18.84	15.82	21.17	16.45	16.30	16.68
Districtwide Residual Costs											
District Roading				325,000	83.00	89.90	88.80	97.50	92.40	97.50	101.10
Local Roading				66,000	138.59	148.89	147.19	160.89	152.59	160.29	165.69
Footpath Rate					10.00	9.10	9.10	10.00	9.50	9.10	9.10
Water					438.58	853.33	1,257.06	988.60	0.00	0.00	0.00
Sewerage					424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater					183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District				325,000	2.40	4.10	6.80	12.90	0.00	0.00	0.00
Community Services				66,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community					54.51	53.83	56.43	54.61	58.69	56.99	58.46
Solid Waste Collection - District					280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District				325,000	46.90	53.70	57.70	51.50	60.00	60.50	81.70
Recreation Centre					0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST					352.82	458.65	597.29	610.58	231.29	251.95	280.91
TOTAL					2,704.92	3,516.35	4,579.22	4,681.09	1,773.22	1,931.63	2,153.63
% Change					7.04%	30.00%	30.23%	9.36%	-61.28%	-57.82%	-52.97%
$ Change					177.79	811.43	1,062.88	400.72	- 2,806.00	- 2,647.59	- 2,425.59

Stirling

					Actual	Actual	Actual	LTP 24/34	Resid Costs Not Allocated AP 2026/27	Resid Costs Not Allocated LTP 27/37	Resid Costs Reallocated LTP 27/37
				Old	2024/25	2025/26	2026/27	2027/28	+4%	2027/28	2027/28
		LV	105,000	93,000							
		CV	460,000	365,000							
UAGC					671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services					25.13	26.67	22.39	29.96	23.29	23.07	23.60
Districtwide Residual Costs											
District Roading				460,000	117.50	127.20	125.70	138.00	130.70	138.00	143.10
Local Roading				105,000	143.69	154.59	152.89	167.19	158.49	166.79	172.49
Footpath Rate					47.00	42.90	42.30	47.00	44.00	42.30	42.30
Water					515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage					424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater					183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District				460,000	3.40	5.80	9.60	18.20	0.00	0.00	0.00
Community Services				105,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community					329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District					280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District				460,000	66.40	76.00	81.70	73.00	85.00	85.60	115.60
Recreation Centre					0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST					421.37	539.37	693.18	699.39	295.96	316.07	347.77
TOTAL					3,230.53	4,135.20	5,314.36	5,362.03	2,268.99	2,423.23	2,666.24
% Change					7.29%	28.00%	28.51%	8.69%	-57.30%	-54.40%	-49.83%
$ Change					219.39	904.67	1,179.15	428.64	- 3,045.36	- 2,891.13	- 2,648.11

Tapanui

								Resid Costs Not Allocated	Resid Costs Not Allocated	Resid Costs Reallocated
			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	AP 2026/27 +4%	LTP 27/37 2027/28	LTP 27/37 2027/28
	LV	68,000	26,000							
	CV	340,000	245,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				18.57	19.71	16.55	22.15	17.21	17.05	17.45
Districtwide Residual Costs										
District Roading			340,000	86.90	94.00	92.90	102.00	96.60	102.00	105.80
Local Roading			68,000	96.39	103.29	102.19	111.49	105.79	110.99	114.59
Footpath Rate				8.50	8.00	8.00	8.50	8.30	8.00	8.00
Water				515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage				424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			340,000	2.50	4.30	7.10	13.50	0.00	0.00	0.00
Community Services			68,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				46.96	57.79	60.86	58.79	63.29	68.37	70.17
Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			340,000	49.10	56.20	60.40	53.90	62.80	63.30	85.40
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
W O Community Board				72.71	82.32	83.76	79.20	87.11	87.10	117.37
W O Health				78.74	81.32	86.90	81.66	90.38	88.53	110.44
GST				380.51	500.53	651.09	655.14	252.57	273.65	310.38
TOTAL				2,917.23	3,837.38	4,991.68	5,022.73	1,936.35	2,098.00	2,379.61
% Change				7.65%	31.54%	30.08%	9.42%	-61.21%	-57.97%	-52.33%
$ Change				207.40	920.15	1,154.30	432.35	- 3,055.32	- 2,893.68	- 2,612.07

Waihola

								Resid Costs Not Allocated	Resid Costs Not Allocated	Resid Costs Reallocated
			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	AP 2026/27 +4%	LTP 27/37 2027/28	LTP 27/37 2027/28
	LV	240,000	150,000							
	CV	430,000	370,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				23.49	24.93	20.93	28.01	21.77	21.56	22.07
Districtwide Residual Costs										
District Roading			430,000	109.80	118.90	117.50	129.00	122.20	129.00	133.80
Local Roading			240,000	83.39	89.49	88.49	96.69	91.69	96.29	99.59
Footpath Rate				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water				438.58	853.33	1,257.06	988.60	0.00	0.00	0.00
Sewerage				424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			430,000	3.20	5.40	9.00	17.00	0.00	0.00	0.00
Community Services			240,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				168.02	229.77	218.48	443.59	227.22	338.78	344.34
Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			430,000	62.10	71.00	76.40	68.20	79.40	80.10	108.00
Project Bruce				21.83	0.00	0.00	21.83	0.00	0.00	0.00
GST				370.62	482.82	619.63	669.94	254.19	291.71	322.17
TOTAL				2,841.40	3,701.65	4,750.53	5,136.21	1,948.77	2,236.44	2,469.97
% Change				6.08%	30.28%	28.34%	10.42%	-58.98%	-52.92%	-48.01%
$ Change				162.90	860.24	1,048.88	484.58	- 2,801.76	- 2,514.08	- 2,280.56

Taieri Mouth

								Resid Costs Not Allocated	Resid Costs Not Allocated	Resid Costs Reallocated
			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	AP 2026/27 +4%	LTP 27/37 2027/28	LTP 27/37 2027/28
	LV	425,000	250,000							
	CV	860,000	620,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				46.98	49.87	41.87	56.01	43.54	43.13	44.13
Districtwide Residual Costs										
District Roading			860,000	219.70	237.90	235.00	258.00	244.40	258.10	267.60
Local Roading			425,000	139.69	151.89	149.89	164.69	156.19	165.39	171.79
Footpath Rate				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			860,000	6.40	10.80	18.00	34.00	0.00	0.00	0.00

Community Services			425,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				168.02	229.77	218.48	443.59	227.22	338.78	344.34
Solid Waste Collection - District				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			860,000	124.20	142.00	152.80	136.40	158.90	160.10	216.10
Project Bruce				21.83	0.00	0.00	21.83	0.00	0.00	0.00
GST				237.21	274.53	302.52	366.05	244.75	267.64	299.53
TOTAL				1,818.63	2,104.74	2,319.30	2,806.39	1,876.40	2,051.94	2,296.39
% Change				13.80%	15.73%	10.19%	7.92%	-19.10%	-11.53%	-0.99%
$ Change				220.50	286.11	214.56	205.85	- 442.90	- 267.36	- 22.91

Pounawea

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	170,000	99,000							
	CV	475,000	355,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				25.95	27.54	23.12	30.94	24.05	23.82	24.37
Districtwide Residual Costs										
District Roading			475,000	121.30	131.40	129.80	142.50	135.00	142.50	147.80
Local Roading			170,000	106.19	113.99	112.79	123.19	116.79	122.69	126.79
Footpath Rate				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			475,000	3.50	6.00	9.90	18.80	0.00	0.00	0.00
Community Services			170,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				54.51	53.83	56.43	54.61	58.69	56.99	58.46
Solid Waste Collection - District				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			475,000	68.60	78.50	84.40	75.30	87.70	88.40	119.30
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				185.20	212.89	242.58	265.67	183.54	187.98	214.44
TOTAL				1,419.84	1,632.13	1,859.77	2,036.82	1,407.17	1,441.18	1,644.07
% Change				13.15%	14.95%	13.95%	7.08%	-24.34%	-22.51%	-11.60%
$ Change				164.98	212.29	227.64	134.63	- 452.60	- 418.58	- 215.70

Heriot

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	70,000	22,000							
	CV	350,000	250,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				19.12	20.29	17.04	22.80	17.72	17.55	17.96
Districtwide Residual Costs										
District Roading			350,000	89.40	96.80	95.60	105.00	99.50	105.00	108.90
Local Roading			70,000	74.19	79.89	78.99	86.29	81.89	86.09	89.09
Footpath Rate				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water				551.76	599.40	808.65	901.08	0.00	0.00	0.00
Sewerage				424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			350,000	2.60	4.40	7.30	13.80	0.00	0.00	0.00
Community Services			70,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				46.96	57.79	60.86	58.79	63.29	68.37	70.17
Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			350,000	50.60	57.80	62.20	55.50	64.70	65.20	87.90
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
W O Community Board				72.71	82.32	83.76	79.20	87.11	87.10	117.37
W O Health				78.74	81.32	86.90	81.66	90.38	88.53	110.44
GST				381.97	435.90	546.65	611.62	248.53	269.53	306.28
TOTAL				2,928.41	3,341.91	4,190.97	4,689.08	1,905.43	2,066.38	2,348.11
% Change				14.48%	14.12%	25.41%	8.03%	-54.53%	-50.69%	-43.97%
$ Change				370.33	413.50	849.06	348.46	- 2,285.54	- 2,124.60	- 1,842.86

Rural Dairy 1

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	2,990,000	2,850,000							
	CV	3,620,000	3,410,000							
UAGC			2	1,342.00	1,479.40	1,541.00	1,597.80	1,602.80	1,637.60	1,905.80

Districtwide Services				197.74	209.90	176.23	235.78	183.28	181.53	185.76
Districtwide Residual Costs										
District Roading			3,620,000	924.70	1,001.40	989.10	1,085.90	1,028.70	1,086.20	1,126.30
Local Roading			2,990,000	1,889.35	2,047.15	2,021.85	2,220.44	2,103.35	2,221.95	2,304.55
Footpath Rate				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Upgrade Support - District			3,620,000	26.90	45.50	75.60	143.20	0.00	0.00	0.00
Community Services			2,990,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			3,620,000	522.90	597.90	643.00	574.20	668.70	673.90	909.50
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				784.99	857.10	871.72	931.53	894.91	926.04	1,021.99
TOTAL				6,018.27	6,571.09	6,683.17	7,141.73	6,861.00	7,099.61	7,835.28
% Change				-0.03	0.09	0.02	-1.58%	2.66%	6.23%	17.24%
$ Change				-169.61	552.82	112.08	- 114.88	177.83	416.44	1,152.11

Rural Dairy 2

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	6,660,000	5,800,000							
	CV	8,620,000	7,590,000							
UAGC			2	1,342.00	1,479.40	1,541.00	1,597.80	1,602.80	1,637.60	1,905.80
Districtwide Services				470.85	499.81	419.65	561.45	436.43	432.25	442.33
Districtwide Residual Costs										
District Roading			8,620,000	2,202.00	2,384.40	2,355.20	2,585.70	2,449.50	2,586.60	2,682.00
Local Roading			6,660,000	4,083.75	4,435.25	4,379.05	4,816.74	4,560.65	4,824.75	5,008.65
Footpath Rate				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Upgrade Support - District			8,620,000	64.00	108.30	180.00	341.00	0.00	0.00	0.00
Community Services			6,660,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			8,620,000	1,245.10	1,423.70	1,531.10	1,367.20	1,592.40	1,604.80	2,165.60
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				1,460.61	1,599.54	1,615.60	1,743.41	1,653.16	1,718.76	1,887.86
TOTAL				11,198.00	12,263.15	12,386.26	13,366.18	12,674.19	13,177.16	14,473.62
% Change				1.18%	9.51%	1.00%	-2.81%	2.32%	6.39%	16.85%
$ Change				130.34	1,065.15	123.12	- 386.06	287.93	790.90	2,087.36

Rural Sheep & Beef 1

		Dairy	Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	2,960,000	2,820,000							
	CV	3,530,000	3,340,000							
UAGC			1	671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				192.82	204.68	171.85	229.92	178.72	177.01	181.14
Districtwide Residual Costs										
District Roading			3,530,000	901.80	976.50	964.50	1,058.90	1,003.10	1,059.20	1,098.30
Local Roading			2,960,000	1,820.62	1,976.82	1,951.82	2,146.62	2,032.52	2,149.92	2,231.72
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Upgrade Support - District			3,530,000	26.20	44.30	73.70	139.70	0.00	0.00	0.00
Community Services			2,960,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			3,530,000	509.90	583.00	627.00	559.90	652.10	657.20	886.90
Project Bruce				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				667.81	728.66	738.61	793.02	757.07	785.18	859.85
TOTAL				5,119.84	5,586.41	5,662.65	6,079.84	5,804.17	6,019.71	6,592.19
% Change				-4.75%	9.11%	1.36%	-2.59%	2.50%	6.31%	16.42%
$ Change				-255.11	466.57	76.24	- 161.75	141.52	357.06	929.54

Rural Sheep & Beef 2

								Resid Costs Not Allocated	Resid Costs Not Allocated	Resid Costs Reallocated

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	AP 2026/27 +4%	LTP 27/37 2027/28	LTP 27/37 2027/28
	LV	7,940,000	6,050,000							
	CV	9,050,000	7,060,000							
UAGC			4	2,684.00	2,958.80	3,082.00	3,195.60	3,205.60	3,275.20	3,811.60
Districtwide Services				494.34	524.74	440.58	589.45	458.20	453.82	464.40
Districtwide Residual Costs										
District Roading			9,050,000	2,311.90	2,503.40	2,472.70	2,714.70	2,571.60	2,715.60	2,815.80
Local Roading			7,940,000	4,950.60	5,369.60	5,302.60	5,827.58	5,519.10	5,834.00	6,053.20
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Upgrade Support - District			9,050,000	67.20	113.70	189.00	358.10	0.00	0.00	0.00
Community Services			7,940,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			9,050,000	1,307.20	1,494.70	1,607.50	1,435.40	1,671.80	1,684.80	2,273.70
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				1,821.74	1,994.65	2,018.86	2,171.06	2,070.83	2,150.37	2,370.01
TOTAL				13,966.66	15,292.34	15,477.90	16,644.77	15,876.39	16,486.18	18,170.08
% Change				12.30%	9.49%	1.21%	-2.24%	2.57%	6.51%	17.39%
$ Change				1,530.09	1,325.67	185.56	- 380.56	398.49	1,008.28	2,692.18

Forestry

			Old	LTP 24/34 2024/25	AP 2025/26 2025/26	AP 2026/27 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
1990000	LV	1990000								
2,070,000.00	CV	2070000								
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				113.07	120.02	100.77	134.83	104.80	103.80	106.22
Districtwide Residual Costs										
District Roading			2,070,000	528.80	572.60	565.60	620.90	588.20	621.10	644.10
Local Roading			1,990,000	1,240.62	1,345.62	1,328.82	1,460.42	1,383.12	1,462.02	1,517.02
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Upgrade Support - District			2,070,000	15.40	26.00	43.20	81.90	0.00	0.00	0.00
Community Services			1,990,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			2,070,000	299.00	341.90	367.70	328.30	382.40	385.40	520.10
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				479.64	521.79	531.19	566.72	545.88	564.53	618.26
TOTAL				3,677.22	4,000.38	4,072.46	4,344.84	4,185.06	4,328.05	4,739.98
% Change				-6.85%	8.79%	1.80%	-2.03%	2.77%	6.28%	16.39%
$ Change				-270.35	323.16	72.07	- 90.08	112.61	255.59	667.52

Lifestyle 1

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	360000	330,000							
	CV	820000	660,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				36.05	38.27	32.13	42.99	33.42	33.10	33.87
Districtwide Residual Costs										
District Roading			660,000	168.60	182.60	180.30	198.00	187.50	198.00	205.40
Local Roading			330,000	248.02	265.42	262.72	286.12	271.62	284.72	293.92
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Upgrade Support - District			660,000	4.90	8.30	13.80	26.10	0.00	0.00	0.00
Community Services			330,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			660,000	95.30	109.00	117.20	104.70	121.90	122.90	165.80
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				275.16	299.51	311.81	338.85	321.90	343.52	378.06

TOTAL				2,109.52	2,296.25	2,390.53	2,597.83	2,467.90	2,633.63	2,898.42
% Change				9.33%	8.85%	4.11%	2.74%	3.24%	10.17%	21.25%
$ Change				180.00	186.73	94.28	69.40	77.36	243.10	507.89

Lifestyle 2

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	85,000	51,000							
	CV	440,000	325,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				24.03	25.51	21.42	28.66	22.28	22.06	22.58
Districtwide Residual Costs										
District Roading			440,000	112.40	121.70	120.20	132.00	125.00	132.00	136.90
Local Roading			85,000	101.52	106.02	105.32	112.72	107.62	111.02	113.32
Water				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Stormwater				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sewerage Upgrade Support - District			440,000	3.30	5.50	9.20	17.40	0.00	0.00	0.00
Community Services			85,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			440,000	63.60	72.70	78.20	69.80	81.30	81.90	110.50
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				237.95	258.69	271.04	294.25	280.16	299.76	330.70
TOTAL				1,824.30	1,983.27	2,077.95	2,255.91	2,147.92	2,298.14	2,535.38
% Change				15.86%	8.71%	4.77%	4.03%	3.37%	10.60%	22.01%
$ Change				249.75	158.97	94.68	87.30	69.97	220.19	457.43

Commercial 1

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	500,000	510,000							
	CV	3,950,000	3,430,000							
UAGC			1	671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				215.76	229.03	192.30	257.28	199.99	198.07	202.69
Districtwide Residual Costs										
District Roading			3,950,000	1,009.00	1,092.60	1,079.30	1,184.80	1,122.40	1,185.30	1,229.00
Local Roading			500,000	446.89	496.59	488.69	541.99	514.29	551.59	577.59
Footpath Rate			1	36.00	33.50	35.50	36.00	37.00	35.50	35.50
Water			2	1,031.96	2,007.84	2,957.79	2,326.12	0.00	0.00	0.00
Sewerage			1	424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater			1	183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			3,950,000	29.30	49.60	82.50	156.30	0.00	0.00	0.00
Community Services			500,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District			1	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			3,950,000	570.60	652.40	701.60	626.50	729.70	735.40	992.40
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				742.32	959.94	1,186.20	1,155.89	567.61	584.56	655.72
TOTAL				5,691.09	7,359.55	9,094.18	8,861.80	4,351.64	4,481.62	5,027.18
% Change				0.96%	29.32%	23.57%	5.72%	-52.15%	-50.72%	-44.72%
$ Change				54.17	1,668.47	1,734.62	479.53	- 4,742.53	- 4,612.55	- 4,067.00

Commercial 2

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	570,000	485,000							
	CV	830,000	690,000							
UAGC			1	671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				45.34	48.13	40.41	54.06	42.02	41.62	42.59
Districtwide Residual Costs										
District Roading			830,000	212.00	229.60	226.80	249.00	235.90	249.10	258.20
Local Roading			570,000	502.09	558.69	549.59	609.99	578.79	621.39	650.99
Footpath Rate			1	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water			1	515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage			1	424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater			1	183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			830,000	6.20	10.40	17.30	32.80	0.00	0.00	0.00

Community Services			570,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District			1	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			830,000	119.90	137.10	147.40	131.60	153.30	154.50	208.50
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				451.62	573.88	724.60	722.61	328.60	338.67	374.18
TOTAL				3,462.38	4,399.77	5,555.30	5,540.05	2,519.27	2,596.48	2,868.74
% Change				2.88%	27.07%	26.26%	6.16%	-54.65%	-53.26%	-48.36%
$ Change				96.99	937.38	1,155.53	321.69	- 3,036.02	- 2,958.81	- 2,686.55

Industrial 1

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	455,000	405,000							
	CV	1,480,000	1,380,000							
UAGC			1	671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				80.84	85.81	72.05	96.40	74.93	74.22	75.95
Districtwide Residual Costs										
District Roading			1,480,000	378.10	409.40	404.40	443.90	420.60	444.10	460.50
Local Roading			455,000	411.49	456.69	449.49	498.29	472.79	506.79	530.39
Footpath Rate			1	36.00	33.50	35.50	36.00	37.00	35.50	35.50
Water			1	515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage			1	849.95	994.63	1,609.77	1,796.47	0.00	0.00	0.00
Stormwater			1	183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			1,480,000	11.00	18.60	30.90	58.60	0.00	0.00	0.00
Community Services			455,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District			1	280.80	320.70	337.40	449.30	350.90	460.20	487.10
Planning & Regulatory - District			1,480,000	213.80	244.40	262.90	234.70	273.40	275.50	371.80
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				594.34	736.26	937.01	968.31	421.54	448.13	494.33
TOTAL				4,556.58	5,644.65	7,183.73	7,423.71	3,231.82	3,435.63	3,789.84
% Change				1.18%	23.88%	27.27%	6.90%	-55.01%	-52.17%	-47.24%
$ Change				52.98	1,088.06	1,539.08	479.27	- 3,951.90	- 3,748.10	- 3,393.89

Industrial 2

			Old	Actual 2024/25	Actual 2025/26	Actual 2026/27	LTP 24/34 2027/28	Resid Costs Not Allocated AP 2026/27 +4%	Resid Costs Not Allocated LTP 27/37 2027/28	Resid Costs Reallocated LTP 27/37 2027/28
	LV	310,000	241,000							
	CV	2,735,000	2,626,000							
UAGC				671.00	739.70	770.50	798.90	801.40	818.80	952.90
Districtwide Services				149.39	158.58	133.15	178.14	138.47	137.15	140.35
Districtwide Residual Costs										
District Roading			2,735,000	698.70	756.50	747.30	820.40	777.20	820.70	851.00
Local Roading			310,000	238.69	254.99	252.39	275.59	260.89	273.19	281.69
Footpath Rate				51.60	47.30	57.50	51.60	59.80	57.50	57.50
Water				515.98	1,003.92	1,478.90	1,163.06	0.00	0.00	0.00
Sewerage				424.97	497.32	804.88	898.23	0.00	0.00	0.00
Stormwater				183.59	268.28	430.24	526.90	0.00	0.00	0.00
Sewerage Upgrade Support - District			2,735,000	20.30	34.40	57.10	108.20	0.00	0.00	0.00
Community Services			310,000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Services FC by Community				329.69	332.75	364.67	352.88	379.26	372.40	381.38
Solid Waste Collection - District				0.00	0.00	0.00	0.00	0.00	0.00	0.00
Planning & Regulatory - District			2,735,000	395.10	451.70	485.80	433.80	505.20	509.20	687.10
Recreation Centre				0.00	0.00	0.00	0.00	0.00	0.00	0.00
GST				551.85	681.82	837.36	841.16	438.33	448.34	502.79
TOTAL				4,230.88	5,227.26	6,419.80	6,448.87	3,360.56	3,437.28	3,854.70
% Change				0.74%	23.55%	22.81%	6.30%	-47.65%	-46.46%	-39.96%
$ Change				31.14	996.38	1,192.54	382.13	- 3,059.24	- 2,982.52	- 2,565.10

		What we said in the LTP 2024/34 for the 2026/27 year	What we approved in the Annual Plan 2026/27	AP 2026/27 with water removed, residual costs **not** allocated with 4% added - for comparison	LTP 2027/37 year 1 water removed, residual costs **not** allocated	LTP 2027/37 year 1 water removed, residual costs allocated using the current method
		LTP 24/34	**AP 2026/27**	**AP 2026/27**	**LTP 2027/37**	**LTP 2027/37**
		2026/27	**2026/27**	**2026/27 + 4%**	**2027/28**	**2027/28**
	30% Cap	23.61%	23.44%			
	Rates Increase	18.92%	20.54%			
Roading		-	-		-	-
District Roading		- 3,409,674	- 2,867,714	- 2,982,422	- 3,149,373	- 3,265,601
		-	-		-	-
Local Roading		- 5,807,661	- 4,884,864	- 5,080,259	- 5,364,446	- 5,562,348
Main Street	Balclutha	- 153,466	- 184,038	- 191,400	- 194,814	- 194,814
	Milton	- 321,061	- 228,656	- 237,802	- 246,089	- 246,089
	Lawrence	- 18,741	- 17,553	- 18,255	- 17,553	- 17,553
	Tapanui	-	-	-	-	-
Footpaths	Balclutha	- 81,501	- 80,519	- 83,740	- 80,519	- 80,519
	Clinton	-	-	-	-	-
	Kaitangata	- 5,872	- 5,523	- 5,744	- 5,523	- 5,523
	Kaka Point	- 6,077	- 5,692	- 5,920	- 5,692	- 5,692
	Lawrence	- 3,550	- 3,325	- 3,458	- 3,325	- 3,325
	Milton	- 58,342	- 65,033	- 67,634	- 65,033	- 65,033
	Owaka	- 2,097	- 1,900	- 1,976	- 1,900	- 1,900
	Stirling	- 7,283	- 6,561	- 6,823	- 6,561	- 6,561
	Tapanui	- 4,114	- 3,853	- 4,007	- 3,853	- 3,853
	Waihola	-	-	-	-	-
Water Services	Urban	- 5,978,443	- 8,567,506			
	Balmoral 1	- 880,441	-			
	Balmoral 2	- 2,001,590	-			
	Balmoral/Tuapeka		- 3,421,753			
	Clydevale/Pomahaka	- 1,349,493	- 1,272,498			
	Glenkenich	- 1,233,320	- 1,175,937			
	Moa Flat	- 1,123,001	- 1,075,498			
	North Bruce	- 1,064,600	- 1,015,551			
	Richardson	- 1,218,723	- 1,347,457			
	South Bruce	- 504,611	- 469,494			
	Tuapeka	- 1,490,768	-			
	Waipahi	- 364,665	- 318,364			
	Wangaloa	- 291,372	- 213,054			
	Telemetry	- 74,141	- 75,520			

		What we said in the LTP 2024/34 for the 2026/27 year	What we approved in the Annual Plan 2026/27	AP 2026/27 with water removed, residual costs **not** allocated with 4% added - for comparison	LTP 2027/37 year 1 water removed, residual costs **not** allocated	LTP 2027/37 year 1 water removed, residual costs allocated using the current method
		LTP 24/34	**AP 2026/27**	**AP 2026/27**	**LTP 2027/37**	**LTP 2027/37**
		2026/27	**2026/27**	**2026/27 + 4%**	**2027/28**	**2027/28**
Sewerage Services	Urban	- 4,712,854	- 4,692,872			
Community Wastew	Various	- 228,859	- 219,148			
	SCWL Bal	-	-			
StormwaterServices	Balclutha	- 2,551,352	- 2,478,636			
Solid Waste Manag	Refuse	- 2,698,051	- 2,186,066	- 2,273,508	- 2,981,951	- 3,156,220
	Waste Minimisation	- 267,937	- 304,071	- 316,234	- 306,883	- 381,570
UAGC	Civic	- 1,588,795	- 1,714,398	- 1,782,974	- 1,781,800	- 2,309,235
	Community Support	- 511,251	- 556,354	- 578,608	- 513,098	- 544,579
	Economic Development	- 852,376	- 1,003,828	- 1,043,981	- 865,006	- 926,257
	Culture & Heritage	- 268,767	- 323,022	- 335,942	- 290,788	- 329,442
	I site	- 339,201	- 383,996	- 399,356	- 397,678	- 457,371
	Serv Centres & Libraries	- 2,502,258	- 2,451,270	- 2,549,321	- 2,750,895	- 3,163,923
	Emergency Services	- 57,358	- 56,583	- 58,846	- 58,089	- 63,617
	Cemeteries	- 252,858	- 267,899	- 278,615	- 276,115	- 294,112
	Public Conveniences	- 1,026,757	- 1,021,909	- 1,062,785	- 1,052,612	- 1,077,158
	Environmental Health	- 113,230	- 109,278	- 113,649	- 112,989	- 140,631
	Camping Grounds	- 15,210	- 21,421	- 22,278	- 21,629	- 27,163
	Animal Control	- 99,966	- 92,073	- 95,756	- 101,924	- 206,963
	District Wide Mainstreet	- 35,532	- 32,827	- 34,140	- 32,827	- 32,827
	Property	47,946	38,850	40,404	38,095	- 2,118
	General	1,315,930	1,316,486	1,369,145	1,345,449	1,345,449
	Penalties	254,470	254,577	264,760	260,178	260,178
Community Facilities						
Halls	Balclutha	- 564,293	- 518,338	- 539,071	- 518,886	- 523,793
	Kaitangata	- 25,739	- 29,916	- 31,113	- 11,438	- 13,071
	Milton	- 20,107	- 20,115	- 20,920	- 20,553	- 20,553
Community Centres	Clutha Valley	- 28,264	- 26,189	- 27,236	- 31,539	- 32,706
	Hillend	- 12,634	- 13,095	- 13,619	- 13,248	- 13,656
	Kaka Point	- 14,291	- 14,827	- 15,421	- 15,059	- 15,534
	Lovells Flat	- 9,011	- 7,300	- 7,592	- 9,452	- 9,736
	Moneymore	- 10,048	- 8,401	- 8,737	- 10,575	- 10,917
	Owaka	- 30,644	- 32,410	- 33,707	- 32,910	- 34,476
	Paretai	- 8,474	- 8,230	- 8,559	- 8,399	- 8,665

		What we said in the LTP 2024/34 for the 2026/27 year	What we approved in the Annual Plan 2026/27	AP 2026/27 with water removed, residual costs **not** allocated with 4% added - for comparison	LTP 2027/37 year 1 water removed, residual costs **not** allocated	LTP 2027/37 year 1 water removed, residual costs allocated using the current method
		LTP 24/34	**AP 2026/27**	**AP 2026/27**	**LTP 2027/37**	**LTP 2027/37**
		2026/27	**2026/27**	**2026/27 + 4%**	**2027/28**	**2027/28**
	Waihola	- 14,059	- 11,371	- 11,826	- 15,084	- 15,588
	Waipahi	- 8,875	- 7,153	- 7,439	- 9,287	- 9,563
	Waitahuna WM	- 21,384	- 22,562	- 23,465	- 22,952	- 23,996
	Waiwera	- 7,908	- 8,145	- 8,470	- 8,263	- 8,472
	Various	- 49,718	- 56,589	- 58,853	- 52,608	- 54,259
Parks, Reserves,	Balclutha	- 656,114	- 691,660	- 719,327	- 707,350	- 731,151
& Sports Ground	Clinton	- 44,112	- 47,635	- 49,541	- 50,215	- 51,225
	Kaitangata	- 118,014	- 129,099	- 134,263	- 131,090	- 135,823
	Kaka Point	- 47,344	- 40,920	- 42,557	- 61,314	- 62,014
	Lawrence	- 142,376	- 151,126	- 157,171	- 153,682	- 156,897
	Milton	- 273,396	- 217,123	- 225,808	- 229,817	- 238,612
	Owaka	- 49,910	- 50,943	- 52,981	- 51,986	- 52,596
	Tapanui	- 90,806	- 80,546	- 83,768	- 96,878	- 100,240
	Waihola	- 100,133	- 100,131	- 104,136	- 107,273	- 110,596
	Rural	- 258,064	- 278,682	- 289,830	- 276,400	- 283,265
	Rec Centre	- 230,283	- 224,087	- 233,051	- 225,389	- 225,389
	Rural Fire	- 7,200	- 6,737	- 7,006	- 6,767	- 6,767
Swimming Pools	Balclutha	- 1,230,583	- 1,354,655	- 1,408,841	- 1,380,956	- 1,425,239
	Kaitangata	- 5,562	- 5,563	- 5,786	- 5,635	- 5,635
	Lawrence	- 41,034	- 41,248	- 42,897	- 44,309	- 45,155
	Milton	- 919,284	- 241,658	- 251,325	- 846,275	- 857,557
	Clinton	- 29,379	- 29,392	- 30,567	- 30,038	- 30,038
	West Otago	- 13,602	- 30,596	- 31,819	- 31,269	- 31,269
	WOCB	- 98,483	- 107,381	- 111,676	- 111,664	- 150,473
	LTCB	- 135,422	- 140,658	- 146,284	- 144,633	- 183,442
	Regulatory	- 1,610,992	- 1,864,283	- 1,938,854	- 1,953,969	- 2,636,834
	Penalties	- 254,470	- 254,577	- 264,760	- 260,178	- 260,178
	West Otago Health	- 104,295	- 112,538	- 117,039	- 114,651	- 143,017
	Total	- 51,245,180	- 50,599,481	- 25,226,442	- 26,847,233	- 29,684,767
	Less penalties	- 254,470	- 254,577	- 264,760	- 260,178	- 260,178
	Less Out of District Water	698,826	666,773		-	-

		What we said in the LTP 2024/34 for the 2026/27 year	What we approved in the Annual Plan 2026/27	AP 2026/27 with water removed, residual costs **not** allocated with 4% added - for comparison	LTP 2027/37 year 1 water removed, residual costs **not** allocated	LTP 2027/37 year 1 water removed, residual costs allocated using the current method
		LTP 24/34	**AP 2026/27**	**AP 2026/27**	**LTP 2027/37**	**LTP 2027/37**
		2026/27	**2026/27**	**2026/27 + 4%**	**2027/28**	**2027/28**
	Total Rates Requirement excl GST	- 50,291,884	- 49,678,130	- 24,961,682	- 26,587,055	- 29,424,588
	Rates % Increase	18.92%	20.54%			
			% Change from LTP 2024/34 - 2		-47.13%	-41.49%
			% Change from AP 2026/27		-46.48%	-40.77%

Long Term Plan 2027/37 Workshop

Workshop Topic	Budget Review Scope, Approach and Residents Consultation
Workshop Date	20 August 2026
Session Number	3
Author	Steve Hill – Chief Executive Peter Stafford – Strategic Planning and Policy Manager
M-Files Ref	1045926

SUMMARY

To provide direction to staff on initial scope and approach on a LTP 27/37 Budget Review and on consulting with Clutha district residents.

PROPOSED WORKSHOP OUTCOMES/DIRECTIONS

1. **Council discuss and provide direction on its preferred approach on undertaking a LTP 27/37 Budget Review, with respect to**
    a. **Ceasing Some Services**
    b. **25% reduction in costs across departments**
    c. **Zero-based budget**

2. **Council discuss and provide direction on its preferred approach resident consultation with respect to**
    a. **community workshops/meetings**
    b. **separate and early survey/feedback**

REPORT

1. Overview

At recent workshops the mayor and elected members have indicated the need to consult the community on Levels of Service. This is a shift from the method used for this Annual Plan where elected members had access to and reviewed all Council activities to different degrees before consulting on a draft annual plan. Coupled with a necessary substantial increase in rates this has resulted in elected members and staff being subject to anger and frustration by ratepayers who have been impacted by the increase. There is pressure on staff and elected members because of the financial situation, the impact on ratepayers, and the expectation of ratepayers after the election that there would be changes.

Staff have listened to elected members concerns at previous workshops and are proposing a targeted budget review where the ratepayers and public have an opportunity to tell us what services they want or don't want, from an informed position regarding the consequences.

A Budget Review can provide elected members with evidence-based advice on whether current services remain appropriate, affordable, sustainable and aligned with community needs and strategic priorities.

Decisions arising from the review can inform final activity management plans (AMPs), performance measures, capital programmes, operating budgets, financial strategy, and consultation priorities.

2. Review Approach

2.1 Approach Proposal

2.1.1 Ceasing Some Services

There are services that Council provides that shouldn't be stopped either because there are legal and statutory reasons that require the services to be performed (some regulatory services for example) or because Council is already paying fixed costs for the service that form a substantial component of total cost and would remain even if the service ceased (Milton Pool for example). However, there are other services provided that could be ceased subject to their being consequences.

The services proposed to be included for the identification of consequences arising from cessation, and the subsequent seeking of feedback from the district are:

- All grants
- Economic development, tourism and destination marketing
- I-site and visitor information provision
- Minimal enforcement of Noise control and Dog Control (registration is required) to a hands off if possible, approach
- Some Community Development activity including Community Plan development and implementation, Youth Council, Promotions, and Freedom Camping
- Organisational Performance improvement

2.1.2 25% reduction in costs across departments

Another often used method to reduce costs is to set a specific cost reduction target. This approach would set the task of finding 25% costs savings or the equivalent in revenue (other than rates) for all departments. Group Managers would identify options to achieve the cost reductions and include the consequences of such options. We would also look at the overall financial impact when considering the cost saving target, as 25% for some Departments has significantly more impact than for others.

2.1.3 Zero-based budget

We will also be developing a traditional zero-based budget because our budgeting completely changes with the transfer of three-waters. This includes a review of the overhead model again necessitated by the transition.

3. Consultation

For Clutha District Council, the most cost-effective approach is not to ask the community to review every level of service across every activity.

Experience shows that communities struggle to engage with large volumes of service information and councils often receive low-value feedback when consultation becomes too detailed. Instead, focus on a targeted "service cessation" discussions and general cost reduction impact discussions with the community. We could provide the opportunity for community understanding before formal consultation, and to assist with determining how it fits within or outside LTP consultation. That could include a survey or feedback form earlier than the LTP consultation document to help inform the final LTP.

Stage	Activity	Possible Timing
Stage 1:	1. Resident/Stakeholder Meetings 2. Possible survey	October or November 2026
Stage 2:	3. Formal LTP consultation influenced by the outcome of the meetings and survey feedback if applicable	March 2027

Long Term Plan 2027/37 Workshop

Workshop Topic	Transportation AMP Report
Workshop Date	20 August 2026
Session Number	4
Author	Pierre Kotze – Asset Manager Transportation Erik Barnes – Auxilium
M-Files Ref	1045944

SUMMAY

The purpose of this workshop is to test and review elected member direction for the 2027-2037 Transport Activity Management Plan (AMP) programme. This is the second workshop on the proposed AMP programme and incorporates changes instructed by council in the first workshop. This workshop is a control point before the programme is translated into the draft AMP, Long Term Plan consultation and budget material, and NZTA co-funding submission.

PROPOSED WORKSHOP OUTCOMES/DIRECTIONS

1. **Council note and discuss the material presented by staff on the Transportation draft AMP, LTP consultation and budget material**

2. **Provide direction on the proposed preferred programme: Constrained; current LOS or Optimised**

3. **Provide direction on whether or not we will be required to go out to consultation on this preferred programme options**

REPORT

This workshop will be facilitated through a PowerPoint presentation and the attached handout material breaking down all the options into the work categories.

The rates impact of proposed programmes will be discussed in the presentation on the day upon confirmation with Finance.

ATTACHMENTS

A. SEPARATE COVER Transport Options Hand-Out (to be distributed separately)

Long Term Plan 2027/37 Workshop

Workshop Topic	Community Services Strategy
Workshop Date	20 August 2026
Session Number	5
Author	Mike Goldsmith - Community Services Group Manager
M-Files Ref	1045597

SUMMARY

The Draft Community Services Strategy provides an overarching direction for the services, facilities and partnerships that support community wellbeing across the Clutha District. It brings the Community Services portfolio into a single strategic framework and is intended to guide priorities, service planning, investment and delivery through the 2027–37 Long Term Plan.

This workshop presents the draft strategy for elected member review before it is refined. Direction is sought on whether the proposed outcomes, priorities and delivery approach reflect Council's intended role, respond to district needs and provide a clear basis for subsequent activity management planning, budgets and implementation.

PROPOSED WORKSHOP OUTCOMES/DIRECTIONS

1. **That Council notes and discusses the Draft Community Services Strategy, including its proposed strategic outcomes, goals and actions.**

2. **That Council provides direction on any changes required before the draft strategy is further developed to align with the 2027–37 Long Term Plan, associated Activity Management Plans and implementation planning.**

REPORT

1 Purpose and context

The Community Services Department encompasses a broad portfolio of facilities, programmes, information, and partnerships that contribute to connected, safe and resilient communities. The draft strategy is intended to establish a coherent long-term direction across this portfolio, clarify Council's role and provide a stronger basis for prioritising resources and measuring results.

2 Draft strategy framework

2.1 Strategic direction

The draft strategy should clearly connect Council's purpose and district outcomes with the work of the Community Services Department. It should describe the desired long-term outcomes for communities, identify the principles that will guide decisions and set priorities that can be translated into practical programmes, service levels and investment choices.

2.2 Council's role and delivery approach

The strategy should distinguish where Council will lead, deliver, enable, partner or advocate. This will help set realistic expectations, support collaboration with communities and agencies, and ensure that future decisions consider community benefit, equity of access, affordability, asset condition, utilisation, and whole-of-life cost.

3 Matters for Council direction

- Whether the proposed strategic outcomes, goals and actions capture the most important long-term community services issues and opportunities.
- Whether the strategy provides sufficient guidance for service levels, investment decisions and partnerships.
- Whether any significant issues or activities require greater emphasis.
- Whether the proposed approach to implementation and review is suitably practical and accountable.

4 Alignment and implications

Following Council direction, the strategy will be aligned with the 2027–37 Long Term Plan and the relevant Activity Management Plans. This includes any level of service implications arising from budget reviews. Detailed financial, service-level and implementation implications will be developed through those processes. Any proposals requiring formal decisions, funding commitments or consultation will be brought back through the appropriate Council process.

5 Next steps

5.1 Record and confirm elected member direction from the workshop.

5.2 Revise the draft strategy and resolve any gaps or areas requiring further evidence.

5.3 Complete alignment with Long Term Plan assumptions, Activity Management Plans and financial work.

5.4 Bring the revised strategy and any required decisions back to Council for confirmation.

ATTACHMENTS

A: Draft Community Services Strategy

Long Term Plan 2027/37 Workshop

Workshop Topic	LTP Program to Completion - Update
Workshop Date	20 August 2026
Session Number	6
Author	Peter Stafford – Strategic Planning and Strategy Manager
M-Files Ref	1045639

SUMMARY

This session will provide a brief update on the forward LTP Program to June 2027.

PROPOSED WORKSHOP OUTCOMES/DIRECTIONS

1. **Council considers/discusses and provides direction as required on the forward LTP Programs to June 2026.**

REPORT

This session will be supported by a MS Powerpoint presentation.