

COUNCIL ACTIVITIES

YOUR COMMUNITY YOUR COUNCIL YOUR FUTURE 2021/31



GUIDE TO ACTIVITIES

The services Council provides have been categorised into nine activity groups. This section sets out each of the activity groups, how they contribute to the district, and how Council will maintain, measure and fund each activity.

ACTIVITY GROUP	COMMUNITY OUTCOME	KEY PRIORITY AREA CONTRIBUTOR	ACTIVITY
1. COMMUNITY LEADERSHIP	Connected & Collaborative	<ul style="list-style-type: none"> All areas 	<ul style="list-style-type: none"> Governance
2. ECONOMIC & COMMUNITY DEVELOPMENT	Vibrant Rural Towns & Communities	<ul style="list-style-type: none"> Quality Housing Jobs Are Filled Support Culture & Heritage 	<ul style="list-style-type: none"> Economic Development Community Development
3. ROADING	Connected & Collaborative	<ul style="list-style-type: none"> Invest in Infrastructure 	<ul style="list-style-type: none"> Roading
4. WATER		<ul style="list-style-type: none"> Invest in Infrastructure Healthy Safe Communities Reducing Our Environmental Footprint Adapting to Climate Change 	<ul style="list-style-type: none"> Urban Water Rural Water
5. SEWERAGE	Healthy Sustainable Environment	<ul style="list-style-type: none"> Invest in Infrastructure Healthy Safe Communities Reducing Our Environmental Footprint Adapting to Climate Change 	<ul style="list-style-type: none"> Sewerage
6. STORMWATER		<ul style="list-style-type: none"> Invest in Infrastructure Healthy Safe Communities Reducing Our Environmental Footprint Adapting to Climate Change 	<ul style="list-style-type: none"> Stormwater

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ACTIVITY GROUP	COMMUNITY OUTCOME		ACTIVITY
7. COMMUNITY SERVICES	Vibrant Rural Towns & Communities Connected & Collaborative	<ul style="list-style-type: none"> • Invest in Infrastructure • Support Culture & Heritage • Healthy Safe Communities 	<ul style="list-style-type: none"> • Library/Service Centre/Information Services • Swimming Pools • Parks, Reserves, Sports grounds & Playgrounds • Public Conveniences • Cemeteries • Halls & Community Centres • Community Housing & Property
8. SOLID WASTE MANAGEMENT	Healthy Sustainable Environment	<ul style="list-style-type: none"> • Reducing Our Environmental Footprint • Healthy Safe Communities 	<ul style="list-style-type: none"> • Solid Waste Management
9. REGULATORY & EMERGENCY SERVICES	Vibrant Rural Towns & Communities Healthy Sustainable Environment	<ul style="list-style-type: none"> • Healthy Safe Communities • Reducing Our Environmental Footprint • Adapting to Climate Change 	<ul style="list-style-type: none"> • Resource Management • Animal Control • Environmental Health • Building Control • Alcohol Licensing • Compliance • Civil Defence • Rural Fire
10. INTERNAL SERVICES			<ul style="list-style-type: none"> • Internal Services

Each of the activity groups have been set out using the headings as follows:

WHAT WE DO

Under this heading you will find a description about what Council does within this group of activities. It includes information about the levels of service Council provides, and in some instances there is an outline of the assets involved.

WHY WE DO IT

This part includes the rationale for why Council is involved with this group of activities and how the activity contributes to Council's community outcomes. Each of the services Council provides contributes to one or more of the community outcomes which are explained in greater detail in Section 2: Council's Community Outcomes.

SIGNIFICANT EFFECTS

PROVIDES INFORMATION ABOUT POTENTIAL NEGATIVE EFFECTS OF THE ACTIVITY ON COMMUNITY WELLBEING, ALONG WITH WHAT COUNCIL WILL DO IN RESPONSE.

MAINTAINING CURRENT LEVELS OF SERVICE

This section describes how Council plans to continue providing the current level of service. For activities with major assets it outlines the maintenance and renewal/replacement programmes for these assets.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

As the heading suggests this part sets out what capital projects are planned in order to create improvements. Any proposals for new or enhanced assets are included here as well as any projects which are to be carried out to expand asset capacity. This is where any decreases in level of service are also flagged. Information about how these projects will be funded is also included.

WHAT'S NOT INCLUDED IN THE PLAN

This section includes information about issues that Council is aware of, but for which there is no budget. Examples include work required to bring some of Council's buildings 'up to standard' in relation to required earthquake strengthening.

WHAT WE'RE AIMING FOR

These tables outline the level of service provided for each activity in that group and the key measurements that Council uses to evaluate how well these service levels are being met. Performance targets for the coming years are also presented, and these will be reported against in future Annual Reports. Where they apply, information about the Otago Regional Performance Improvement Framework benchmarking measures and mandatory Department of Internal Affairs measures have been included.

HOW THE ACTIVITY GROUP IS FUNDED & WHAT IT WILL COST

Funding Impact Statements provide financial information about each group of activities and how they will be funded for each of the next ten years.

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

Significant forecasting assumptions are defined as something taken to be true for the purposes of future action. This section outlines these assumptions together with the level of uncertainty and some comments on what might happen if the assumption is wrong.

COMMUNITY LEADERSHIP

Our elected members represent the Clutha District and its communities, undertaking an important oath to make decisions in the best interests of the Clutha District.

WHAT WE DO

Clutha District Council comprises 14 Councillors and a Mayor.

The 14 Councillors represent eight wards - Balclutha, Bruce, Catlins, Clinton, Clutha Valley, Kaitangata-Matau, Lawrence-Tuapeka and West Otago. Together the Councillors and Mayor provide leadership for the district by setting an overall direction, determining priorities, and making decisions about the scope and the levels of service Council will provide. Decision making is an important part of their role, including what Council will do, and how to pay for activities.

The Mayor and Councillors set the performance standards and oversee the performance of Council activities and assets to ensure the best operation, maintenance and use of community resources. Much of this work takes place in Council and Committee meetings.

The Mayor proposes and the Council approves the Council and Committee structure. This structure enables Council's decision-making processes to be implemented in an effective and efficient manner, and also allows for the delegation of certain powers.

An important part of elected members role also includes representing their community, including communicating with residents, informing them of the reasons for Council decisions and advocating on their behalf.

This activity also includes the conduct of elections, by-elections and review of representation arrangements.

WHY WE DO IT

Council is involved in this activity to help our district and its communities develop and move forward. Decisions are made in the interests of the whole of the district, with current and future generations in mind.

This activity contributes to all of Council's outcomes, with a particular association with the outcome of "a well-informed community where people have their say in decisions that affect them".

SIGNIFICANT EFFECTS

There are no significant negative effects identified for this group of activities.

MAINTAINING LEVELS OF SERVICE

RENEWALS AND REPLACEMENTS

This activity does not include any significant assets and therefore there are no asset management, maintenance, renewal and replacement issues.

TRIENNIAL ELECTIONS

Local elections are held once every three years with the next election taking place in October 2022. Clutha District Council is also mandated with the responsibility to hold elections for Lawrence/Tuapeka and West Otago community boards, and to act as the electoral officer for the Clutha Licensing Trust and Clutha Health First.

Public confidence in the local electoral processes is fundamental to a healthy local democracy. There are political and public risks of getting things wrong and this could potentially undermine the electoral process. Council reduces potential risk by outsourcing the role of electoral officer in its entirety to an independent contractor.



MAYOR

Bryan Cadogan

FACILITATING GROWTH

Like other rural areas throughout New Zealand, the Clutha District had experienced a period of population decline. The two previous Long Term Plans set the platform for a change in direction to promote growth, and the latest Census 2018 indicated a reversal with a slight population increase.

This direction was refreshed for consultation in this Long Term Plan and overwhelmingly supported through submissions. Arising from this work Council revised the Economic Development Strategy and Living and Working in Clutha Strategy and combined them into one Living and Working in Clutha Strategy.

Council has continued to give effect to these strategies, in order to encourage further growth. This included innovative approaches to Council-led development, the continuation of developing community plans for our communities (and their implementation), continuing support to our Economic Development Agency (and Regional Tourism Office) to support our businesses, and Plan Changes in Milton and Balclutha to make more land available. In addition Council has taken opportunities to apply for and receive Government Stimulus funding to support communities and activities as a result of Covid-19.

Council also supports the Kaitangata House and Land Package with continued fee remission availability, constructing turn-key houses, and land-banking sections for future builds in collaboration with other funding organisations.

RATES AFFORDABILITY

Making decisions about rates including who pays and how much is a consideration that heavily influences Council's decision-making. Council carefully considers how to make rates as affordable as possible given our challenges of a small population, large land area, and correspondingly large amount of infrastructure.

Council will continue to look for effectiveness and efficiency in controlling costs, maximizing returns to our ratepayers from our investments, setting rates limits that are deemed appropriate, promoting the rates rebate scheme for low income households in our district, and continuing to review our rating systems. Council has instituted a more equitable way of paying for our three waters infrastructure by amalgamating individual schemes and updating how the Community Facilities Rate is applied.

The approach of encouraging growth in the parts of the district that have potential is also expected to impact and contribute to rates affordability. Council will continue to carefully consider levels of service in other areas that are no longer a sustainable use of rates e.g. divesting community facilities.

RISK AND ASSURANCE

Council has appointed an independent chair for the Risk and Assurance Committee, in accordance with Office of the Auditor General best practice guidelines. Council has a formal risk management framework which is scheduled to be externally reviewed in 2021/22.

IMPROVEMENTS OR CHANGES WE'RE PLANNING

FACILITATING GROWTH

Proposals and actions which will maximise opportunities to grow the rating base are recognised throughout this plan and across the majority of Council's activities. They are linked to the Living and Working in Clutha Strategy which underpins this plan. The Infrastructure Strategy has been developed on an assumption of growth and Council is committed to continuing to sustainably manage and maintain key infrastructure throughout the District. The Financial Strategy identifies that returns from investment income are used in part to support Living and Working in Clutha projects. Actions to facilitate growth include completing the Rosebank Industrial Park (and accepting that it will be developed at a small loss), facilitating and if necessary initiating additional residential development throughout the District, completing the Milton to Waihola water pipeline, and continuing to complete and implement Community Plans and associated projects. Work is also being carried out to implement Council's decision to upgrade and increase the stock of Council elderly and social housing.

WHAT'S NOT IN THE PLAN

Council recognises that promoting growth must be done in a sustainable way. This plan and its budgets have been developed on the basis that Council supports initiatives to growth, subject generally to any initiative being at worst rates neutral. When specific rates funding is required for any initiative or action that is not rates neutral, Council will take a business case approach to assessing it and make any budgets changes through the annual planning or similar consultative process.

WHAT WE ARE PLANNING FOR COMMUNITY LEADERSHIP

WORK WE WILL BE FOCUSING ON IN THIS PLAN:

- Leadership of Council’s growth focus
- Ongoing work around rates affordability
- Reviewing governance and committee structures and undertaking elections

WHAT WE’RE AIMING FOR

COMMUNITY OUTCOME: WE’RE CONNECTED AND COLLABORATIVE

KEY PRIORITY AREA: ALL AREAS

WHAT WE’RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE’RE PERFORMING NOW	WHAT WE’RE AIMING FOR			
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31
Provide effective leadership, representation and service to residents and ratepayers	Satisfaction with decision-making, leadership and planning of elected members (Council)	80%	≥80%	≥80%	≥80%	≥80%
Monitor rates affordability and provide prudent, effective and efficient financial management	To stay within rates limits (\$ amount and year on year increase ≤4%)	\$26.5M 2.71%	28.3 3.93%	29.4 3.94%	30.5 3.99%	35.9* 3.42%*

* Average for 2024/25-2030/31

WHAT IT WILL COST & HOW WE WILL FUND COMMUNITY LEADERSHIP

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	1,045	1,108	1,127	1,171	1,210	1,263	1,273	1,292	1,322	1,373	1,330
Targeted rates	241	252	254	262	265	272	279	280	286	294	358
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	60	60	60	60	60	60	60	60	60	60
Internal charges and overheads recovered	0	205	0	0	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	1,286	1,625	1,441	1,493	1,535	1,595	1,612	1,632	1,668	1,727	1,748
Applications of operating funding											
Payments to staff and suppliers	(699)	(1,047)	(778)	(761)	(800)	(837)	(821)	(844)	(865)	(887)	(909)
Finance costs	(26)	(19)	(18)	(19)	(18)	(17)	(16)	(15)	(14)	(12)	(11)
Internal charges and overheads applied	(512)	(553)	(552)	(586)	(585)	(607)	(638)	(635)	(648)	(684)	(681)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(1,237)	(1,619)	(1,348)	(1,366)	(1,403)	(1,461)	(1,475)	(1,494)	(1,527)	(1,583)	(1,601)
SURPLUS (DEFICIT) OF OPERATING FUNDING	55	6	93	127	132	134	137	138	141	144	147
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(65)	85	(71)	(72)	(73)	(74)	(75)	(76)	(77)	(79)	(80)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	(65)	85	(71)	(72)	(73)	(74)	(75)	(76)	(77)	(79)	(80)

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WHAT IT WILL COST & HOW WE WILL FUND COMMUNITY LEADERSHIP

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to improve the level of service	0	(360)	0	0	0	0	0	0	0	0	0
Capital expenditure to replace existing assets	0	0	0	0	0	0	0	0	0	0	0
(Increase) decrease in reserves	8	31	42	8	5	5	6	6	6	6	6
(Increase) decrease of investments	2	238	(64)	(63)	(64)	(65)	(68)	(68)	(70)	(71)	(73)
TOTAL APPLICATIONS OF CAPITAL FUNDING	10	(91)	(22)	(55)	(59)	(60)	(62)	(62)	(64)	(65)	(67)
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(55)	(6)	(93)	(127)	(132)	(134)	(137)	(138)	(141)	(144)	(147)
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR COMMUNITY LEADERSHIP AND OUR DISTRICT OVERALL

WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Amalgamation/Boundary Changes

Council is assuming that the Clutha District will retain its existing boundaries, functions and status as a territorial authority during the life of this plan.



Should amalgamation with neighbouring authorities or significant boundary changes take place, this would significantly impact on all of this plan in its entirety.

Representation arrangements

Council assumes that the current structure of representation will not change significantly.



In general, any changes to representation arrangements will not have significant budgetary implications. However, there would be changes to rates based on electoral ward.

*Universal financial assumptions that also affect Community Leadership are included in the financial strategy section of this document.

LIVING AND WORKING IN CLUTHA

Our vision is that Clutha District is a great place to live, work, and play. Our Living & Working in Clutha Strategy outlines our priorities as we look to work towards this vision on behalf of the Clutha District.

The Clutha District Council sees promoting growth as a priority and believes there are opportunities out there to promote the district's potential as an attractive place to live, work, visit and invest. Overall, our district is in good shape, poised to make the most of our circumstances and opportunities. The Clutha District is growing, and our overall outlook is positive despite the unprecedented challenges that have come our way in recent times. We're very much open for business in terms of visiting and investing here, and there are great opportunities to live and work in Clutha. Council is intending to use what it has available to fully support our residents and ratepayers now, and into the future.

This Living and Working Strategy has been prepared by the Council to guide decision-making and our overall progress towards three key outcomes:

- Clutha has vibrant rural towns and communities
- Clutha is connected and collaborative, and
- Clutha has a healthy and sustainable environment.

These outcomes are tailored to achieve our goal to promote the economic, environmental, social and cultural well-being of our communities. We have identified seven priority work areas where Council has an important role to play. These relate to housing, business and workplace development, the environment, climate change, infrastructure, healthy safe communities, and culture and heritage. We have outlined the strategic elements associated with each of these priority areas.

The Living and Working Strategy has been created to describe, at the highest level, where we want the district to head, and how Council intends to work towards these objectives. Where there is existing strategic direction, this is also referenced below (for example, the Clutha District Infrastructure Strategy). Council also produces comprehensive plans to guide the implementation of these strategies (for example, Activity Management Plans are prepared every three years).

Although this strategy is intended to guide us over the next ten years, we will review it every three years as part of the Long Term Plan process. This will allow it to be updated to reflect the changing conditions and challenges we will undoubtedly face.



Graph: Clutha District Strategic Framework

PRIORITY AREA: INVESTMENT IN INFRASTRUCTURE

Council prepares infrastructure and financial strategies every three years, to outline our approach to infrastructure, and how we will pay for it. It includes information about how we are going to manage infrastructure, the main challenges we face, and based on current information, how we propose to address those challenges.

We're focused on maintaining our key infrastructure for residents and future generations, and enabling investment where benefits are clear. We will also look to facilitate growth where there is potential for this, to help achieve our goal of growing the population and the rating base. Council is focused on maintaining the affordability of its infrastructure.

Clutha District Draft Infrastructure Strategy, 2021/51

<p>Where we are now</p>	<p>Council maintains an extensive network of infrastructure in the Clutha District, particularly roading and water supply (a substantial portion of which exists to support our crucial primary sector). Urban water, sewerage and stormwater infrastructure supports our townships. Much of our infrastructure was constructed in the 1970s and 1980s (e.g., rural water schemes and many of our sewerage schemes), and many of these assets may need to be replaced or upgraded within the time frame of this strategy.</p>
<p>Where we want to be</p>	<p>Council's intent is to continue building on our existing asset base, whilst managing and maintaining key infrastructure for residents and future generations. In some instances, we will increase levels of service to meet compulsory requirements, such as increasing standards for sewage discharges and drinking water. Importantly, Council will also look at facilitating growth where there is potential for this to help achieve our goal of growing the population and the rating base.</p>
<p>How we are intending to get there</p>	<p>The 2021/51 Infrastructure Strategy identifies a set of principles, intended to achieve our overall infrastructure objectives:</p> <ol style="list-style-type: none"> 1. Plan for and be adaptive to growth and enable private infrastructure investment where beneficial to the community. 2. Continue to focus on maintaining the infrastructure we have already invested in, and prioritise investment in infrastructure that balances cost, risk, and service levels. 3. Keep rates affordability at the forefront of our actions and decisions, and work to keep rates increases at a low level. 4. Use our solid financial position and existing infrastructure as a platform to enable growth.
<p>How we will monitor progress</p>	<p>Improve the quality of information we have about our assets, so that we have an accurate estimate of their remaining lifespan. This relates to core infrastructure, as well as community assets such as halls and pools.</p> <p>We will measure compliance against appropriate standards (e.g., drinking water, roading).</p>
<p>Key documents</p>	<p>Infrastructure Strategy, Financial Strategy, Activity Management Plans, Clutha Destination Strategy</p>
<p>Long Term Plan levels of service</p>	<p>Our key investment priorities for new and existing infrastructure include:</p> <ul style="list-style-type: none"> • Facilitating growth – we will plan for and be adaptive to growth and enable private infrastructure investment where it will benefit our community's well-being. • Improving levels of service – we will prioritise investment in infrastructure that balances cost, risk and service levels. • Taking care of what we've got – we aim to have the funds needed to replace assets at the end of their economic life.

PRIORITY AREA: MORE QUALITY HOUSING

Council’s Strategic Direction for Housing was adopted in July 2020. It outlines why housing is of vital importance to the Clutha District. Quality, affordable housing underpins other Council priority areas such as business and workforce development, healthy safe communities, and climate change adaptation.

Quality housing is a key aspect of liveability in the Clutha District. Having the security of a home that is safe, warm, dry and affordable is a key foundation to the wellbeing of people. This in turn means that they can contribute to wider community outcomes helping the district to achieve its potential socially and economically

Strategic Direction for Housing in the Clutha District, July 2020

<p>Where we are now</p>	<p>The Clutha District’s housing is under pressure, with availability for both rental and ownership an issue. Demand for social housing is also growing. Migration patterns, an ageing population, and the increasing trend of one and two-person households also have implications for the types of housing that are and will be needed in the district. Leadership, coordination between agencies, and meeting relevant housing regulations are other issues facing the district.</p>
<p>Where we want to be</p>	<p>The Vision of Council’s Strategic Direction document is for “Good quality affordable housing that meets the needs of all Clutha District residents”. Its strategic outcomes include:</p> <ul style="list-style-type: none"> • A well-functioning, dynamic housing system with housing stakeholders working in coordination and/or partnership to grow our choice and availability of housing. • Homes are of good quality and resilient, where they are warm, dry and energy efficient. • Homes meet the needs of Clutha District residents. The needs of all segments of the population need to be understood, so that appropriate responses can be implemented. • A housing system that supports sustainable, resilient and connected communities.
<p>How we are intending to get there</p>	<p>The Strategic Direction for Housing identifies actions for each of the strategic outcomes listed above. This includes actions which relate directly to Council activities, such as its stock of community housing, or the District Plan review. It also includes actions which relate to Council’s role as a catalyst and facilitator within the community, and as an advocate at the regional and national level.</p>
<p>How we will monitor progress</p>	<p>Improve the quality of information we have about our assets, so that we have an accurate estimate of their remaining lifespan. This relates to core infrastructure, as well as community assets such as halls and pools. We will measure compliance against appropriate standards (e.g., drinking water, roading).</p>
<p>Key Documents</p>	<p>District Plan, Financial Contributions Policy, Proposed Development Contributions Policy (from 2022), Clutha District Housing Strategy, Strategic Direction for Housing in the Clutha District: Actions for Outcomes, Community Housing Activity Management Plan, Policy on Community Housing.</p>
<p>Long Term Plan levels of service</p>	<p>Council reviews the District Plan and rezones with a focus on facilitating infill and new housing developments. Provide warm and safe community housing.</p>

PRIORITY AREA: FILLING OUR JOBS

Actions that help to enhance economic growth are critical to the ongoing sustainability and liveability of the Clutha District. Key focus areas are to retain existing businesses, grow our workforce, and attract additional investment.

Future growth and sustainability for our district means putting economic and community development at the forefront of our actions and decisions

2021/31 Long Term Plan

<p>Where we are now</p>	<p>The Clutha District has a low unemployment rate compared to the New Zealand average, and primary production (food, fibre and forestry) accounts for nearly half of all economic activity in the district. Employers have historically found it difficult to attract permanent staff, despite the number and range of jobs available. As a result, our international workforce is important for some industries, and staff commuting to work in Clutha from outside the district is common. Clutha District Council has made some strategic investments to help stimulate additional economic activity – for example the Rosebank Industrial Estate.</p>
<p>Where we want to be</p>	<p>Council’s intent is to continue building on our existing asset base, whilst managing and maintaining key infrastructure for residents and future generations. In some instances, we will increase levels of service to meet compulsory requirements, such as increasing standards for sewage discharges and drinking water. Importantly, Council will also look at facilitating growth where there is potential for this to help achieve our goal of growing the population and the rating base.</p>
<p>How we are intending to get there</p>	<p>Council will support businesses and employers through a ‘business-friendly’ regulatory process. We will also form strong partnerships and collaborate with industry, Otago Regional Economic Development (ORED), Economic Development Agencies (EDA’s), and central government. A key role of Council is to provide supporting infrastructure which enables businesses to flourish.</p> <p>Specific programs related to this priority area include Clutha Jobs, Job Seeker Support, Jobbortunities, and Destination Marketing.</p>
<p>How we will monitor progress</p>	<p>GDP growth, GDP per capita, employment and labour productivity trends, business size growth, business confidence surveys, number of businesses exporting, visitor nights.</p>
<p>Key documents</p>	<p>Clutha Destination Strategy, 2021/31 Long Term Plan</p>
<p>Long Term Plan levels of service</p>	<p>Council funds and contracts out programmes to support business and workforce development, in line with the Living and Working in Clutha Strategy and other Council strategies.</p>

PRIORITY AREA: REDUCING OUR ENVIRONMENTAL FOOTPRINT

The physical environment influences nearly every aspect of life in the Clutha District. Many residents relate strongly to our rural environment, with its outdoor lifestyle and focus on agricultural production. Our farming heritage is an important part of our identity, and for many people, life is shaped around action and interaction with the environment. Reducing our environmental footprint underpins community well-being and is a priority towards making Clutha a great place to live, work, and play.

The District's land resource has formed the basis for primary production since the mid 19-th Century... [it] also contains outstanding natural features and landscapes, and areas of significant indigenous vegetation and significant habitats of indigenous fauna. Along with the rivers, lakes and spectacular coastline, these features comprise a valuable resource in terms of recreation and the growing tourism industry.

Clutha District Plan

Where we are now	<p>Although environmental stewardship is recognised as being vital to our wellbeing, this does not always come across strongly in our regulations and strategic direction. Council plays a key role to play through its:</p> <ul style="list-style-type: none"> • Regulatory functions (e.g. District Plan, Bylaws, Building Control), • Strategic direction (e.g. Our Place Plans), • Service delivery (e.g. solid waste management, wastewater treatment, management of pest species), and • Internal activities (e.g. environmental impact of operating vehicles and Council-owned assets).
Where we want to be	<p>We want to help create a district that plans for and cares about the future and works to enhance its natural and built environment. Through this Strategy, Clutha District Council has signaled its commitment to environmental sustainability, enhancement, and protection, and it will continue to take a leadership role to ensure that this commitment is met.</p>
How we are intending to get there	<p>Council's core activities include effective planning of infrastructure and efficient delivery of services, and these will be managed in a way that ensures the protection and enhancement of our environment. Focus areas include waste management, waste reduction, water conservation, enhancing and protecting habitats of local significance, and discharges to waterways. Council will also work closely with other stakeholders to improve environmental stewardship of the Clutha District. Local iwi, DOC, ORC, and community organisations will have their own activities they wish to progress, and where possible, Council will look to support these. Council will look to establish a partnership agreement with kā rūnaka ki Ōtāgo, and to give effect to the concept of Te Mana o te Wai which places the health and wellbeing of water bodies at the centre of water management practices.</p> <p>Other relevant Council-led initiatives include:</p> <ul style="list-style-type: none"> • The District Plan review – e.g., identifying and protecting habitats and landscapes of significance. • Support for the Enviroschools program and community groups involved in biodiversity activities – e.g., planting programs (urban & rural). • Supporting infrastructure for electric vehicles and active transport. • Improved procurement processes, reducing the environmental impact of Council's fleet and other assets (esp. reducing greenhouse gas emissions).
How we will monitor progress	<p>Monitoring discharges from Council's wastewater treatment plants, the number and extent of significant habitats which are protected by the District Plan, and the energy efficiency of Council assets and infrastructure.</p>
Key documents	<p>Infrastructure Strategy, Three Waters Activity Management Plan, Solid Waste Activity Management Plan and Waste Minimisation Plan, Clutha Destination Strategy.</p>
Long Term Plan levels of service	<ul style="list-style-type: none"> • Council reviews the District Plan and focuses on the protection of habitats and landscapes of significance. • Council works proactively with iwi and community groups. • Council provides a kerbside solid waste and recycling collection service.

PRIORITY AREA: ADAPTING TO CLIMATE CHANGE

The objective of Council’s Climate Change Leadership and Response Plan is to characterise the risks (particularly for Council infrastructure and functions) that are associated with climate change projections in the Clutha district, and identify how those risks will be managed. This work is critical to the delivery of all Council’s priority work areas, and to community well-being.

Adaptation to climate change is an absolutely necessary and ongoing process for decisions relating to infrastructure and urban development LGNZ, 2018

The impacts of climate change will have significant implications for the functions of local government in New Zealand Lawrence et.al, 2018.

Where we are now	<p>Adaption: The Climate Change Leadership and Response Plan was adopted in 2019. The first stage was completed in June 2020, with publication of ‘The impacts and implications of climate change for the Clutha District’ report. Subsequent stages are to:</p> <ul style="list-style-type: none"> • Quantify the risks to Council infrastructure and other community assets from the effects of climate change (June 2021). • Determine how Council will treat the risks associated with climate change. The outcomes will guide decisions on appropriate responses and plans (early 2022). <p>Mitigation: Council has participated in a regional level assessment, but more investigations are required to better understand current emissions, and potential methods to reduce them.</p>
Where we want to be	<ul style="list-style-type: none"> • A common understanding amongst Council staff, Councillors, and the community on the likely impacts and risks associated with climate change. • The ability to plan for changing land use opportunities and limitations, for both rural and residential activities. • Improved ability to manage risk, and to communicate with stakeholders about priorities. • A reduction in Council’s use of fossil fuels, and information to assist/encourage the community to do the same.
How we are intending to get there	<p>Once completed, the Climate Change Leadership and Response Plan will provide a solid platform (including a common understanding of likely risks) upon which future strategic decisions will be based. However, this work will not necessarily specify how any changes should be made, or the time frame for making them. Ongoing work will be required across all Council activity areas, to incorporate new information on impacts and risk into work programs and decision-making. Examples include:</p> <ol style="list-style-type: none"> 1. How will Council manage changing risks and potential loss of service levels (e.g. the loss of a coastal road)? 2. How can community expectations about levels of service be managed? 3. How should we deal with uncertainty? 4. How can Council work with communities to manage change?
How we will monitor progress	<p>Monitoring is likely to be qualitative, including observations of actions by Council and the wider community to reduce risk, or to take advantage of changing environmental conditions (e.g. changes in farming practices).</p>
Key documents	<p>District Plan, and reports completed as part of the Climate Change Leadership and Response Plan</p>
Long Term Plan levels of service	<ul style="list-style-type: none"> • Council reviews the District Plan with a focus on reducing existing risk and avoiding new risk. • Council implements a communication plan to disseminate new information, and to guide community engagement.

PRIORITY AREA: IMPROVING OUR COMMUNITIES HEALTH, SAFETY & WELL-BEING

Ensuring our communities are healthy and safe is a priority area for Council. Many of the activities and services provided by Council help to achieve this objective, and this priority area is closely linked to the other six priority areas, particularly quality affordable housing and investment in infrastructure.

Council provides community spaces and facilities throughout the district [to] provide for the health and well-being of our communities.

2021/31 Long Term Plan

<p>Where we are now</p>	<p>Clutha communities are known as caring and supportive, with a practical no nonsense approach to addressing any issues. We also have an excellent range of community facilities which have been built up over many decades. As a result, our communities are great places to live, work and play. However, a small population, together with increasing costs and modern-day expectations means that maintaining this way of life can be a challenge. Volunteers are increasingly stretched, and our population is aging. Drugs and alcohol can also cause issues, and we lack public transport options.</p> <p>Relevant activities include community facilities such as pools, social housing, halls, and recreational areas (either directly owned by Council or supported through grants). Council provides regulatory oversight in areas such as dog control, food standards, building standards, gambling, and noise control. Roads and other key infrastructure also help to keep our communities safe and connected.</p>
<p>Where we want to be</p>	<p>We want the Clutha District to be a place that supports and uses the talents and advantages of the whole community to achieve success and ensure wellbeing. We want to have a reputation as a safe place in which to live, work, play and visit. We believe that connectivity and access to health services should be a focus.</p>
<p>How we are intending to get there</p>	<p>Council will continue to engage with local communities, to determine the best way to deliver community facilities, services and infrastructure. We will do this through the 'Our Place' program, as well as other more regular consultation processes. Key questions include what are the priorities for each community? how should they be funded? and what is the desired level of service?</p> <p>We will look to achieve compliance with relevant legislation, bylaws, and policies through the provision of information, education, and enforcement.</p>
<p>How we will monitor progress</p>	<p>Compliance against relevant standards (e.g. drinking water, food premises, healthy homes standard). Policy and bylaw provisions are reviewed and are up to date.</p>
<p>Key documents</p>	<p>Activity Management Plans, District Plan, Dog Control Policy & Bylaw, Reserve Management Plans, Smokefree Policy, Community Funding Policy.</p>
<p>Long Term Plan levels of service</p>	<p>Council will:</p> <ul style="list-style-type: none"> • Provide, or support accessible and well-maintained facilities to increase levels of participation in active and passive recreation. • Fund, and work in partnership with external organisations to increase levels of participation in sport and recreation. • Work with Emergency Management Otago to build resilience and disaster preparedness for emergency situations. • Enforce bylaws and legislation to ensure dog owners and residents are aware of safety, protection, and etiquette around dogs. • Ensure that food premises comply with relevant legislation.

PRIORITY AREA: SUPPORTING CULTURE & HERITAGE

The preservation and celebration of cultural and heritage values is an important factor in terms of creating a great place to live, work and play. Local government can play an important role in ensuring that our communities are able to retain, interpret and express their own culture and heritage.

...heritage includes natural features and landscapes, indigenous vegetation and habitats of indigenous fauna... historic buildings, structures, precincts and streetscapes...the relationship of Maori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga, and sites of archaeological significance.

Clutha District Plan

Where we are now	Council supports a range of initiatives across the district, including community-led museums through annual operating grants, its own library network, providing community grants for various projects, and administering the Creative Communities Scheme. At the local level, community-led groups undertake valuable work to protect and ensure access to our culture and heritage.
Where we want to be	Our cultural and heritage values are visible, accessible, and celebrated widely. In particular: <ul style="list-style-type: none"> • Community stories, objects, and records from all cultures within our communities are accessible. • Modern innovative methods are used to showcase our culture and heritage to the district and beyond. • There is an increase in the number and diversity of initiatives to make our culture and heritage more visible across the district.
How we are intending to get there	<p>We will work proactively with owners of heritage buildings and sites to preserve the District's heritage. Examples include:</p> <ul style="list-style-type: none"> • A priority project identified in the Our Place Lawrence-Tuapeka Community Plan, for Council to take a range of measures to help protect and enhance historical buildings and other heritage items. • Council investment which encourages property owners to revitalise and re-purpose heritage buildings, through rates relief, street improvements and heritage grants. • Support to help property owners navigate council regulations, and to find new uses for old buildings. <p>We will incorporate local history and culture into renewal work on community facilities such as halls and public toilets.</p> <p>With local communities, we will develop a digital repository to share our heritage and culture, to better tell the stories of our past and present.</p> <p>We will review heritage provisions, processes, and schedules during the District Plan review (including the register of buildings, trees, and sites).</p> <p>We will work with stakeholders such as kā rūnaka ki Ōtāgo and the Historic Places Trust to better understand and protect heritage values.</p>
How we will monitor progress	<ul style="list-style-type: none"> • Monitoring of consents issued relating to renovation of historical buildings, and earthquake strengthening. • Amount of funding allocated to cultural and heritage groups through community grants. • Library visitor numbers, the use of physical and digital library collections, and the amount of material available through the digital repository.
Key documents	District Plan, Long Term Plan, Annual Plan.
Long Term Plan levels of service	<p>Council will:</p> <ul style="list-style-type: none"> • Provide a library service network. • Support programmes which enable access to information, lifelong learning, cultural expression, and celebration of heritage. • Where possible and appropriate, support the protection of heritage values. • Provide cemeteries throughout the district which meet community needs (including our growing cultural diversity). • Review and update the heritage components of the District Plan.

ECONOMIC & COMMUNITY DEVELOPMENT

Future growth and sustainability for our district means putting economic and community development at the forefront of our actions and decisions.

WHAT WE DO

Part of Council's leadership involves supporting the economy and communities through economic and community development functions.

The following functions and services are included in this activity group:

- Economic Development: leading and delivering activities that will support, sustain and grow the economy, including via the economic development agency – Clutha Development Incorporated and in implementing Council's Living and Working in Clutha Strategy.
- Destination marketing for the district, including being a Regional Tourism Organisation (RTO), provided via Clutha Development Inc.
- Community Development which involves providing support and facilitation for community-driven initiatives throughout the district, including implementing Council's Living and Working in Clutha Strategy via Community Plans.
- Youth development which involves part-funding the Clutha District Youth Development Programme, and providing coordination and support for the Clutha District Youth Council.
- Providing financial assistance through a range of community grants and funding schemes.

WHY WE DO IT

The Clutha District faces some significant challenges. We need be aware of the risks to our local economy, businesses and communities, and the opportunities that our challenges will bring. Council sees promoting growth as a priority and believes there are untapped opportunities to promote the district's potential as an attractive place to live, work and invest. Economic and community development are services that enable growth and positively impact on rates affordability.

Economic and Community Development primarily contributes to the outcomes: "Vibrant towns and communities" and "Connected and Collaborative."

SIGNIFICANT EFFECTS

There are no identified significant negative effects for this activity group.

MAINTAINING CURRENT LEVELS OF SERVICE

MAINTENANCE AND OPERATIONS

Council will continue to deliver economic development and destination marketing through contracted service providers. We will also continue to part-fund youth development services through contracted services and continue to support a Youth Council. Community development services will continue to remain 'in-house'.

IMPLEMENTATION OF THE LIVING AND WORKING IN CLUTHA STRATEGY

Council will continue to implement the Economic Development Strategy which includes regular reporting by Clutha Development Inc. of progress against the Strategy. In implementing the Economic Development Strategy there are consequential links to the Living and Working in Clutha Strategy, although the primary deliverer of that Strategy is Council. Council has required Clutha Development Inc. to have a particular focus on business and job support over the previous three years, in respect to Council funding through the Economic Development Strategy. This will also continue throughout the term of this Long Term Plan. Primary sector support will in the main continue to be supported through third party funding.

Destination Marketing will continue to be resourced through Clutha Development Inc. at approximately 1 Full-time Equivalent staff level.

Community Plans for Balclutha, Lawrence Milton, Waiholā and the Catlins will continue to be implemented. Kaitangata will be completed and implemented, and the following schedule of Community Plans will be completed and implemented during the term of this Long Term Plan:

- 2021/22: West Otago
- 2022/23: Clinton, Clutha Valley
- 2023/24: Coastal Communities.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

ECONOMIC DEVELOPMENT

Council has required its contractor Clutha Development Inc. to have a particular focus on business and job support in the past, and the Living and Working in Clutha Strategy includes a particular focus now on jobs and housing. Council funding for economic development will prioritise these elements in addition to business support. Support for the food, fibre, and forestry sector will be provided via business support, and in particular one-on-one support.

There is another \$400,000 contribution for 2021/2022 Destination Management from MBIE-STAPP funding, with Council providing funding of \$180,000. Over 2021/2022 Clutha Development will report back on the economic benefit of the Destination Management investment and Council will determine in subsequent Annual Plans if it will continue to invest. Destination Management is also intrinsically linked to the focus on jobs and housing, and marketing of the District will be a package, based on being attractive to visitors and prospective residents, with plentiful jobs and affordable, available housing.

COMMUNITY DEVELOPMENT

Council has confirmed funding for Youth Council initiative's of \$10,000 to continue the Methamphetamine Awareness campaign and \$7,000 to support Billboards and a "Not Even Once" campaign. In addition the Youth Council will be partnering with the Cancer Society on a Clutha District Fresh Air project.

WHAT WE'RE AIMING FOR

COMMUNITY OUTCOME: WE'RE CONNECTED AND COLLABORATIVE

KEY PRIORITY AREA: ALL AREAS

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31
Support the District's communities and economy through community planning facilitation and support	Percentage of programmed Our Place community plans completed	33%	100% ¹	100% ²	100% ³	100%

¹ Includes West Otago ² Includes Clinton & Clutha Valley ³ Includes Coastal Communities.

WHAT'S NOT IN THIS PLAN

Council recognises that promoting growth must be done in a sustainable way. The Living and Working in Clutha Strategy have been developed on the basis that Council supports initiatives to encourage investment in our district, subject generally to any initiative being at worst rates neutral.

When specific rates funding is required for any initiative or action that is not rates neutral, Council will determine additional funding depending on the business case presented through the annual planning process.

BE FOCUSING ON IN THIS PLAN:

- Implementing the Living & Working in Clutha Strategy.
- Completing and implementing Our Place Community plans.

BUDGETED ECONOMIC & COMMUNITY DEVELOPMENT FUNDING

ORGANISATION	DESCRIPTION	2021/22
Balclutha Golf Club	Reimbursement towards course water charges	\$2,000
Catlins Coast Inc	Funding towards the Catlins promotional material	\$6,500
Catlins Historical Society	For providing contracted information services in Owaka	\$22,471
Clutha Development	For contracted economic development services including \$180,000 for destination management	\$703,200
Clutha District Combined Museums	Funding towards operating costs for the 6 Clutha District Museums managed under the umbrella of Clutha District Combined Museums	\$60,840
Clutha District Emergency Services Trust	Funding towards the running costs of the Emergency Portacom Caravan	\$1,500
Clutha District Youth Council	Funding for Methamphetamine Awareness Campaign	\$17,000
Clutha Foundation	Funding towards operating costs	\$10,000
Clutha Gold Trail Maintenance Fund	Funding set aside for future maintenance requirements on the Clutha Gold Trail	\$27,221
Clutha Super Masters Games	Funding to support the annual Balclutha Masters Games	\$600
Community Swimming Pool Funding	Grants towards operating costs for various pools throughout the district	\$50,828
Fees Reimbursement Scheme	Scheme which provides for reimbursement of Council-related fees and charges to community groups and volunteers	\$30,890
Gore Womens Refuge	Funding to Gore Womens Refuge which provides support services in the Clutha District	\$8,807
Heartland Life Education	Sponsorship towards the charitable trust providing life education services to Clutha District Youth	\$5,236
Kaka Point Surf Life Saving Club	Funding for retaining lifeguard patrol services at Kaka Point	\$25,000
Lawrence Tuapeka Community Company	For providing contracted information services in Lawrence	\$55,800
Malcam Charitable Trust	For contracted youth development services	\$38,580
Mayors Taskforce for Youth	Support of youth and leadership in the Clutha District	\$11,293
Otago Museum	Funding levy for Otago Museum	\$124,440

BUDGETED ECONOMIC & COMMUNITY DEVELOPMENT FUNDING

ORGANISATION	DESCRIPTION	2021/22
Owaka Swimming Baths	Funding towards swimming pool refurbishments	\$195,000
Project Bruce	Funding towards the operating costs of Project Bruce	\$60,000
Property Rent Assistance	Scheme which reimburses community groups who lease Council land and buildings	\$8,622
SPARC Rural Travel Fund	Sport New Zealand Rural Travel Fund	\$9,500
Sport Clutha	Council portion of funding Sport Clutha coordination services	\$47,348
Tokomairiro Historical Society	For providing contracted information services in Milton	\$11,627
Tuapeka Community Health Inc	Reimbursement of fees and charges for Lawrence retirement housing project	\$20,518

WHAT IT WILL COST & HOW WE WILL FUND ECONOMIC AND COMMUNITY DEVELOPMENT

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	1,306	1,323	1,345	1,354	1,335	1,359	1,368	1,380	1,353	1,363	1,364
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	408	0	0	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	1,306	1,731	1,345	1,354	1,335	1,359	1,368	1,380	1,353	1,363	1,364
Applications of operating funding											
Payments to staff and suppliers	(1,466)	(1,891)	(1,194)	(1,196)	(1,166)	(1,168)	(1,171)	(1,183)	(1,154)	(1,156)	(1,159)
Finance costs	(24)	(15)	(19)	(18)	(18)	(17)	(16)	(15)	(15)	(14)	(13)
Internal charges and overheads applied	(103)	(124)	(112)	(120)	(119)	(124)	(130)	(130)	(132)	(140)	(139)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(1,593)	(2,030)	(1,325)	(1,334)	(1,303)	(1,309)	(1,317)	(1,328)	(1,301)	(1,310)	(1,311)
SURPLUS (DEFICIT) OF OPERATING FUNDING	(287)	(299)	20	20	32	50	51	52	52	53	53
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	261	273	(47)	(48)	(49)	(50)	(50)	(51)	(52)	(53)	(53)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	261	273	(47)	(48)	(49)	(50)	(50)	(51)	(52)	(53)	(53)

WHAT IT WILL COST & HOW WE WILL FUND ECONOMIC AND COMMUNITY DEVELOPMENT

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to replace existing assets	0	0	0	0	0	0	0	0	0	0	0
(Increase) decrease in reserves	26	26	27	28	17	0	0	0	0	0	0
(Increase) decrease of investments	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF CAPITAL FUNDING	26	26	27	28	17	0	(1)	(1)	0	0	0
SURPLUS (DEFICIT) OF CAPITAL FUNDING	287	299	(20)	(20)	(32)	(50)	(51)	(52)	(52)	(53)	(53)
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR ECONOMIC AND COMMUNITY DEVELOPMENT

WHAT WE HAVE ASSUMED

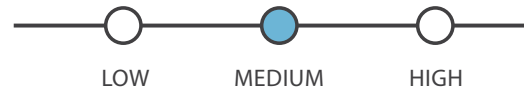
LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Current delivery of services

These budgets assume that the current method of delivery of services will continue, i.e. youth, economic and tourism development are contracted services.

It is assumed that community development will continue to be carried out in-house.



If this changes levels of funding and/or levels of service might be affected.

Funding for youth services

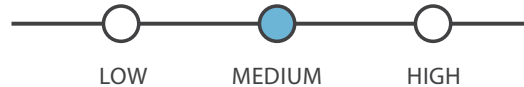
Council has assumed it will continue to partner with other funders and part-fund contracted services for youth development in current levels.



If availability of funding from other funders changes Council would need to review levels of funding and/or levels of service.

Funding for community grants

These budgets allow for grants and community contract services funding to continue at current levels.



Grants and community-contract services funding will be reviewed on a triennial basis as part of the development of the Long Term Plan. Continuation of funding will be considered on a case-by-case basis.

*Universal financial assumptions that also affect economic and community development are included in the financial strategy section of this document.

TRANSPORTATION

Transportation is a fundamental core service for Council. We have the third largest local roading network in the country.

WHAT WE DO

Within the Clutha District, roads are managed by two separate roading authorities. The Waka Kotahi New Zealand Transport Agency (Highway Network Operations) takes care of State Highways, while Clutha District Council maintains all other roads, known as local roads.

The Clutha District Council has the third largest local roading network in New Zealand, comprising 2,908km of local roads. Of this, 846km is sealed and 2,062km is unsealed. The roading network supports a resident population of around 17,250 people. Rural roads make up 95% of our network and form an important part of the export supply chain with the main land uses in the District being dairy, pastoral farming, forestry and horticulture. There are also key tourist routes through the District.

The roading assets administered by the Council include more than just roads. There are also footpaths, bridges, streetlights and other assets that are associated with transportation. The total depreciated replacement cost for Council's roading assets is \$923.6 million. The table (right) illustrates the main features of the roading network:

Transportation Asset Information

ASSET COMPONENT	QUANTITY	ASSET VALUE (\$MILLION)
Formation	24,004,019 m ²	581.3
Sealed Pavement Surface	846 km	5.8
Sealed Pavement Structure	846 km	147.4
Unsealed Pavement Structure	2,062 km	79.7
Drainage		23.5
Surface Water Channels	170,949 m	14.4
Footpaths (sealed + unsealed)	144 km	18.1
Signs/RRPM's/Markings/Railings		3.8
Edge Marker Posts	15,089 units	0.2
Street Lights	1,367 units	1.2
Minor Structures, Retaining Walls	4,082 m	2.5
Bridges and Major Culverts	360 units	45.9
TOTAL		\$923.6

SIGNIFICANT EFFECTS

Although the road network provides many important benefits to the community and is vital to enable trade, commerce and personal travel, there are a number of negative effects arising from both the construction and maintenance activities within the road corridor and its use by motor vehicles.

POTENTIAL SIGNIFICANT NEGATIVE EFFECT	CULTURAL	SOCIAL	ECONOMIC	ENVIRONMENTAL	OUR RESPONSE
Road and environment factors can contribute to crashes, particularly those that involve loss of control.	●	●	●	●	Continue to undertake improvement projects and target road safety safety promotion education.
Speed restrictions imposed at inappropriate locations causing speed limits to be ignored.	●	●	●	●	Set speed limits in accordance with Setting of Speed Limit Rules and regularly review.
Stock movement may result in traffic hazards and public nuisance, particularly if the Roding Bylaw – Stock Movement is not adhered to.	●	○	●	●	Monitor Roding Bylaw – Stock Movement to ensure appropriate movement of stock.
Economically, the cost of desired infrastructure may exceed the community's ability to pay.	○	●	●	○	Reassess roading programmes and expenditure and consult on Levels of Service through the LTP process. Utilise an Economic Network Plan to help target investment.
The impact of surface run off from roads that discharges into adjacent coastal or other waters or onto land.	●	●	●	●	Compliance with resource consents and Council's engineering standards and guidelines.
Dust nuisance from unsealed roads that don't have the traffic volumes to meet funding requirements for sealing.	●	●	●	●	Continue to allow semi-permanent and permanent sealing to be used as dust suppressants. This includes canvassing Waka Kotahi for funding assistance for seal extensions.
Potential impacts on customer satisfaction due to service failure/delays/responsiveness.	○	●	●	○	Monitor customer requests for service and report on these. Ensure customer complaints are resolved satisfactorily.

MAINTAINING CURRENT LEVELS OF SERVICE

MAINTENANCE AND OPERATIONS

The operation and maintenance of our roading assets follows a systematic and cyclical process, as shown in the graphic (right), and is delivered through a combination of in-house staff, and external consultants and contractors.

All of the regularly maintained roading assets in the district are in relatively good condition and routine maintenance is at a level that preserves this condition. The maintenance activity is relatively uniform throughout the year although winter may bring an increase in work.

RENEWALS AND REPLACEMENTS

Ongoing maintenance to unsealed roads:

Ongoing grading and maintenance metalling is planned for unsealed roads at current levels – i.e. maintain the status quo from previous years.

Reducing spending by reducing pavement rehabilitation and resealing work:

While sealed roads make up just over a quarter of the roading network, they are the most expensive part of it. In 2015 Council decided to reassess its approach to managing and investing in the roading network. This plan sees a continuation of this strategy for our sealed road network to 'sweat the asset'. This approach has been adopted by many road controlling authorities in New Zealand in response to reduced levels of funding. It promotes a lower level of renewals, which comes with the risk of long-term network deterioration and the need for a potential increase in reactive maintenance.

PROCESS FOR OPERATION & MAINTENANCE OF ROADING ASSETS



Council feels that its previous work program has reduced the likelihood of pavement failures to a manageable level, and that this risk is therefore something that it is willing to accept.

As a result, pavement rehabilitation work will continue at a lower level, along with a slight increase in maintenance levels, for a lower overall cost. The strategy to manage the risk of road failure includes ensuring Council has the ability to fund the local share required to reconstruct/strengthen up to 10 kilometres of road, should there be a sudden increase in localised traffic/loading or a failure that would require urgent pavement rehabilitation.

Maintaining a waterproof surface is essential to getting the most out of our roads. However, with stronger roads it is anticipated that average seal life will increase. We expect the average reseal life will extend from 14 years to 15 years. Given the current quality of our sealed roads Council is in

a good position to reduce the level of roading investment, especially roads with low traffic volumes. This approach will provide significant savings, especially for rural ratepayers. The trade-off will be that sealed roads won't be as smooth as they are now, and may look patchier, but will still be fit for purpose and safe to travel on.

However, Council recognises that this approach needs to be carefully considered and monitored. This approach assumes that the average lives of many of our roads will be substantially higher than national guidelines. More work will be needed over the short to medium term to confirm if this approach is sustainable in the longer term.

This approach has also assisted Council in transitioning to the required One Network Road Classification (ONRC) and the associated Customer Levels of Service (refer to the improvements and changes section for more information).

BRIDGES

Maintaining Council's bridge stock to a safe and appropriate standard has previously been identified by Council as one of its top 3 priority items within the roading area. Currently a large number of our 360 bridges are not capable of carrying 50 tonne (50max) vehicles. One of the Government's Policy Statement (GPS) objectives is improving freight connections to promote economic growth and productivity. As such Council's focus is for more of the network to be accessible to High Productivity Motor Vehicles (HPMV) particularly 50 MAX vehicles. Our 10-year bridge upgrade programme includes the replacement of 50 MAX vehicle restricted bridges and this will support both the GPS objectives, and Council's own strategic priority to promote economic growth in the district. It is also a key aspect towards making the network safer. The proviso for this approach is that the cost of accelerating the bridge upgrades will be co-funded by Waka Kotahi, with Council's share to be met from bridge depreciation reserves, so there would be no direct rates impact. Smaller bridge replacement works across the network will be assessed on a case by case basis, including consideration of the economic importance of the route, and access for the top end HPMV vehicles. For larger expensive items such as renewing major components of a bridge and total bridge replacements, Council's share is normally funded from its depreciation reserves.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

CENTRAL GOVERNMENT INVESTMENT PRIORITIES

The Government Policy Statement (GPS) on Land Transport 2021 builds on the direction set in GPS 2018, continuing the Government's commitment to safety within the transport system.

The GPS also priorities better travel options in towns and cities and supports investments for improving freight connectivity. By including Climate Change as a strategic priority, the GPS highlights the Government's commitment to reducing greenhouse gas emissions in the transport system.

Whilst a strong signal has been sent with the allocation of funding bands within the GPS i.e. expectations are that requests stay within the lower limit, Council has prepared a realistic "Business As Usual" budget, based on receiving a 65% financial assistance rate from Waka Kotahi during the ten years of this plan.

ALIGNING TO A NATIONALLY CONSISTENT LEVEL OF SERVICE

The One Network Road Classification (ONRC) is a joint initiative of Local Government New Zealand and the NZTA's Roading Efficiency Group (REG) to provide a nationally consistent framework to inform activity management planning, including choices about investments, maintenance and operations. The REG is a collaborative initiative by the road controlling

authorities of New Zealand, and was nominated by the government to carry out the recommendations of the broader Road Maintenance Task Force, which was established by the government in 2011, to identify opportunities to increase the effectiveness of road maintenance.

The ONRC initiative aims to standardise the road user experience nationally and to support consistent asset management across the country. It also aims to facilitate collaboration and prioritisation between organisations responsible for planning and service delivery for the national road network.

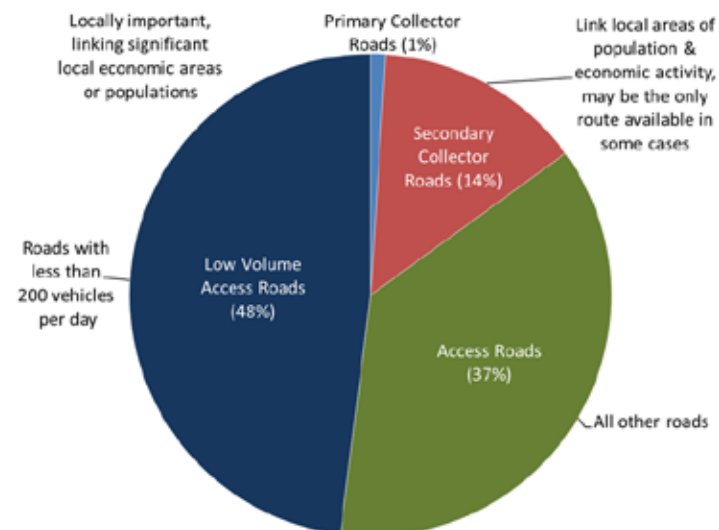
The classification promotes a customer focus, and investment decisions are based on whether the roads are fit for purpose and meeting the

needs of users. It is based around the principle that roads are fit for purpose in terms of where the road sits in the overall network of roads in New Zealand and how much traffic it carries.

The national adoption of the ONRC has allowed Council to work towards the standardisation of different levels of services for different assets on its network, depending on the demands placed on them. The distribution and characteristics of roads in the District according to the ONRC is shown in the graph below.

During 2021/24 Road Controlling Authorities are to align their respective ONRC road classifications with the newly development One Network Framework (ONF), with the 2024/27 Land Transport Programmes to be developed in this context.

Graph: Clutha District Roading Hierarchy - One Network Framework



ONGOING COMMITMENT TO IMPROVING THE SAFETY OF OUR NETWORK

Safety on the network is of paramount importance to our road users, and Council is well aware that the majority of crashes within the Clutha District occur on rural roads. Council will continue to actively target safety improvement opportunities to be incorporated within renewal and maintenance activities. This includes Council's Low Cost Low Risk projects programme which includes work such as intersection improvements, traction seals, visibility improvements, and qualifying stock underpasses.

An opportunity to improve the road environment along tourist routes has also been highlighted as an area of focus which will have benefits, both for safety and visitor experiences. Work will also continue to improve crossings and safety for pedestrians and cyclists in our towns. As the proportion of older residents within the District grows in coming years, this will become increasingly important. This also links with proposed improvements to Milton's main street.

Budgets to continue Road Safety Promotion education programmes in the district have also been included. We will continue to employ a local road safety coordinator to support a focus on road safety and support our

communities. All these road safety initiatives support the aims of the Waka Kotahi Road to Zero Road Safety Strategy.

MILTON MAIN STREET

Public feedback through the 'Our Place Milton Community Plan' and the Long Term Plan processes provided a strong message that Council should undertake work to improve the look of Milton's main street (Union Street). Another theme identified through the feedback was 'do it once and do it right'.

As such, Council has included \$5M for this project, with improvements intended to start from 2022 and continue through until 2024. Potential improvements include:

- Improvements to the Stewart Reserve
- Footpath resurfacing
- Improving the 3 main pedestrian crossings
- Improving the southern entrance
- Undergrounding of overhead power lines.

OTHER WORK

Other major items of work planned by Council over the duration of this plan to maintain its transportation assets, and to ensure the safety of its users is summarised in the table below:

Table: Other Major Items of Work Programmed 2021/31

Focus Area	Action	Time frame
Erosion Protection	• Address high risk sites where river erosion is threatening existing roads.	Ongoing
Unsealed Roads	• Provision of traction seals where existing problems are known.	Ongoing
	• Waka Kotahi Qualifying Urban & Rural Seal Extensions.	2022-2025
	• Continuation of 'ten year' programme of targeted semi-permanent seals for dust suppression.	Ongoing
Low Volume and Access Roads	• Investigate common factors associated with crashes on these roads and develop a programme of work to address them.	2021- 2024
	• Implement identified safety solutions.	2021- 2024
Townships	• Investigation into appropriate speeds and adequate pedestrian crossing facilities, particularly near schools.	2021- 2024
	• Implement speed and crossing solutions.	2021- 2024
Streetlights	• Infill LED luminaries following original retrofit.	2021- 2024
Signage	• Investigate locations for improved signage on low volume and low volume access roads. • Implement a programme of improvements.	2021- 2024
Footpaths	• Renewal of footpaths will continue to be undertaken in line with existing strategy, focusing on those in the worst condition.	Ongoing
Townships	• Consultation regarding improvements to Balclutha Bridge entrances.	Immediate
	• Seal extensions in areas that have experienced growth in terms of visitors, residential development or heavy traffic.	2021- 2024

BRIDGE IMPROVEMENTS

Maintaining Council's bridge stock to a safe and appropriate standard has previously been identified by Council as one of its top 3 priority items within the roading area. Currently a large number of our 360 bridges are not capable of carrying 50 tonne (50max) vehicles. One of the Government's Policy Statement (GPS) objectives to promote economic growth and productivity is to open

the entire network for greater use by High Productivity Motor Vehicles (HPMV).

Our 10-year bridge upgrade programme includes the replacement of 50MAX vehicle restricted bridges and this will support both the GPS objectives, and Council's own strategic priority to promote economic growth in the district. It is also a key aspect towards making the network safer.

The cost of accelerating the bridge

upgrades will be co-funded by the Waka Kotahi, with Council's share to be met from bridge depreciation reserves, so there would be no direct rates impact. However, if there are reductions in the amount of co-funding available from Waka Kotahi, Council may need to delay some bridge improvements.

SEAL EXTENSIONS

Council originally allocated just under \$2 million for sealing approximately 5.7 kilometres of gravel road, spread across 10 urban areas. This work will be funded through a fixed charge across all urban local roading rating areas. This is a change of position by Council, as since 2009 we have only sealed roads which qualified for funding assistance from the Waka Kotahi. This work is intended to address the negative impacts and environmental effects of traffic on some unsealed roads.

WHAT WE ARE PLANNING FOR TRANSPORTATION*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
310001 Balclutha Streetscape Stage 2		602								
310002 Milton Main Street Project		1,850	3,000							
300009 211 Unsealed Road Metalling	2,004	2,052	2,103	2,156	2,212	2,269	2,328	2,391	2,456	2,522
300010 212 Sealed Road Resurfacing	1,930	1,847	2,262	2,923	2,726	3,092	2,999	3,135	3,106	3,416
300011 213 Drainage Renewals	474	485	497	510	523	536	550	565	580	596
300012 214 Sealed Road Pavement Rehab	494	432	703	522	526	538	574	659	655	413
300013 215 Structures Replacements	666	682	699	716	735	754	774	795	816	838
300014 222 Traffic Services Renewals	277	284	291	298	306	314	322	331	340	349
300016 341 Improvements Projects	721	838	832	870	2,270	926	942	903	941	955
300025 212 SPR Sealed Road Resurfacing	271	271	271		242		69	24		32
300037 225 Footpath Upgrades/Renewals	441	452	463	474	487	499	512	526	541	555
300063 216 Bridge Renewals LR	2,320	961	773	1,162	1,150	1,606	1,532		679	
300061 Urban Seal Extensions		570	584	598						
300062 Rural Seal Extensions		360	369	378						

* Equal to or greater than \$50K

WHAT WE'RE AIMING FOR

COMMUNITY OUTCOME: WE'RE CONNECTED AND COLLABORATIVE

KEY PRIORITY AREA: INVESTMENT IN INFRASTRUCTURE

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31
Provide an effective and sustainable local roading network	Average quality of ride on the sealed road network (as per smooth travel exposure)	96%	≥96%	≥96%	≥96%	≥96%
	Percentage of the sealed local network that is resurfaced	6.2%	≥6.3%	≥6.7%	≥6.4%	≥6.5%
	% of customer service requests for roads and footpaths responded to within time frames	86%	≥95%	≥95%	≥95%	≥95%
Monitor safety and invest in improving the local roading network	Number of fatalities and serious injury crashes	9	≤10	≤10	≤10	≤10
FOOTPATHS						
Provide an effective and sustainable network of footpaths throughout the district	% footpaths that are in good, very good or new/near new condition [†]	92.9%	≥95.4%	≥96.6%	≥97.9%	100%
BRIDGES						
Provide a safe and economic network of bridges throughout the district	% of bridges on key routes that meet heavy vehicle (50 Max) safety requirements	90.3%	≥91.9%	≥92.2%	≥92.8%	≥94.7%

[†] Refers to sealed footpath condition standard ratings, where 1 is new or near new, 2 is very good, 3 is good, 4 is below average and 5 is poor.

WHAT IT WILL COST & HOW WE WILL FUND TRANSPORTATION

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	42	62	64	84	107	109	110	110	112	113	115
Targeted rates	8,231	7,622	7,756	7,335	8,345	9,047	8,834	8,944	9,153	9,211	9,331
Subsidies and grants for operating purposes	4,089	4,176	4,471	4,531	5,073	4,630	4,704	4,796	4,909	5,018	5,153
Fees, charges and targeted rates for water supply	832	841	865	890	916	942	968	978	1,005	1,033	1,061
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	13,194	12,701	13,156	12,840	14,441	14,728	14,616	14,828	15,179	15,375	15,660
Applications of operating funding											
Payments to staff and suppliers	(5,862)	(6,824)	(6,345)	(6,424)	(7,246)	(7,532)	(7,661)	(7,829)	(8,014)	(8,194)	(8,414)
Finance costs	(149)	(98)	(92)	(128)	(171)	(166)	(157)	(146)	(136)	(126)	(118)
Internal charges and overheads applied	(2,324)	(2,417)	(2,437)	(2,555)	(2,574)	(2,657)	(2,768)	(2,770)	(2,831)	(2,958)	(2,975)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(8,335)	(9,339)	(8,874)	(9,107)	(9,991)	(10,355)	(10,586)	(10,745)	(10,981)	(11,278)	(11,507)
SURPLUS (DEFICIT) OF OPERATING FUNDING	4,859	3,362	4,282	3,733	4,450	4,373	4,030	4,083	4,198	4,097	4,153
Sources of capital funding											
Subsidies and grants for capital expenditure	6,388	6,363	5,448	5,831	6,267	7,308	6,858	6,908	6,074	6,581	6,301
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(296)	(414)	2,358	2,820	(290)	(652)	(662)	(672)	(683)	(531)	(493)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	6,092	5,949	7,806	8,651	5,977	6,656	6,196	6,236	5,391	6,050	5,808

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WHAT IT WILL COST FOR TRANSPORTATION

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to improve the level of service	(592)	0	(3,382)	(3,953)	(976)	0	0	0	0	0	0
Capital expenditure to replace existing assets	(11,509)	(9,738)	(8,346)	(8,936)	(9,652)	(11,214)	(10,562)	(10,628)	(9,352)	(10,137)	(9,701)
(Increase) decrease in reserves	1,320	731	251	182	315	307	464	441	(98)	136	(104)
(Increase) decrease of investments	(170)	(304)	(611)	323	(115)	(122)	(128)	(132)	(139)	(146)	(156)
TOTAL APPLICATIONS OF CAPITAL FUNDING	(10,951)	(9,311)	(12,088)	(12,834)	(10,428)	(11,029)	(10,226)	(10,319)	(9,589)	(10,147)	(9,961)
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(4,859)	(3,362)	(4,282)	(3,733)	(4,451)	(4,373)	(4,030)	(4,083)	(4,198)	(4,097)	(4,153)
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR TRANSPORTATION*

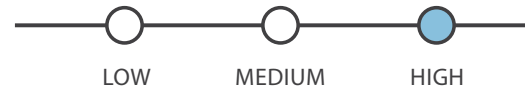
WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Roading maintenance contract renewal

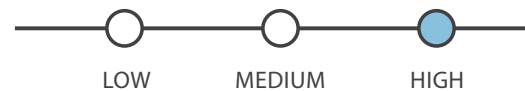
Roading budgets assume the price for the Maintenance and Operations 5-year contract will not exceed current expectations.



Operating and maintenance expenditure forecasts for 2022/23 onwards would be lower than required and work would have to be reprioritised or additional funding sought.

Waka Kotahi NZ Transport Agency Co-Funding

Based on representation and advice from Waka Kotahi, Council will receive a financial assistance rate of 65% for the 2021/24 period and this has been assumed for the ten year life of this plan.



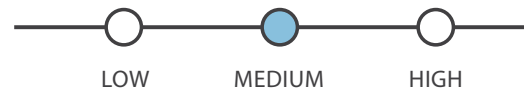
While Waka Kotahi funding will not be confirmed until after the adoption of this plan, we have received information that there will be approval of a \$42.7M programme for the 2021/24 period. This is a 15% increase on the 2018/21 programme, but 13% less than the \$48.9M requested. Council acknowledges Waka Kotahi's drop in income due to the impacts of Covid-19, and this has impacted on the level of funding available in the 2021/24 period.

Work programmes, levels of service and rates for roading will continually reviewed through annual plan and long term plan updates.

This plan assumes that Waka Kotahi's availability of funding will resume (increase) in years 4 to 10 of this plan.

One Road Network Classification

The levels of service currently provided will continue to be measured against those of the ONRC and it is predicted that for the foreseeable future, changes may be required. There is some uncertainty around how this will affect funding levels outside year 4 (from 2024/27 onwards), particularly as the ONF develops. It is anticipated that further assessments against the ONRC and forthcoming ONF through 2021/24 will reduce this uncertainty.



If the expected levels of service significantly increase or are above those supported by the ONRC/ONF Waka Kotahi, then such higher levels of service may have to be 100% funded by Council, which has not been budgeted for.

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

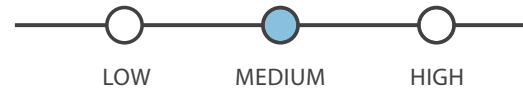
KEY PLANNING ASSUMPTIONS FOR TRANSPORTATION*

WHAT WE HAVE ASSUMED

Useful lives of roading assets

The remaining life details in the Roothing Asset Management System (RAMM) and Clutha's deterioration modelling system (dTIMS) databases are accurate. These include built in assumptions that the number, weight and configuration of future HCVs will not change markedly from what is currently being seen and that HPMVs will be limited in where they can travel. It is assumed that budgets at the revised requested levels to Waka Kotahi will mean that the remaining lives of assets (design life for top surface is currently 15 years, design life for rehabs is currently 80 years) will be exceeded. This includes the decision to try to extend the lives of sealed roads through a reduction in annual renewals and a stronger focus on maintenance such as improved drainage.

LEVEL OF UNCERTAINTY

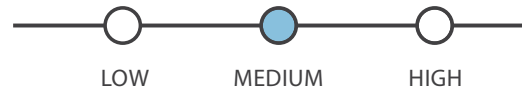


WHAT WOULD HAPPEN IF THIS CHANGED

If remaining lives are shorter than predicted then renewals would have to be undertaken more frequently, impacting on capital renewals budgets. If budgets are not available, focus will be on keeping top surface water resistant, with money concentrated on reseals rather than rehabs. If additional funding is required but not available for rehabilitations this will either result in increased maintenance or providing a lower level of service.

Impacts of climate change on roading

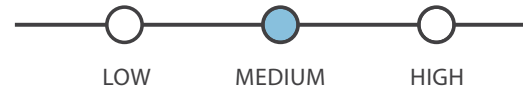
Climate change is expected to cause sea-level rise and increased frequency of storm events. Sea level changes are not expected to have an impact on roading assets during the life of this plan. However increased storm events and associated flooding are expected to increase the risk of road closures and failure at culverts and bridges.



If repairs of the roading network as a result of extreme weather events exceed the available budgets, this may affect priorities for other roading projects.

Impact of natural disasters

In terms of costs of natural disasters, it is assumed that Council's Emergency Fund would cover Council's share for the repair/ replacement of roading assets.



Depending upon the scale and cost of the emergency some assets either won't be replaced/ repaired or will take longer to replace/repair. If roads are disrupted for a period of time this can have significant flow on effects for users.

Volatility of oil based supplies

Recent history suggests that oil prices will remain volatile for the foreseeable future, but are likely to be lower than the last six years.



Historically, work programmes have been adjusted accordingly to account for price variability in oil based supplies. This approach is assumed to be sustainable over the next ten years.

*Universal financial assumptions that also affect Roothing are included in the financial strategy section of this document.

WATER SUPPLY

There are 22 water schemes that deliver water to 15 towns and more than 2,000 rural properties throughout the district, providing water for household consumption and stock water.

WHAT WE DO

Council supplies water via a number of urban and rural water supply schemes, with approximately a third of the water produced being for domestic consumption and the balance being largely used for stock water.

Council's water supplies include:

Six urban water supplies servicing Balclutha, Kaitangata, Lawrence, Milton, Owaka and Tapanui. With the exception of Owaka (which is a restricted supply), they provide an on-demand supply of potable water for domestic, commercial and industrial use within each scheme area.

Eleven rural water schemes which primarily provide drinking water for stock. These are Balmoral 1,

Balmoral 2, Clydevale-Pomahaka, Glenkenich, Moa Flat, North Bruce, Richardson, South Bruce, Tuapeka, Waipahi and Wangaloa. All schemes other than Waipahi also provide water for domestic consumption. Five smaller communities and townships are provided water in bulk from rural water schemes. These townships are Clinton (Clydevale-Pomahaka), Kaka Point (Richardson), Waihola (North Bruce), Benhar (South Bruce/Stirling Treatment Plant), and Stirling (South Bruce/Stirling Treatment Plant). Most of these communities have restricted supplies to consumers, except for Benhar and Stirling which are both on-demand schemes and Stirling is also universally metered.

WHY WE DO IT

Water is one of our most important assets - our residents, industry, businesses and farms depend on it. The supply of safe and affordable water provides for public health as well as enabling high levels of productivity and providing security for our District's agriculture-based economy. Water is considered a core service for local government.

Water supply primarily contributes to the outcomes of "Vibrant rural towns and communities and "Healthy safe environment". It supports our priorities for investing in infrastructure, improved environmental footprint, healthy safe communities, adapting to climate change and quality housing.

Our approach will be to (a) invest to a level to meet regulatory requirements as a minimum standard, and (b) provide a level of infrastructure to meet present and future needs, that will allow the ability to be responsive to growth opportunities.

Water Asset Information

ASSET COMPONENT	ASSET VALUE*	POPULATION SERVED [±]	PROPERTIES SERVICED
Schemes: 22	\$72.9 million	15,515 (84% of the district's population).	7,735
Reticulation: 2,476km			
Pump Stations: 35			
Reservoirs: 60			
Treatment Plants: 16			

*Depreciated replacement value (2020).

[±]Includes full and half rated properties

CHANGES AHEAD FOR THREE WATERS

Water is the lifeblood for our way of life, for our people, environment and economy. Wastewater and stormwater also play crucial parts. Combined these key services are referred to as Three-Waters.

Just under two-thirds (12,000) of Clutha District's residents drink water from one of the 22 schemes currently taken care of by CDC.

Half of these schemes service our towns in Balclutha, Clinton, Milton, Benhar, Kaitangata, Lawrence, Stirling, Tapanui, Clinton, Owaka and Waihola.

The rest are rural schemes that cover just about every other part of the district. They supply drinking water to people in these areas, and water to their businesses. Importantly, they are the backbone of our agricultural sector.

The combined extent of what we have here is also a point of difference and we have one of the longest networks of pipelines in NZ.

A 2016 campylobacter outbreak in Havelock North made over 5,000 people ill and was linked to three deaths. The inquiry into the outbreak concluded New Zealand's drinking water regulatory system was failing to provide necessary assurances that drinking water across the country is safe and reliable.

In 2019 Cabinet agreed to create a new water services regulator called Taumata Arowai. One of its roles is to enforce drinking water standards nationally. Its premise is that councils have the funding and support to get the balance right.

Council has signed a memorandum of understanding with Central Government and is taking part in the exploration of future service delivery options for water, sewerage and stormwater. The Government expects to make substantive decisions later in 2021.

Councils will be asked to consult with their communities in late 2021 as to whether they should join one of the new

service delivery entities. We expect to consult with the community separately to this Long Term Plan in late 2021 once Central Government has made a decision and more facts are available.

For councils that participate in the reforms, the transfer of responsibilities and assets is likely to occur 2023/2024 onwards.

Our community needs three waters services regardless of whether Council delivers or not. On this basis we have included three waters in our financial and infrastructure strategies, including the Greenfield proposal, to present the community with a complete and accurate set of financial information for the medium-term and long-term financial impost. This has been considered as critical in our key assumptions.

For more information on the Government reforms visit www.dia.govt.nz/three-waters-reforms-programme.

DELIVERING OUR CAPITAL PROGRAMME

We're proposing an increase in capital expenditure, particularly in our Three Waters activity area. We will need to do things differently and increase our capacity to be successful.

Council has been gearing up towards delivering on our programme by:

- Engaging contractors early and securing multi-year contracts. This gives us a head start on future years. We intend to 'work ahead' and continue to secure contracts in advance of the work where possible.
- Increasing our internal project management resources to deliver our proposed projects.
- Looking at alternative contract arrangements to secure contractor resource such as design build and negotiated contracts.
- Securing new wastewater discharge consents for Balclutha, Waihola and Clinton during 2021 will mean these projects can commence for these upgrades over the next 3 years.

- Attracting contractors from outside the district for several multi-million dollar projects over the next three years. This will increase the resources available to us for the large projects and will mean that a higher proportion of the value of our capital programme can be delivered by the same number of staff.
- Increasing the use of external consultants where specialist advice is needed. We already do this for roading project delivery and have begun this for the design and delivery of key wastewater and water projects.

From a financial perspective Council will only borrow for a project once there is certainty it can be delivered, so finance costs will only apply once the debt is incurred and the rates impacts of these projects is linked to depreciation on the new assets over future years upon completion.

If we are unable to meet our planned timeframes, either due to an inability to obtain contractors or obtain contracts at prices that we have budgeted for, the likely outcome is that outages and failures will occur more regularly in the three waters network impacting on the levels of service and likely increase repairs and maintenance costs needed to keep aging equipment operational and emergency costs for failure events. The Council and community will also be faced with increased legal risk from potential resource consent breaches and failure to meet the new compulsory drinking water standards.

SIGNIFICANT EFFECTS

As for any natural resource use, there are a range of effects which can be associated with the abstraction of water from rivers and streams for the purpose of water supply, and Council endeavours to mitigate these effects through the adoption of appropriate strategies.

At the same time, the health and economy of the district depends on adequate supplies of safe water being available for stock, commercial, industrial and domestic consumption – any negative effects of water abstraction need to be kept in perspective with the positive benefits that they provide.

POTENTIAL SIGNIFICANT NEGATIVE EFFECT					OUR RESPONSE
	CULTURAL	SOCIAL	ECONOMIC	ENVIRONMENTAL	
Potential contamination of raw water supply	●	●	●	●	Emergency response plans, operation procedures and monitoring of raw water supply. Ensuring Water Safety Plans are in place and implemented.
Drinking water not meeting NZ Drinking Water Standards 2005(2018)	○	●	●	○	Implement Water Safety Plans and continue to improve water treatment (as per capital improvements programme).
Discharges of backwash water from treatment plants	●	●	●	●	Compliance with resource consents.
Effects on river ecology caused by extraction during low flows	●	○	○	●	Ensure compliance with resource consents, including minimum flows.
Inadequate pressure and flow in urban reticulated areas to fight fires	●	●	●	●	Make improvements as required, to ensure compliance with resource consent conditions.
Insufficient water supplies during times of low rainfall	○	●	●	●	Ensure security of supply and ensure there is sufficient reservoir/back up storage capacity.
Insufficient water supply to allow for potential growth	○	●	●	○	Enabling growth in areas where it can be economically and feasibly supported and managing demand where water supply is insufficient.
Health and safety risks associated with the operation, maintenance, or construction of water infrastructure	○	●	●	○	Ensure compliance with legislation and health & safety management plans.
Potential impacts on customer satisfaction due to service failure/delays/responsiveness	○	●	●	○	Monitor customer requests for service and report on these. Ensure customer complaints are resolved satisfactorily.

MAINTAINING CURRENT LEVELS OF SERVICE

MAINTENANCE AND OPERATIONS

All of Council's water supplies are operated under the Water Services Operations and Maintenance contract. The contractor is responsible for the day-to-day management and operations of the network. There is some provision for smaller contractors to be engaged where required, for example the construction and operation of sewage treatment plant upgrades. Professional services are engaged on a case-by case basis.

RENEWALS AND REPLACEMENTS

Water Safety Plans for each of our water supplies help identify forward works projects, helping to use a risk-based approach to addressing public health-related issues associated with our water supply. A number of health and continuity of service-related renewals are planned.

Generally, most of the water supply assets are in good condition. A schedule of renewals is programmed for all schemes. The more significant renewals required over the next ten years include:

PRIORITY PIPELINE RENEWALS (RURAL AND URBAN)

With the majority of 3 waters reticulation assets being located underground, it is difficult and expensive to identify the exact timing for renewal. We rely on age data and theoretical useful lives of pipe for renewals programming as these are simple and accessible parameters. Replacement of assets (referred to as renewals) is necessary to maintain a reliable, consistent level of service to the community. The goal of a renewals programme is to correctly time replacement of assets to minimise their risk of failure and to maximise cost avoidance from

increasing repairs. Maintenance history of breaks for over 15 years has been captured and along with the criticality of the asset is used as a main driver for renewals. A programme of renewals has been set based on these factors for various pipelines.

BALCLUTHA TREATMENT PLANT INTAKE UPGRADE

The current intake for the Balclutha water treatment plant requires significant upgrades to improve access to maintenance and reduce risks to the structure due to flooding. This project will provide a safer more resilient structure to address these issues.

MILTON CONCRETE PIPELINE RENEWALS

Milton concrete pipeline renewals
Concrete pipelines have been identified as a major cause of water loss in the Milton Urban water supply scheme. The concrete pipelines have rubber ring joints every 1.8 metres that have been failing, causing leaks. Milton currently has one of the highest water loss rates in the district and this replacement programme scheduled for the next three years will address this issue.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

GREENFIELD/CLUTHA RIVER WATER SCHEME

Compliance with the NZ Drinking Water Standards is a legal requirement. Council also has responsibility to keep rates as low as possible to support the economic well-being of the community. The level of treatment necessary is dependent on the quality of the water source. A larger and safer water source from a Clutha river borefield at Greenfield with a single treatment plant is proposed. This would provide water to three rural water schemes and Lawrence.

WATER LOSS MANAGEMENT

Council has completed a water balance assessment across all water supply schemes. This work has also confirmed that additional metering is needed to be able to manage our networks more sustainably. This will help identify areas with greater losses for leak detection work and where accelerated capital upgrades would mean we can better manage and reduce leakages.

RESERVOIR RENEWALS

Several treated water reservoirs have been identified as needing replacement due to their condition. As part of this process an investigation was undertaken to look at increasing the storage of these reservoirs. An increase in capacity to provide a minimum of 24 hours storage will be implemented to decrease downtime following network or treatment plant outages and increase network resilience.

MILTON WAIHOLA PIPELINE

Water is a core service provided by Council and the current set-up is limiting growth in the Waihola/Milburn area, which has strong residential and industrial development potential. North Bruce is one of our key rural water schemes and also supplies water for this area, including the Waihola township. However, the scheme is fully subscribed meaning there's no capacity to support growth in this area. Council has allocated \$3.5 million to construct a 15.5km pipeline and to upgrade pumps, which would allow about a third of current customers to shift off the rural scheme (freeing up space) and connect to the Milton urban water supply instead. The new pipeline will also support Council's vision to encourage growth in the district. Milton's water treatment plant is the most modern in the district and is able to support more customer connections. This project is expected to commence in 2021.

WHAT WE ARE PLANNING FOR URBAN WATER*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Growth										
350019 Milton to Waihola pipeline	500	2,505	1,634							
351049 Balclutha Reservoir Storage Upgrade						361				
351055 Kaitangata Network Installation Prawl Street			109							
351061 Milton Treatment Plant Upgrade			109	1,854						
351062 New Treatment Plant for Milburn Industry					238	2,452	4,485	540	854	440
Levels of Service Improvements										
350008 Milton Water Treatment Plant Improvements	260									
350009 Tapanui Backwash Upgrade	180									
351028 Clinton Township Pipeline Renewals			142							
351046 Linking Balclutha North and Stirling Reticulation			817							
351047 Balclutha Residential Water Metering				343	355	365	378	391	404	416
351050 Balclutha Treatment Plant Upgrade	150		708							
351051 Balclutha Treatment Plant Pump Upgrade			131							
351054 Clinton Reservoir Upgrade				282						
351057 Kaitangata Treatment Plant Upgrade		421								
351058 Milton Residential Water Metering				157	163	168	173	179	185	191
351063 Milton Treatment Plant Improvements	50									
351064 Milton Manganese Reduction				366						
351066 Owaka Reservoir Upgrade			142							
351067 Tapanui Residential Water Metering			499							
351070 Lawrence Residential Water Metering				57	59	61	63	65	67	69
351074 Benhar township residential water metering	56									

* Equal to or greater than \$50K

WHAT WE ARE PLANNING FOR URBAN WATER*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Level of Service Improvements continued										
351078 Water Loss Reduction Programme	71	41		89						
351079 Investigation/Inspection of Backflow Devices	51									
361100 Kaitangata township residential water metering				57	60	61	63	66	68	70
351044 Small town water metering	60	63								
360065 Stirling Township Reservoir Storage Upgrade	300									
Renewals										
351000 Balclutha Cast Iron Renewal Programme		484		1,443	840	1,394				
351003 Balclutha Pipeline Renewals Programme		168								
351007 Lawrence Pipeline Renewals Programme			54							
351008 Milton Pipeline Renewals Programme	373									
351010 Tapanui Pipeline Renewals Programme		147								
351012 Balclutha Treatment Plant Renewals Programme						60				
351016 Lawrence Treatment Plant Renewals Programme		79								
351022 Waihola Reservoir Renewals Programme	110	316	279							
351023 Kaka Point Reservoir Renewals Programme			272							
351045 Reconfigure Water Meter Takes	84									
351048 Balclutha Pipe Renewals				541			514	691	589	

* Equal to or greater than \$50K

WHAT WE ARE PLANNING FOR URBAN WATER*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Renewals continued										
351052 Balclutha Treatment Plant Replacements									33	
351053 Clinton Pipeline Renewals									186	
351056 Kaitangata Water Supply Pipeline Renewals			191		537		522			507
351059 Milton Concrete Pipeline Renewals	600	632	664							
351060 Milton AC Pipeline Renewals				541	1,564					
351065 Membrane Replacement								450		
351068 Tapanui AC pipeline Renewals		384		316		379	634			
351071 Lawrence AC Pipeline Renewals			403							
351072 Lawrence Cast Iron Pipeline Renewal										164
351073 Lawrence Irvine St/Waipori Rd Extension			294							

* Equal to or greater than \$50K

WHAT WE ARE PLANNING FOR RURAL WATER*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Level of Service Improvements										
360055 North Bruce Water Treatment Plant Upgrade	866									
361045 Moa Flat Water Treatment Plant Upgrade	766									
361090 Pomahaka Main Reservoir Upgrade			327							
361092 Clydevale Bore Security Improvements		158								
361094 Water Loss Reduction Programme - Glenkenich				154						
361097 Glenkenich Main Reservoir Upgrade										411
361105 Water Loss Reduction Programme - Moa Flat					78					
361111 Water Loss Reduction Programme - North Bruce			108							
361113 North Bruce Reservoir Upgrade		527								
361118 Water Loss Reduction Programme - Richardson Sth					127					
361119 Water Loss Reduction Programme - Richardson Nth					168					
361121 Puerua Main Reservoir Upgrade		527								
361124 Puerua Treatment Plant Improvements - Taste			272							
361125 Puerua Treatment Plant Improvements - Filter	150									
361128 Water Loss Reduction Programme - South Bruce	88									
361129 South Bruce Main Reservoir Upgrade	300									
361134 Water Loss Reduction Programme - Tuapeka East					146					
361135 Water Loss Reduction Programme - Tuapeka West					145					
361139 Mt Stuart Reservoir Upgrade		137								
361140 Tuapeka West Heathcote Reservoir Upgrade				147						
361141 Tuapeka West Glenayr Reservoir Upgrade				113						
361142 Tuapeka West Cockleshell Reservoir Upgrade		263								
361143 Tuapeka East Breakneck Reservoir Upgrade		316								

* Equal to or greater than \$50K

WHAT WE ARE PLANNING FOR RURAL WATER*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Level of Service Improvements Continued										
361146 Wangaloa Reservoir Upgrade			142							
361147 Water Loss Reduction Programme Balmoral 1					78					
361148 Water Loss Reduction Programme Balmoral 2					160					
361151 Water Loss Reduction Programme Waipahi					66					
361152 Waipahi Reservoir Upgrade		263								
361156 New Greenfield Water Supply		1,053	6,534	6,954						
361157 Districtwide SCADA Improvements	300									
361085 Water Loss Reduction Programme Clydevale	140									
Renewals										
360002 Balmoral 1 Cairn Road Reservoir Tank Renewal	250									
360004 Kaitangata Treatment Plant Renewals Programme			93							
360012 Kaitangata Pipeline Renewals Programme	211									
360015 Kaitangata Treatment Plant Intake Renewal		981								
360021 Clydevale Pomahaka Water Network Renewals	73									
360053 North Bruce Booster Pump Station Renewal	76									
360062 Richardson Treatment Plant Renewals	44									

* Equal to or greater than \$50K

WHAT WE ARE PLANNING FOR RURAL WATER*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Renewals Continued										
361010 Balmoral Priority Pipeline Renewals		137					398			363
361020 Clydevale Pomahaka Network Renewals		111								
361024 Glenkenich Pipeline Renewals	316		237							
361038 Moa Flat Pipeline Renewals			316	293						
361040 Moa Flat Pipeline Renewals			316		303					
361049 Moa Flat Treatment Plant Reservoir Renewals	300									
361063 Richardson Reservoir Assessment & Renewals			142							
361064 Richardson Moffat Road Reservoir Renewals			142							
361069 South Bruce Rural Water Network Renewals	160									
361075 Tuapeka West Pipeline Renewals						337		231		
361078 Glenkenich WTP Renewal	1,929									
361088 Clydevale Pomahaka Pipeline Renewals	90						298		319	
361136 Tuapeka East Network Renewals								308		

* Equal to or greater than \$50K

WHAT WE'RE AIMING FOR

COMMUNITY OUTCOME: VIBRANT RURAL TOWNS AND COMMUNITIES

KEY PRIORITY AREA: (1) INVESTMENT IN INFRASTRUCTURE (2) HEALTHY SAFE COMMUNITIES

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31	
Water from Council urban supplies is safe to drink	Compliance with the NZDW Standards for bacteriological compliance	79%	100%	100%	100%	100%	
	Compliance with the NZDW Standards protozoal compliance	16%	≥95%	≥98%	100%	100%	
Urban supplies provide a continuous and reliable source of water to consumers	Number of drinking water complaints (Requests for Service) per 1000 connections about:	Clarity	8	≤17	≤17	≤17	≤17
		Taste	1	≤3	≤3	≤3	≤3
		Odour	1	≤2	≤2	≤2	≤2
		Pressure	6	≤5	≤5	≤5	≤5
		Continuity	20	≤30	≤30	≤30	≤30
		Council's response to any of these issues	25	≤14	≤14	≤14	≤13
	Average consumption of drinking water per resident per day (litres per day)	535	≤650	≤650	≤650	≤650	
Urban water schemes are managed efficiently and effectively	Median response time (in hours) from when Council receives notification about a fault or unplanned interruption to its network reticulation system to the time personnel reach the site	Urgent	4 hours	≤2 hours	≤2 hours	≤2 hours	≤2 hours
		Non-urgent	24 hours	≤24 hours	≤24 hours	≤24 hours	≤24 hours
	Median response time (in hours) from when Council receives notification about a fault or unplanned interruption to its network reticulation system to the time personnel confirm resolution	Urgent	21 hours	≤12 hours	≤12 hours	≤12 hours	≤12 hours
		Non-urgent	62 hours	≤48 hours	≤48 hours	≤48 hours	≤48 hours
Percentage of real water loss from Council's reticulation system (%)		36%	≤29%	≤29%	≤28%	≤27%	

WHAT WE'RE AIMING FOR

COMMUNITY OUTCOME: VIBRANT RURAL TOWNS AND COMMUNITIES

KEY PRIORITY AREA: (1) INVESTMENT IN INFRASTRUCTURE (2) HEALTHY SAFE COMMUNITIES

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31	
Water from Council rural schemes is safe to drink	Compliance with the NZDW Standards for bacteriological compliance	36%	80%	94%	94%	100%	
	Compliance with the NZDW Standards protozoal compliance	0%	≥18%	≥66%	≥75%	100%	
Rural schemes provide a continuous and reliable source of water to consumers	Number of drinking water complaints (requests for service) per 1,000 connections about:	Clarity	19	≤12	≤12	≤12	≤12
		Taste	1	≤5	≤5	≤5	≤5
		Odour	7	≤3	≤3	≤3	≤3
		Pressure	87	≤200	≤200	≤200	≤200
		Continuity	573	≤200	≤200	≤200	≤200
		Council's response to any of these issues	22	≤14	≤14	≤14	≤14
Rural schemes are managed efficiently and effectively	Median response time (in hours) from when Council receives notification about a fault or unplanned interruption to its network reticulation system to the time personnel reach the site:	Urgent	19 hours	≤4 hours	≤4 hours	≤4 hours	≤4 hours
		Non-urgent	24 hours	≤24 hours	≤24 hours	≤24 hours	≤24 hours
	Median response time (in hours) from when Council receives notification about a fault or unplanned interruption to its network reticulation system to the time personnel confirm resolution:	Urgent	43 hours	≤12	≤12	≤12	≤12
		Non-urgent	48 hours	≤48 hours	≤48 hours	≤48 hours	≤48 hours

WHAT IT WILL COST & HOW WE WILL FUND WATER

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted rates	7,672	7,874	8,519	9,095	9,339	9,717	10,129	10,473	10,930	11,275	11,663
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	563	925	1,606	1,371	923	954	988	1,014	1,037	1,059	1,080
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	8,235	8,799	10,125	10,466	10,262	10,671	11,117	11,487	11,967	12,334	12,743
Applications of operating funding											
Payments to staff and suppliers	(4,535)	(4,706)	(4,937)	(5,087)	(5,230)	(5,378)	(5,522)	(5,597)	(5,751)	(5,910)	(6,068)
Finance costs	(205)	(188)	(280)	(385)	(554)	(698)	(725)	(747)	(796)	(793)	(785)
Internal charges and overheads applied	(1,205)	(1,018)	(1,030)	(1,075)	(1,087)	(1,121)	(1,165)	(1,168)	(1,194)	(1,244)	(1,255)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(5,945)	(5,912)	(6,247)	(6,547)	(6,871)	(7,197)	(7,412)	(7,512)	(7,741)	(7,947)	(8,108)
SURPLUS (DEFICIT) OF OPERATING FUNDING	2,290	2,887	3,878	3,919	3,391	3,474	3,705	3,975	4,226	4,387	4,635
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	3,820	6,083	6,871	11,137	9,470	1,758	1,434	3,228	(173)	(541)	(162)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	3,820	6,083	6,871	11,137	9,470	1,758	1,434	3,228	(173)	(541)	(162)

Continues on next page

WHAT IT WILL COST & HOW WE WILL FUND WATER

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	(400)	(500)	(2,505)	(1,851)	(1,854)	(238)	(2,813)	(4,485)	(540)	(854)	(440)
Capital expenditure to improve the level of service	(2,011)	(3,901)	(3,768)	(9,896)	(8,753)	(1,633)	(655)	(677)	(700)	(724)	(1,157)
Capital expenditure to replace existing assets	(4,967)	(5,002)	(3,667)	(3,562)	(3,441)	(3,329)	(2,242)	(1,896)	(1,528)	(1,228)	(1,650)
(Increase) decrease in reserves	1,403	1,257	(343)	(125)	246	(565)	(315)	(1,302)	(1,620)	(1,457)	(1,635)
(Increase) decrease of investments	(135)	(824)	(466)	378	941	533	886	1,157	335	417	409
TOTAL APPLICATIONS OF CAPITAL FUNDING	(6,110)	(8,970)	(10,749)	(15,056)	(12,861)	(5,232)	(5,139)	(7,203)	(4,053)	(3,846)	(4,473)
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(2,290)	(2,887)	(3,878)	(3,919)	(3,391)	(3,474)	(3,705)	(3,975)	(4,226)	(4,387)	(4,635)
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR WATER*

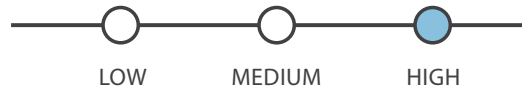
WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Meeting drinking water standards

Balclutha, Kaitangata, Milton and Lawrence treatment plants have recently been upgraded to be capable of producing water that is compliant with Drinking Water Standards NZ: 2005 (revised 2008). Compliance with the standards will require significant capital investment to rural treatment plants and Council has committed to a programme of upgrades. It is assumed budgets in this plan will meet the costs of these upgrades.



If more than the \$4 million budgeted is needed for the upgrades, Council's strategy towards meeting the standards would need to be reassessed.

Increasing demand for water

Increased demand for rural water is expected due to continued conversion from pastoral to dairy farming and increasing herd sizes (although at slower rates than experienced in recent times). During the life of this plan Council will aim to supply additional water units where this is feasible and economically viable.



If additional demand or new water infrastructure is required, this would need to be assessed including budgetary/financial impacts.

Council's approach to servicing any new major industries is to consider any proposal on a case-by-case basis. Provision of adequate water would be a fundamental issue for resolution by negotiation during project feasibility investigations.

Increasing the supply of water in the Waihola-Milburn area will continue to be investigated during the life of this plan, with provision programmed in 2021/22.

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR WATER*

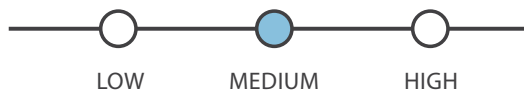
WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Implications of natural disaster for water

In terms of costs of natural disasters, it is assumed that the current level of insurance, Council's Emergency Fund, combined with underground asset self-insurance would cover the repair/replacement of water assets.



Depending upon the scale and cost of the emergency some assets either won't be replaced/repared or will take longer to replace/repair.

If schemes are disrupted for a period of time this can have significant flow on effects for its users.

Impacts of climate change on water

Main risks include (1) changes in climate could result in reduced stream flows and groundwater levels, which could limit some traditional water sources (although the Clutha River is unlikely to be affected); (2) warmer temperatures could increase overall demand for water; (3) an increase in the frequency and intensity of heavy rainfall and flood events could result in a risk to water infrastructure; (4) ongoing sea-level rise may impact on water infrastructure in low-lying coastal communities.



If the impacts of climate change take place at a faster rate than modelling has forecast, decisions and capital projects would need to be considered sooner, with flow on impacts for budgets and funding.

Modelling done specifically for our region gives us the opportunity to make changes to our infrastructure over time. Council has begun working on its response to climate change. A key project is the Greenfield water scheme.

We're assuming the effects of climate change will be felt gradually, allowing Council time to plan and prepare its response and options around service and infrastructure.

*Universal financial assumptions that also affect Water are included in the financial strategy section of this document..

SEWERAGE

Council protects environmental and public health by collecting, treating and disposing of treated effluent from 14 townships in the district, via 11 sewerage schemes.

WHAT WE DO

Council collects, treats and disposes of domestic sewage and non-domestic liquid (trade waste) discharges via 11 public sewerage schemes. These schemes service the townships of Balclutha, Clinton, Heriot, Kaitangata, Kaka Point, Lawrence, Milton, Owaka, Stirling, Tapanui and Waihola. Extensions to the Balclutha and Milton schemes have been completed to serve the townships of Benhar and Tokoititi respectively. There is also a piped collection system for Pounaweia, connected to the Owaka treatment plant that will service properties, if they wish to connect. For new properties in Pounaweia, or significant changes to existing properties compulsory connection to this system is required under the Building Act.

WHY WE DO IT

The safe disposal of sewerage ensures public and environmental health. It also reduces the effects of discharges into the district's environment. This activity is a core function for local government.

Sewerage primarily contributes to the outcome: "Healthy safe environment", and supports our priorities for investing in infrastructure, improved environmental footprint, healthy safe communities, adapting to climate change and quality housing.

Under local government law, we must provide these services into perpetuity, with all costs and benefits distributed fairly across current and future communities.

Our guiding strategic principles for infrastructure investment are:

- Maintain what we have already.
- Full compliance with drinking water and wastewater standards.
- Prioritise investment in infrastructure balancing cost, risk, and service level.
- Enable private infrastructure investment where beneficial.
- Keep rates affordable but realistic.
- Be adaptive for future growth.

Sewerage Asset Information

ASSET COMPONENT	ASSET VALUE	POPULATION SERVED	PROPERTIES SERVICED
Schemes: 11 Reticulation: 216km Pump Stations: 28	\$51.2 million	10,800 (59% of the district's population)	5,486

SIGNIFICANT EFFECTS

Council is aware of the potential issues associated with the collection, treatment and disposal of sewage from the communities within the district and endeavours to mitigate any negative effects through the adoption of appropriate strategies. At the same time, the health of the communities within the district depends on the provision of reticulated sewerage systems so that the negative effects of these services need to be kept in perspective with the positive benefits that they provide.

POTENTIAL SIGNIFICANT NEGATIVE EFFECT	CULTURAL	SOCIAL	ECONOMIC	ENVIRONMENTAL	OUR RESPONSE
Discharges to land and waterways not complying with resource consents	●	●	●	●	Continue to monitor discharges and improve processes if required (including capital works)
Smell and noise from treatment plants	●	●	●	●	Manage potential negative effects through meeting conditions of discharge consents
Sewage overflows due to blockages or during period of heavy rainfall	●	●	●	●	Investigate and take remedial measures including measures to reduce the infiltration of stormwater
Health and safety risks associated with the operation, maintenance, or construction of sewerage infrastructure	○	●	●	○	Ensure compliance with legislation and health & safety management plans
Potential impacts on customer satisfaction due to service failure/delays/responsiveness	○	●	●	○	Monitor customer requests for service and report on these. Ensure customer complaints are resolved satisfactorily

MAINTAINING CURRENT LEVELS OF SERVICE

MAINTENANCE AND OPERATIONS

All of Council's water supplies, sewerage schemes and stormwater systems are operated under the Water Services Operations and Maintenance contract. The contractor is responsible for the day-to-day management and operations of the network. There is some provision for smaller contractors to be engaged where required, for example the construction and operation of sewage treatment plant upgrades. Professional services are engaged on a case-by case basis.

There has been an increased focus on unauthorised discharges and Council needs to carefully manage and improve systems to avoid regulatory action

RENEWALS AND REPLACEMENTS

Generally, most of Council's sewerage assets are in good condition. However, with the majority of sewer reticulation assets being located underground, it is difficult to identify the exact timing for renewal. We rely on age data and theoretical useful lives of pipe for renewals programming as these are simple and accessible parameters. However poor condition is often identified after these assets have failed or not performed as expected. CCTV is also used to give more accurate information about pipes which allows for improved accuracy of the renewals programme. Replacement of assets (referred to as renewals) is necessary to maintain a reliable, consistent level of service to the community. The goal of a renewals programme is to correctly time replacement of assets to minimise their risk of failure and to maximise cost avoidance from increasing repairs. A schedule of renewals has been programmed for sewer networks based on these factors.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

DISCHARGE CONSENTS

Council is required to have various resource consents in place for its treated wastewater discharges. Several existing treatment plants do not comply with their existing resource consents and require immediate remediation. Many of these long-term consents require renewal over the next ten years. Wastewater treatment standards are also influenced by regional and national standards and will be part of the 3 Waters reform programme.

Achieving high standards amidst a small rating basis requires innovation and good engineering. Several of Council's existing treatment plants were designed to work within these constraints, however, have not performed as expected.

The initial \$1m earmarked for compliance is not sufficient. Approximately \$5m is needed to remediate all non-compliant treatment plants and mitigate the key causes. Further investigation and upgrades will be undertaken to address these compliance issues.

Significant capital upgrades will be carried out to the Balclutha, Clinton and Waihola Wastewater Treatment Plants to meet the requirements of new discharge consents.

WASTEWATER INFLOW AND INFILTRATION (I&I)

Broken wastewater pipes and cross-connections to the stormwater system leading to increased flows into the wastewater network, especially during rain events. The capacity of our wastewater system

is designed to have some I&I. It can handle two to three times dry weather flows during a rainfall event. In most of our schemes however, our network can experience over 5 times normal flows during a rainfall event. The excessive flows can result in flooding of raw wastewater and reduces the performance of treatment plants against legal standards. Inflow and infiltration has a significant effect on our wastewater network and, as mentioned above, has led to multiple consent breaches for wastewater discharge volumes. This is the main driver of capacity issues for our wastewater network. A staged I&I reduction programme to further investigate and repair inflow and infiltration into the wastewater network has been developed and implemented.

WHAT'S NOT IN THIS PLAN

There are no plans to extend sewerage services into other areas at this stage as there has been no demonstrated need, e.g. Taieri Mouth, Papatowai. Increasing numbers of permanent residents in these areas mean that sanitary services assessments for these areas and any other smaller communities will be reviewed.

WORK WE WILL BE FOCUSING ON IN THIS PLAN:

- Treatment upgrades and consent renewals for Balclutha and Clinton.
- Pipeline condition assessments and renewals
- Inflow and infiltration reduction programme

WHAT WE ARE PLANNING FOR SEWERAGE*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Growth										
400020 Sewer Network Extensions for Growth		211		225		240				
400056 Kaitangata Extension			76							
400057 Kaka Point Network Upgrade	130									
400060 New Treatment Plant for Milburn Industry				248	2,314	21,183	2,738			
400065 Tapanui Network Extension	60									
400067 Waiholo Network Upgrade	150									
Levels of Service										
400027 Balclutha Treatment Plant Upgrade	889	1,214								
400028 Clinton Treatment Plant Upgrade	518	455								
400029 Waiholo Treatment Plant Upgrade	363	1,125								
400052 Biofiltro and Oxidation Pond Upgrades	660									
400055 Clinton Consent Renewal & Treatment Upgrade						162	1,511			
400059 Kaka Point Treatment Plant Compliance Upgrades	250									
400061 Milton Treatment Plant Compliance Improvements	100	105								
400063 Owaka Treatment Plant Compliance Upgrades			817							
400064 Connecting Stirling to Balclutha Sewer Network			545							
400066 Tapanui Treatment Plant Compliance Upgrades			817							
400068 Waiholo Consent Renewal & Treatment Upgrade						438	4,078			
400069 Lawrence Treatment Plant Compliance Upgrades		527								
400079 CCTV Security Cameras	100									
400080 Hub Pump Station	350									

* Equal to or greater than \$50K

WHAT WE ARE PLANNING FOR SEWERAGE*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Renewals										
400016 Sewer Network Condition Assessment & Modelling	40	42	44	45	47	48	50	51	53	55
400017 Sewer Treatment Plant Assessment and Future Renewals	75	79	82	85	88	90	93			
400019 Oxidation Pond Desludging	600									
400026 Sewer Network Pipeline Renewals	200	211	218	225	233	240	249	257	266	274
400030 Balclutha Pump Station Renewals				152			68			
400036 Kaitangata Pump Station Renewals	100				537		522			507
400039 Stirling Pump Station Renewals	60									
400042 Kaka Point Pump Station Renewals	60									
400053 Balclutha Sewer Network Renewals		548	523		607		572		345	
400058 Kaka Point Sewer Network Renewal					93					
400062 Owaka Sewer Network Renewal	150									
400071 Benhar Condition Improvements	50									
400076 Biofiltro Plants Renewal of UV Treatment Process (Tapanui, Owaka, Kaka Point, Lawrence and Stirling)	250									

* Equal to or greater than \$50K

WHAT WE'RE AIMING FOR

COMMUNITY OUTCOME: HEALTHY SUSTAINABLE ENVIRONMENT

KEY PRIORITY AREA: (1) INVESTMENT IN INFRASTRUCTURE (2) AN IMPROVED ENVIRONMENTAL FOOTPRINT

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31	
Provide sewerage services that effectively collect and dispose of sewage	The number of dry weather sewerage overflows from Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system	0	≤6	≤6	≤6	≤6	
Sewerage schemes are managed efficient and effectively	Median response time (in hours) from when Council receives notification about a sewerage block or other fault, to the time service personnel:	Reach the site (response)	3	≤2 hours	≤2 hours	≤2 hours	≤2 hours
		Confirm resolution of the blockage or other fault (resolution)	7	≤8 hours	≤8 hours	≤8 hours	≤8 hours
	Number of complaints per 1,000 connections about any of the following:	Sewage odour	2	≤3	≤3	≤3	≤3
		Sewerage system faults	11	≤10	≤10	≤10	≤10
		Sewerage system blockages	8	≤5	≤5	≤5	≤5
		Council's response to any of these issues	3	≤5	≤5	≤5	≤5
	Compliance with Council's resource consents for sewerage discharge, measured as number of:	Abatement notices	0	0	0	0	0
		Infringement notices	0	0	0	0	0
		Enforcement orders	0	0	0	0	0
		Convictions	0	0	0	0	0

In December 2020 CDC was fined by the Environment Court arising from failures of maintenance at the Bio-Filtro plants of Stirling, Kaka Point, Tapanui, Lawrence and Owaka over the period July – December 2019. When the deficiencies were identified in December 2019 a significant programme of works was carried out over 2020 to bring the plants into operation and eventually achieve full-compliance. Full compliance will require capital improvement works which is programmed over time.

WHAT IT WILL COST & HOW WE WILL FUND SEWERAGE

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted rates	2,535	2,964	3,183	3,420	3,617	3,722	3,847	3,908	4,224	4,330	4,418
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	192	228	234	241	248	255	262	265	272	280	287
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	2,727	3,192	3,417	3,661	3,865	3,977	4,109	4,173	4,496	4,610	4,705
Applications of operating funding											
Payments to staff and suppliers	(1,040)	(1,411)	(1,452)	(1,494)	(1,537)	(1,582)	(1,624)	(1,641)	(1,687)	(1,734)	(1,781)
Finance costs	(51)	(37)	(42)	(53)	(81)	(78)	(75)	(79)	(143)	(136)	(130)
Internal charges and overheads applied	(556)	(471)	(476)	(497)	(503)	(518)	(538)	(539)	(551)	(574)	(579)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(1,647)	(1,919)	(1,970)	(2,044)	(2,121)	(2,178)	(2,237)	(2,259)	(2,381)	(2,444)	(2,490)
SURPLUS (DEFICIT) OF OPERATING FUNDING	1,080	1,273	1,447	1,617	1,744	1,799	1,872	1,914	2,115	2,166	2,215
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	220	1,983	17,623	2,203	0	0	0
Increase (decrease) in debt	(105)	294	717	1,890	(246)	(170)	244	4,220	(430)	(437)	(428)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	(105)	294	717	1,890	(26)	1,813	17,867	6,423	(430)	(437)	(428)

Continues on next page

WHAT IT WILL COST & HOW WE WILL FUND SEWERAGE

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	(340)	(211)	(76)	(474)	(2,314)	(21,424)	(2,738)	0	0	0
Capital expenditure to improve the level of service	0	(3,229)	(3,425)	(2,178)	0	0	(600)	(5,589)	0	0	0
Capital expenditure to replace existing assets	(1,778)	(1,762)	(840)	(810)	(450)	(1,390)	(315)	(1,265)	(240)	(500)	(610)
(Increase) decrease in reserves	840	3,943	2,301	(430)	(624)	31	(796)	(57)	(1,041)	(816)	(742)
(Increase) decrease of investments	(37)	(179)	11	(13)	(170)	61	3,396	1,312	(404)	(413)	(435)
TOTAL APPLICATIONS OF CAPITAL FUNDING	(975)	(1,567)	(2,164)	(3,507)	(1,718)	(3,612)	(19,739)	(8,337)	(1,685)	(1,729)	(1,787)
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(1,080)	(1,273)	(1,447)	(1,617)	(1,744)	(1,799)	(1,872)	(1,914)	(2,115)	(2,166)	(2,215)
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR SEWERAGE

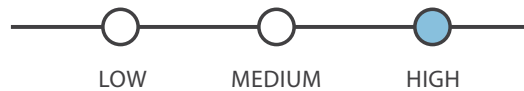
WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Resource consents

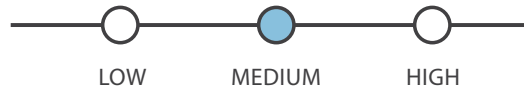
It is assumed that Council will meet consent conditions and that conditions of resource consents currently held will not be significantly altered. It is assumed that updates to attain consent renewals will progress as programmed and that they can be achieved within allocated budgets.



If requirements increase and additional work is required for consent conditions, Council will need to provide rate funding to meet the requirements or request a change of consent conditions.

Levels of service/demand for sewerage services

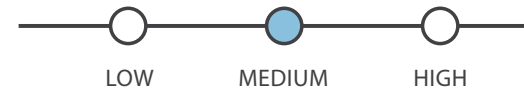
In recent years, the provision of sewerage services has been extended to Benhar, Tokoiti and Pounaweia. This plan assumes that there are no other known residential or industrial developments that would change levels of service and network demand.



Council's approach to servicing new industries is to consider any proposal on a case-by-case basis. Provision of sewerage would be considered in conjunction with relevant parties during the project feasibility investigations. This would determine if there are any flow on budget implications that need to be planned for.

Implications of natural disasters for sewerage

In terms of costs of natural disasters, it is assumed that the current level of insurance, Council's Emergency Fund, combined with underground asset self-insurance would cover the repair/replacement of sewerage assets.



Depending upon the scale and cost of the emergency, some assets either won't be replaced/ repaired or will take longer to replace/repair.

If schemes are disrupted for a period of time this can have significant flow on effects for its users.

CALLS WE HAVE MADE CONTINUED

KEY PLANNING ASSUMPTIONS FOR SEWERAGE*

WHAT WE HAVE ASSUMED

Impacts of climate change on sewerage

The key points to signal to the community and to underpin climate change assumptions are:

- More temperature extremes and dry days up to 20 more hot days (days >30°C), and up to 50 fewer frost days (days <0°C), may be expected by 2090. The highest increases in temperature are predicted for West Otago. By the end of the century, The Catlins may experience up to four additional dry days per year, while the Clutha Valley, Milton and Waihola areas are likely to experience fewer dry days and overall wetter conditions.
- More Intense Rainfall and Localised Flooding (where >25 mm of rain falls) are expected to increase (by 0 to 5 days), with the largest increases in The Catlins and over the Old Man Range by 2090. Rainfall totals during high intensity events are predicted to increase across the district, potentially leading to more frequent localised flooding.
- The Clutha River is expected to experience an overall increase in river flow, especially during the winter and spring months, due to more precipitation in the upper catchment.
- Coastal Risks from Rising Sea Levels: Low-lying coastal settlements and the infrastructure that supports them will, over time, become increasingly susceptible to inundation. This includes low-lying parts of the Taieri Mouth, Toko Mouth, Kaitangata, Kaka Point, Pounaweia and Jacks Bay settlements. Rural areas such as Molyneux Bay may also be affected.

This modelling, done specifically for our region, gives us the opportunity to make changes to our infrastructure over time that will help us continue to thrive.

LEVEL OF UNCERTAINTY



WHAT WOULD HAPPEN IF THIS CHANGED

These factors are taken into account as part of resource consent renewals.

Further investigative work may determine further capital works are needed to address the impacts of climate change on sewerage infrastructure, with flow on impacts for budgets.

*Universal financial assumptions that also affect sewerage are included in the financial strategy section of this document.

STORMWATER

Council's stormwater drainage networks protects people and properties across many of the district's urban communities from the effects of flooding.

WHAT WE DO

There is a diverse range of towns and smaller settlements spread across the Clutha District, and they all bring their own specific demands and challenges, including how to collect and dispose of stormwater run-off.

Council currently provides for the drainage of stormwater via 8 community stormwater drainage schemes; in Balclutha, Clinton, Kaitangata, Kaka Point, Lawrence, Milton, Owaka and Tapanui. These systems manage the disposal of surface water and ground water flows to protect property and public health. Generally, piped systems are designed to cope with stormwater flows resulting from a heavy rainfall such as a 1 in 5 year or 1 in 10 year event (20% or 10% probability of happening annually). However, when assessing and designing new systems, consideration is given to how flows from much larger events can be handled within the catchment i.e. overland flow paths, flood channels, diversions.

A few smaller communities also have limited stormwater infrastructure, such as basic pipe systems, open ditches or drains. These include Heriot, Pounaweia, Taieri Mouth, Stirling and Waihola. These are communities that have previously been included in a general rural stormwater area, however they have only paid a very small amount towards this in their rates. In all these areas, stormwater

improvements are needed and systems are in place that have ongoing operational costs. Their inclusion as part of a district wide urban stormwater funding mechanism allows for stormwater issues in urban areas to be dealt with in a coordinated and consistent way.

All other rural stormwater issues are generally associated with roading and as such are funded as a roading activity.

WHY WE DO IT

Stormwater infrastructure and drainage is an essential means of protecting people and property from flooding during heavy rainfall events. Stormwater drainage is considered to be a core service for local government. Stormwater primarily contributes to the outcome: "Healthy sustainable environment", and supports our

priorities of investing in infrastructure and reducing our environmental footprint.

Our guiding strategic principles for infrastructure investment are:

- Maintain what we have already.
- Full compliance with drinking water and wastewater standards.
- Prioritise investment in infrastructure balancing cost, risk, and service level.
- Enable private infrastructure investment where beneficial.
- Keep rates affordable but realistic.
- Be adaptive for future growth.

Under local government law, we must provide these services into perpetuity, with all costs and benefits distributed fairly across current and future communities.

Stormwater Asset Information

ASSET COMPONENT	ASSET VALUE	POPULATION SERVED [‡]	PROPERTIES SERVICED [‡]
Schemes: 13 Reticulation: 53km Pump Stations: 5	\$10.8 million	10,824 (59% of the district's population)	5,662

*Depreciated replacement value (2017).
‡2013 Census information.
‡ Full and half rated properties

SIGNIFICANT EFFECTS

Council recognises that there are potential negative impacts associated with the discharge of stormwater from the district’s communities to rivers and streams. At the same time we recognise that the health and economy of the district depends on adequate stormwater drainage services being available. Accordingly, the demand for stormwater drainage and the negative impacts of this activity need to be kept in balance.

POTENTIAL SIGNIFICANT NEGATIVE EFFECT	CULTURAL	SOCIAL	ECONOMIC	ENVIRONMENTAL	OUR RESPONSE
Discharge of contaminants to waterways and streams impacting upon public health and the environment	●	●	●	●	Ensure systems are in good working order and that the potential for pollutants to enter the drainage system is minimised
Discharges with land and waterways not complying with resource consent conditions	●	○	●	●	Monitor changes to requirements for discharges and make improvements
Health and safety risks associated with the operation, maintenance, or construction of stormwater infrastructure	○	●	●	○	Ensure compliance with legislation and health & safety management plans
Potential impacts on customer satisfaction due to service failure/delays/responsiveness	○	●	●	○	Monitor customer requests for service and report on these. Ensure customer complaints are resolved satisfactorily

MAINTAINING CURRENT LEVELS OF SERVICE

MAINTENANCE AND OPERATIONS

All of Council’s water supplies, sewerage schemes and stormwater systems are operated under the Water Services Operations and Maintenance contract. There is some provision for smaller contractors to be engaged where required, for example the construction and operation of stormwater system upgrades. Professional services are engaged on a case-by case basis. The cost of the contract is split across all schemes based on the time and resources the contractor spends on each scheme.

RENEWALS AND REPLACEMENTS

Generally, most stormwater assets are in good operational condition. This is because most systems are relatively young at 30-40 years. The exceptions to this are older systems in some of the larger towns, primarily Balclutha, Milton and Tapanui.

A schedule of renewals is programmed for all schemes (renewals are different from improvements or upgrades which are discussed in the following section). However, the condition of underground assets is relatively unknown, as we cannot directly

assess these assets. Poor condition is generally identified after these assets have failed or have not performed as expected. To gain more detailed information about underground assets, Council has commenced a programme of stormwater pipeline assessment work using CCTV. This will give more detailed information about pipes, allowing Council to more accurately determine what is needed to support its renewals programme in the future.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

MILTON STORMWATER IMPROVEMENTS

Major works are proposed for the Ajax and pipe are renewed in the main street areas in conjunction with the Milton main street upgrade. This is planned for completion during the 2022/23 year.

BALCLUTHA STORMWATER

Council will undertake work to improve the stormwater system in the Balclutha flat area, predominantly in areas where there aren't pumping systems at present and where ponding during wet weather has been an issue in the past. Catchment analysis for a number of townships to further refine future upgrades will help inform the 2024 LTP.

TAPANUI'S PATERSON CREEK ADOPTION AS A PUBLIC DRAIN AND UPGRADE

For many years, this creek has been confirmed as a private drain, which has meant that maintaining and renewing the ditch or piped section was the responsibility of private landowners, with Council responsibility where it crossed public roads. This has led to the pipelines and ditches making up the creek having a highly variable capacity and state of repair as landowners treat each section differently. Council

has accepted that this drain become a public drain and that it is renewed and upgraded by Council in the future. This obviously comes at a cost but is considered fairer to the landowners involved and would be consistent with the other drains in the area that are maintained by Council.

LAWRENCE HOSPITAL CREEK IMPROVEMENTS

Council has allocated approximately \$50,000 to improve and address outstanding structure and capability issues in this area. This is likely to require resource consents.

WORK WE WILL ALSO BE FOCUSING ON IN THIS PLAN:

- Condition assessment and renewal programme
- Tapanui Paterson Creek upgrade
- Balclutha drainage and discharge upgrade

WHAT WE ARE PLANNING FOR STORMWATER*

PROJECT (\$000)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Increased Levels of Service										
450042 Lawrence Hospital Creek Improvements			54	211	272					
450004 Balclutha Baxter Street Pump Station Installation					54	225				
450005 Milton New Ajax Street Pump Station					117	240	1,038			
450016 Tapanui Paterson's Creek Catchment Improvements		632								
450018 Waihola Chatham Street Catchment Upgrade	120									
450019 Clinton North Street Catchment Upgrade	85									
450023 Balclutha Ryrie/Frances Street Intersection Upgrade	70									
450028 Waihola George and Sandown Street Upgrades	80									
450030 Kaka Point Hill Street Upgrade		311								
450031 Kaka Point Tarata Street Upgrade	80									
Renewals										
450029 Network Renewals		211	109	113	292	301	311	321	332	342
450033 Balclutha Network Renewal				530		481			279	123
450034 Clinton Network Renewal					373					27
450035 Kaitangata Network Renewal				158					584	82
450036 Milton Network Renewal			120	1,871	794					301
450038 Tapanui Network Renewal						120				
450039 Tapanui York St/ Forest St Pipeline Capacity Upgrade			327							
450040 Tapanui Network Upgrade (Sussex/Suffolk St)			534							
450041 Waihola Network Renewal				124						
450043 Lawrence Network Renewal					128					
450045 Milton Main Street Stormwater Renewals	1,860									

* Equal to or greater than \$20K

WHAT WE'RE AIMING FOR

COMMUNITY OUTCOME: HEALTHY SUSTAINABLE ENVIRONMENT

KEY PRIORITY AREA: (1) INVESTMENT IN INFRASTRUCTURE (2) REDUCING OUR ENVIRONMENTAL FOOTPRINT

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31
Provide stormwater drainage that protects against the effects of flooding	Flooding events to habitable floors due to overflows from a Council stormwater system (per 1,000 properties)	0	0	0	0	0
	Number of flooding events that occur in a territorial authority district (i.e. an overflow from a Council stormwater system)	11	<23	<23	<23	<23
	Number of complaints about the performance of Council's stormwater systems (per 1,000 connected properties)	2	≤10	≤10	≤10	≤10
	Median response time (in hours) from when Council receives notification about a flooding event to the time service personal reach the site	387 ¹	<4 hours	<4 hours	<4 hours	<4 hours
Compliance with Council's resource consents for discharge from stormwater systems, measured by the number of:	Abatement Notices	0	0	0	0	0
	Infringement notices	0	0	0	0	0
	Enforcement orders	0	0	0	0	0
	Successful prosecutions received	0	0	0	0	0

¹ Issues associated with the transition to a new contractor, and the impacts of COVID-19 on contractor resources, has impacted on the achievement of these performance measures.

WHAT IT WILL COST & HOW WE WILL FUND STORMWATER

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted rates	794	896	1,003	1,060	1,139	1,293	1,374	1,416	1,488	1,504	1,558
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	794	896	1,003	1,060	1,139	1,293	1,374	1,416	1,488	1,504	1,558
Applications of operating funding											
Payments to staff and suppliers	(83)	(147)	(151)	(156)	(160)	(165)	(169)	(171)	(181)	(186)	(191)
Finance costs	(6)	(17)	(31)	(32)	(49)	(86)	(101)	(108)	(116)	(111)	(116)
Internal charges and overheads applied	(354)	(300)	(304)	(317)	(320)	(330)	(343)	(344)	(351)	(366)	(369)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(443)	(464)	(486)	(505)	(529)	(581)	(613)	(623)	(648)	(663)	(676)
SURPLUS (DEFICIT) OF OPERATING FUNDING	351	432	517	555	610	712	761	793	840	841	882
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	782	916	116	1,098	2,436	978	432	540	(327)	336	50
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	782	916	116	1,098	2,436	978	432	540	(327)	336	50

Continues on next page

WHAT IT WILL COST & HOW WE WILL FUND STORMWATER

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to improve the level of service	(875)	(520)	(1,153)	(327)	(225)	(117)	(240)	(1,038)	0	0	0
Capital expenditure to replace existing assets	(310)	(1,860)	(221)	(1,089)	(2,795)	(1,587)	(902)	(311)	(321)	(1,195)	(876)
(Increase) decrease in reserves	76	1,198	745	(277)	(287)	(149)	(159)	(164)	(175)	(187)	(198)
(Increase) decrease of investments	(24)	(166)	(4)	40	261	163	108	180	(17)	205	142
TOTAL APPLICATIONS OF CAPITAL FUNDING	(1,133)	(1,348)	(633)	(1,653)	(3,046)	(1,690)	(1,193)	(1,333)	(513)	(1,177)	(932)
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(351)	(432)	(517)	(555)	(610)	(712)	(761)	(793)	(840)	(841)	(882)
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR STORMWATER*

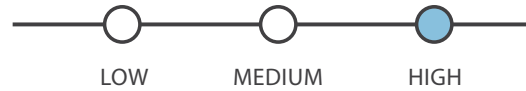
WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Increasing environmental standards

In accordance with proposed Otago Regional Plan changes, it is expected there will be stricter requirements around the quality of 3-Waters discharges. In addition, the community's capacity to fund any required upgrades to ensure compliance with ORC Plan Changes will need to be considered and included in the implementation timeframe.



Increasing environmental standards may have significant bearing on stormwater costs. If they become mandatory prior to 2024, Council will need to reassess and reprioritise budgets in order to meet the increased standards.

Impacts of climate change on stormwater

The frequency and intensity of heavy rainfall events is predicted to increase as a result of a warmer climate. Any such increase is likely to impact on stormwater flows and put more pressure on Council's stormwater systems.

Ongoing sea-level rise may impact on stormwater infrastructure at Kaitangata, Kaka Point, Milton, Pounaweia, and Waihola.

Current budgets don't include provision for specific works resulting from climate change; however anticipated peak flows are adjusted during design work to take into account the latest available information.



Further investigate work may determine that further capital works are needed to address the impacts of climate change on stormwater infrastructure, with flow on impacts for budgets.

Implications of natural disasters

for stormwater

In terms of costs of natural disasters, it is assumed that the current level of insurance, Council's Emergency Fund, combined with underground asset self-insurance would cover the repair/replacement of stormwater assets.



Depending upon the scale and cost of the emergency some assets either won't be replaced/ repaired or will take longer to replace/repair. If schemes are disrupted for a period of time this can have significant flow on effects for its users.

*Universal financial assumptions that also affect Stormwater are included in the financial strategy section of this document.

SOLID WASTE

Management of solid waste is a key contributor to one of Council's key outcomes for a 'healthy sustainable environment'.

WHAT WE DO

Council oversees the management and minimisation of solid waste within the district. These activities include:

- Operating a sanitary landfill and recycling drop-off depot for the district at Mt Cooe on the outskirts of Balclutha.
- Providing a kerbside collection service on alternative weeks for rubbish and recyclables to towns in the district. The service is also available to individual rural households along service routes.
- Providing transfer stations/skip services which are collected on a weekly basis in Clinton, Clydevale, Lawrence, Milton, Owaka, Maclennan and Tapanui.
- Providing a skip service for waste at Beaumont and a recycling drop off at Taieri Mouth that is collected on an as-needed basis.
- Monitoring and maintaining 19 closed tip sites throughout the district.
- **Providing waste information and education services, including facilitating the EnviroSchools programme at schools throughout the district.**

WHY WE DO IT

Council is committed to achieving our goal of being a resource efficient and less wasteful district.

Council provides waste management activities to ensure the safe and hygienic disposal of household waste and to ensure that wastes are sustainably managed. Council's Solid Waste Management activities primarily contribute towards the outcome; "A healthy sustainable environment". It's a key contributor towards the priority areas of "Reducing our environmental footprint", and "Investing in infrastructure."

SIGNIFICANT EFFECTS

Council recognises that there may be negative impacts associated with the collection and disposal of solid waste. It is important to minimise these effects, while still meeting the communities need to dispose of its waste in an efficient, effective and sustainable manner.

POTENTIAL SIGNIFICANT NEGATIVE EFFECT	CULTURAL	SOCIAL	ECONOMIC	ENVIRONMENTAL	OUR RESPONSE
Effects of landfilling including the occupation of land, non-biodegradable matter, methane and leachate generation.	●	●	●	●	Additional work to meet resource consent conditions for Mt Cooee and closed landfills, including capital works where required.
Ease of disposal and relatively low cost encourages increased quantities of material to be sent to landfill by customers.	●	●	●	●	Ensuring there is provision of education and infrastructure to help reduce waste volumes and appropriate pricing signals e.g. green waste discount, full cost recovery charges.
Potential for littering and dumping elsewhere due to landfill charges.	●	●	●	●	Continued education, availability of services and enforcement as a last resort. Provision of low cost diversion alternatives where possible.

WHAT WE'RE AIMING FOR

COMMUNITY OUTCOME: HEALTHY SUSTAINABLE ENVIRONMENT

KEY PRIORITY AREA: (1) REDUCING OUR ENVIRONMENTAL FOOTPRINT (2) INVESTMENT IN INFRASTRUCTURE

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31
Provide refuse & kerbside recycling collection that meets customer expectations	Resident satisfaction with the refuse/recycling service.	New measure	≤80%	≤80%	≤80%	≤80%
Minimise the amount of waste to landfill	Amount of waste:	51	≥51	≥53	≥56	≥59*
	a) Diverted from landfill per resident (kg), and b) Maximum (kg) per property disposed of to landfill.	651	≤607kg	≤577kg	≤548kg	≤521kg

*We are aiming for less waste to landfill due to waste minimisation education and initiatives, in particular the proposed Mt Cooee Resource Recovery Park (increase in level of service).

MAINTAINING CURRENT LEVELS OF SERVICE

MAINTENANCE AND OPERATIONS

Council contracts out maintenance and operation of the kerbside collection, Mt Cooee Landfill and transfer stations. Solid waste management, waste minimisation, Enviroschools and Zero Waste education is resourced in-house. Both these methods of delivery are expected to continue during the term of this plan.

Mount Cooee Landfill plays an important role in the management of solid waste for the Clutha District. However, the current resource consent for the landfill expires in 2023. Council plans to work towards renewing the resource consent for Mt Cooee. To this end we have budgeted for a number of improvements at Mt Cooee. Refer to the improvements section for more information.

RENEWALS AND REPLACEMENTS

The major Council-owned assets for this activity are Mt Cooee Landfill and 12,000 wheelie bins. Replacement of wheelie bins is managed through the solid waste contract. Bins are replaced on an as-required basis due to wear and tear, damage and theft; while new bins are added as required for new customers. The rate of replacement is about 2% (260 bins/year), while new customers add less than 1% each year (about an extra 100 bins). The level of increase is forecast to continue for the life of this plan, and this is consistent with the increase in rating units forecast for the district.

Council has renewed its Waste Management and Minimisation Plan (WMMP). This involved completing a solid waste analysis protocol (SWAP) of the waste disposed at Mt Cooee in May 2017, it is due to be reviewed by 2024. A Waste Assessment including a SWAP will need to be completed in 2022/23.

IMPROVEMENTS OR CHANGES WE'RE PLANNING

MT COOEE STORMWATER REALIGNMENT

The current stormwater pipeline under the Mount Cooee Landfill has caused issues for many years. This has been budgeted as a project previously and works to seal the manholes and other improvements have been attempted. These have seen some reduction improvement in test results but a long term solution is needed leading into the possible renewal of the Mount Cooee Landfill consent.

This project looks to undertake works to realign the stormwater around the landfill and initial discussions with KiwiRail have been positive. This will resolve this issue once and for all and will significantly improve the compliance for Mount Cooee Landfill.

MT COOEE OPERATIONAL CONSENT EXTENSION

Council has determined that it will proceed with the renewal process of the resource consents for Mt Cooee to 2053. The first stage of this process is to determine what work will likely be required in order to obtain a new resource consent from the Otago Regional Council, for all activities at Mt Cooee. This will involve engaging a consultant to manage the process for Council. Potential work may include obtaining a better understanding of leachate contamination to groundwater and, if necessary, some remediation works to mitigate that contamination.

GLASS RECYCLING

Council accepts separated glass free of charge at Mt Cooee Landfill and at Lawrence, Milton, Owaka, Clinton and Tapanui transfer stations. Any glass collected at

the transfer stations is currently mixed with waste and landfilled. The glass collected at Mt Cooee is stockpiled, crushed and used for roading and drainage at the Landfill. Other methods to divert more glass from the landfill, and glass recycling options will continue to be investigated by Council, including trying options to divert glass from the transfer stations for use at Mt Cooee.

GREEN WASTE

Council has agreed to continue investigating and implementing ways to reduce the level of green waste going to landfill, and options for its re-use (such as composting, shredding, or other community-based initiatives).

WHAT'S PLANNED FOR SOLID WASTE MANAGEMENT

Major aspects in this plan include:

1. Development of the Mt Cooee resource recovery centre.
2. Securing the future of the Mt Cooee Landfill site for the next 30 years.

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
500002 Resource Recovery Park		726								
500005 Mt Cooee Operational Consent Extension	100	53								
500008 Mt Cooee Existing Cell Closure	100	256	263							
500007 New Mt Cooee Landfill		677							1,071	

WHAT'S NOT INCLUDED IN THIS PLAN

CONSTRUCTION & DEMOLITION

PROJECT WASTE

With the number of construction and demolition projects planned across the district the amount of this waste stream will increase. There is currently no budget and scope to increase the infrastructure to divert this waste type however data will be collected where possible to inform the Waste Assessment due in 2022/23.

WHAT IT WILL COST & HOW WE WILL FUND SOLID WASTE

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	71	72	74	76	78	80	82	83	85	88	90
Targeted rates	725	858	962	1,066	1,097	1,129	1,160	1,171	1,204	1,238	1,271
Subsidies and grants for operating purposes	73	74	416	78	80	83	85	86	88	90	93
Fees and charges	683	808	988	1,088	1,120	1,152	1,183	1,195	1,228	1,263	1,297
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	1,552	1,812	2,440	2,308	2,375	2,444	2,510	2,535	2,605	2,679	2,751
Applications of operating funding											
Payments to staff and suppliers	(1,241)	(1,657)	(1,931)	(2,147)	(2,209)	(2,273)	(2,334)	(2,358)	(2,424)	(2,492)	(2,559)
Finance costs	0	0	0	(10)	(9)	(9)	(9)	(8)	(8)	(8)	(20)
Internal charges and overheads applied	(176)	(188)	(190)	(199)	(201)	(207)	(216)	(216)	(221)	(231)	(232)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(1,417)	(1,845)	(2,121)	(2,356)	(2,419)	(2,489)	(2,559)	(2,582)	(2,653)	(2,731)	(2,811)
SURPLUS (DEFICIT) OF OPERATING FUNDING	135	(33)	319	(48)	(44)	(45)	(49)	(47)	(48)	(52)	(60)
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	0	0	634	(21)	(21)	(22)	(22)	(22)	(23)	807	(51)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	0	0	634	(21)	(21)	(22)	(22)	(22)	(23)	807	(51)

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WHAT IT WILL COST & HOW WE WILL FUND SOLID WASTE

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to improve the level of service	(1,285)	0	(726)	0	0	0	0	0	0	0	0
Capital expenditure to replace existing assets	(95)	(340)	(986)	(263)	0	0	0	0	0	(1,072)	0
(Increase) decrease in reserves	1,298	257	638	161	(105)	(108)	(111)	(113)	(116)	123	(122)
(Increase) decrease of investments	(53)	116	121	171	170	175	182	182	187	194	233
TOTAL APPLICATIONS OF CAPITAL FUNDING	(135)	33	(953)	69	65	67	71	69	71	(755)	111
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(135)	33	(319)	48	44	45	49	47	48	52	60
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR SOLID WASTE

WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Meeting resource consents

Council is assuming that Mt Cooee will continue to meet resource consent conditions to continue operating as a landfill, and that there will be no changes to the regulatory environment or resource consent requirements prior to the expiry of the current consent in 2023.

Council is also assuming it will continue to meet resource consent conditions for closed landfills and post closure costs will continue as budgeted.



If resource consent conditions can't be met additional expenditure outside what is currently included in budgets might be required.

Alternatively a change to the regulatory environment/resource consent conditions may result in increased/unbudgeted costs and possible premature closure of Mt Cooee.

Renewing Mt Cooee's resource consent in 2023

consent in 2023

Council is also assuming we will successfully renew the resource consent to continue to operate Mt Cooee from 2023 onwards.



If renewal is unsuccessful there will be significant costs involved in closing Mt Cooee landfill, setting up a resource recovery park and transporting the waste to a landfill outside of the district.

If the anticipated volumes of waste to landfill are incorrect this would alter the amount Council pays for its Waste Levy and ETS liability.

Amount of waste to landfill

Currently this is 9,300 tonnes or 575 kg per person per annum. Council is forecasting a slight decrease due to increased user charges and recycling initiatives. It is assuming that there won't be fluctuations including any increases in waste.

There is a risk that operating the landfill at the current levels of service may become uneconomic. At this stage Council assumes it will continue with the current level of service and opening hours for Mt Cooee.



If the amount of waste going to landfill decreases significantly this will impact on revenue collected and the affect could be an increase to user charges.

If there is a significant decrease in waste this may affect the economic viability of Mt Cooee continuing to operate. It may be necessary to reduce opening hours/access to Mt Cooee in order to reduce operating costs. If waste volumes are drastically reduced then this may force the early closure of the site. Alternatively, if major changes arise (e.g. a new industry develops in the Clutha District), then waste volumes to Mt Cooee may increase, reducing the lifespan of the landfill.

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

KEY PLANNING ASSUMPTIONS FOR SOLID WASTE

WHAT WE HAVE ASSUMED

Increased user charges and fly-tipping

Mt Cooee charges are still some of the lowest in the South Island. Council is assuming that there won't be an increase in fly-tipping as a result of increased landfill charges.

LEVEL OF UNCERTAINTY



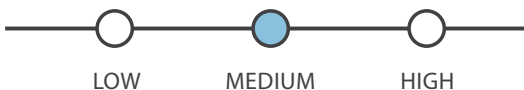
WHAT WOULD HAPPEN IF THIS CHANGED

In the past there has been anecdotal evidence of a direct relationship between increases in Mt Cooee charges and incidence of 'fly-tipping'. No additional budgets have been included in this plan for dealing with increased fly-tipping.

Levels of service

Council is assuming it will continue to provide waste management and collection service to residents.

A proposed Resource Recovery Centre and Transfer Station will see an improvement in the level of service provided, removing the need to take waste to the tip face and increasing the amount of waste diverted from MT Cooee.



Additional budgets may be required to introduce these increased levels of service.

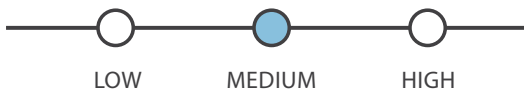
Should council not proceed with a Resource Recovery Centre and Transfer Station there will be no change to the current level of service.

There are currently no plans to implement a kerbside collection of green waste or glass. There are no additional budgets for glass or organic waste collections.

Council will continue to evaluate options for these collections, or alternatives, as they become available.

Emissions Trading Scheme (ETS)

It is anticipated that carbon credit prices will continue rise over time, driven by legislative changes (including removal of a previous carbon cap of \$35 per tonne). Budgets have assumed forecast pricing of \$35 tonne increasing to \$50 per tonne during the 2021/24 period.



Additional costs for ETS liability will result in increased user charges.

Liabilities associated with the ETS may be less if greenwaste shredding/processing is viable for Mount Cooee.

ETS Costs may increase if the cost of buying carbon credits is greater than assumed.

*Universal financial assumptions that also affect Solid Waste are included in the financial strategy section of this document.

COMMUNITY SERVICES

Council provides and supports a variety of community spaces and facilities throughout the district.

WHAT WE DO

Council provides various community facilities and services throughout the district. Financial and non-financial assistance is also provided to external organisations that provide community services.

LIBRARIES AND INFORMATION CENTRES

THIS INVOLVES:

- A district library network consisting of a central library in Balclutha and four community libraries that also deliver Council customer services in Lawrence, Milton, Owaka and Tapanui. Owaka also provides a comprehensive visitor information service.
- Information Centre in Balclutha, which handles nationwide bookings for tourists and locals.
- Supporting Lawrence/Tuapeka Information Centre/Museum, Milton Information Centre/Museum, the Catlins Historical Society through annual grants.

SWIMMING POOLS

This involves:

- Owning and operating year round, a pool in Balclutha and seasonal (summer) pool in Milton.
- Making grants available to various school- and community-based pools located throughout the district.

PARKS, RESERVES, PLAYGROUNDS & SPORTSGROUNDS

This involves:

- Providing and maintaining 86 hectares of parks and reserves throughout the district, including 18 playgrounds and four sports grounds.
- Providing financial assistance for a further 19 hectares of reserves and sports grounds that are managed by local committees and sports groups.

HALLS & COMMUNITY CENTRES

THIS INVOLVES:

- Providing management oversight and financial assistance for 11 committees which operate community centres throughout

the district on Council's behalf. These are at Clutha Valley, Hillend, Kaka Point, Lovells Flat, Moneymore, Owaka, Paretai, Waihola, Waipahi, Waitahuna and Waiwera.

- Providing financial assistance to various other halls and centres, which are owned and operated by their communities. These are at Beaumont, Clinton, Crookston, Dunrobin, Heriot, Hina Hina, Milton, Lawrence, Paretai, Romahapa, Tahakopa, Taieri Mouth, Tuapeka Mouth, Tuapeka West, Waikoikoi and Tapanui.
- Balclutha and Milton grandstands.

PUBLIC CONVENIENCES

THIS INVOLVES:

- Providing and maintaining 24 public toilets throughout the district.
- Providing and maintaining 6 public motor caravan dump stations in Balclutha, Clinton, Lawrence, Milton, Owaka and Tapanui.

CEMETERIES

THIS INVOLVES:

- Directly operating and maintaining 6 urban cemeteries - Balclutha (2), Fairfax (Milton), Kaitangata, Lawrence and Tapanui, and 8 rural cemeteries - Port Molyneux, Romahapa, Taieri Beach, Waihola, Waikoikoi, Waipahi, Waipori, and Waitahuna.
- Providing financial assistance to a further four cemeteries that are managed by trustees (Clinton, Crookston, Owaka, Tuapeka).
- Providing financial assistance towards the maintenance of war memorials throughout the district.

COMMUNITY HOUSING & OTHER PROPERTY

THIS INVOLVES:

- Owning and maintaining 98 1-bedroom housing units located in Balclutha, Clinton, Kaitangata, Lawrence, Milton, Owaka, Tapanui and Waihola.
- Other property is owned and maintained by Council for storage of materials and equipment.
- Property which is retained for renting and leasing at market rates with the income offsetting rates.

CROSS RECREATION CENTRE

THIS INVOLVES:

- Funding of a \$2.5 million loan towards the cost of constructing the multi-use Cross Recreation Centre in Balclutha and providing an annual operating grant.

CLUTHA COMMUNITY HUB

THIS INVOLVES:

- Funding of a \$7.5 million loan towards the cost of constructing the Clutha Community Hub Te Pou o Mata-Au in Balclutha and providing an annual operating grant.

WHY WE DO IT

The activities in this group ensure that all members of the community have opportunities to access a range of public spaces and facilities that provide for social and cultural wellbeing particularly through physical activities, leisure opportunities and recreation. They also ensure that the district has the facilities and services required to attract and retain residents.

This activity group makes a primary contribution to the community outcome: "Vibrant rural towns and communities."

Libraries/service and information centres provide key linkages and support towards priorities and outcomes in Council's Living and Working in Clutha Strategy. These include:

- **Culture:** Celebrating culture through welcoming and inclusive spaces, the preservation and curation of physical and digital heritage material; and actively engaging with community groups and residents to capture and celebrate Clutha's district wide heritage.
- **Connectivity:** Supporting a connected community through the provision of welcoming and inclusive spaces, digital services; and actively working in collaboration/partnership

with community groups and organisations.

- **Lifelong Learning:** Spaces, resources across a range of formats and programmes, support access to knowledge and lifelong learning opportunities.
- **Place:** Support developing the Clutha District as a destination through welcoming spaces, consistent messaging and promotion of visitor opportunities and experiences.

Through their spaces, digital and physical resources, Clutha's Libraries network plays a key role in supporting community wellbeing through the provision of literacy (language, numeracy, digital), creative and socially inclusive programmes that foster opportunities for lifelong learning and community connectivity.

With Culture, Connectivity and Lifelong Learning providing a fundamental basis for the Libraries/ Service Centre facilities and service provision, they provide a "shop front" for community access to all Council services and play a significant role in supporting Council's Living and Working in Clutha Strategy.

With one of Council's priorities being to attract visitors to stay and explore the beautiful Clutha District, we utilise a range of models to support this.

Information centre services are primarily focused on providing an excellent visitor experience for travellers, in support of the Destination Strategy; the visitor information centres also clearly align with the Living and Working in Clutha Strategy, as they are also often the first point of call for people considering relocating to the district.

MAINTAINING CURRENT LEVELS OF SERVICE

Maintenance for community services is carried out in a variety of ways. The maintenance of parks, reserves, sports grounds and playgrounds is contracted out. There is a variety of arrangements for halls and community centres, where in some instances they are Council-owned and community maintained through committees. Libraries and information centres are run directly by Council. Community housing is managed by Council.

COMMUNITY LIBRARIES AND INFORMATION CENTRES

Each of the facilities provide local welcoming spaces, resources, and technologies to meet community needs by providing free access to information, programmes and services in a way that allows people to celebrate culture, be connected to each other and the world around them; and to have a range of opportunities for lifelong learning.

The Balclutha Library also plays the role of the “Central” library within the district network, providing overall management of library content and circulation processes.

The libraries also provide an online presence through the Clutha District Libraries website. This enables borrowers to have access to a wide range digital information, learning and recreational resources 24 hours a day, seven days a week.

Community well-being is at the heart of the Library offering, with customer excellence being a goal for the development and delivery of all programmes and services.

VISITOR INFORMATION CENTRES

The Clutha i-SITE (NZ Tourism Visitor Information Network (VIN)) also incorporates Service Centre activities. The Clutha i-SITE directly supports the Destination Strategy to provide professional and consistent messaging, impartial information and advice to locals and tourists on attractions, events, accommodation, and transport, including bookings services for 363 days a year.

As a VIN member, the Clutha i-SITE is committed to:

- Promoting tourism in the Clutha District
- Promoting tourism throughout New Zealand
- Providing professional information and booking services for residents and tourists.

The Catlins Information Centre is an integrated service of the Owaka Community Library and is operated from within the Owaka Museum facility. It plays a large role in providing professional, impartial information/advice and bookings for locals and tourists on attractions, events, accommodation, and transport for the Catlins area.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

CATLINS COMMUNITY LIBRARY AND INFORMATION CENTRE/

This use of this facility by visitors has grown immensely in recent years, with visitor numbers now exceeding the Balclutha i-SITE's. Council has been staffing this service Monday to Friday through the year, with local volunteer support coordinated by the Catlins Historical Society during weekends, public holidays and during the Christmas / New Year Council closure. With many visitors using multiple services during their visits, the lack of access to

professional level information and the full range of the facility's technology and resources during the weekends, an increase in staffing has been agreed, to provide consistent services levels across 7 days.

CLUTHA HERITAGE DIGITAL REPOSITORY

Clutha Libraries in collaboration with South Otago communities are working to develop a central digital repository to share community collections which tell the stories of our past and present. Many community organisations, groups and individuals hold treasures which operate as windows into our heritage. The digital repository is a central way of sharing with others the stories that these treasures hold. Clutha District has a large amount of undiscovered heritage. The digital repository is a way of unveiling these stories, to develop our shared narratives and to promote the history of our place; and directly align with the Living and Working and Destination Strategies.

SEISMIC STRENGTHENING

Balclutha Library requires significant earthquake strengthening and renewal work, both of which will likely attract higher levels of building compliance and associated costs than currently planned.

The Tapanui and Lawrence Community Libraries require some internal alteration/reconfiguration to improve the delivery of services and customer experience.

The current Milton Library also requires internal modifications; however, it is expected that these will be addressed through the development of the new multi-purpose facility currently planned for the area.

The i-SITE is presently housed in a leased central business site, but is expected to move into the new Balclutha Community Hub.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

FUTURE PROOFING COUNCIL'S COMMUNITY HOUSING

Council currently has 98 community housing units throughout the district. They are typically smaller single units that are available to those over 25 years of age that meet Council's criteria. A key priority in Council's 'Living and Working' strategy is for quality housing in the district. Considering and planning for the infrastructure to support an aging population is important, and suitable housing is a crucial part of this.

In the lead up to this LTP a review of community housing took place to help Council determine how to best meet the needs of current and future community housing tenants, as well as the wider community.

It considered the age and condition of the existing units, current regulations set by the Healthy Homes Standard, Council's desire for a revenue neutral service, and the likely demand for this type of housing.

The main findings of the review included:

- Aside from the Council-owned complexes, there is a shortage of affordable, rental housing specifically targeted at the elderly in the Clutha District.
- There is currently a high demand for Council-owned community housing, and demand is highest in the larger towns of Balclutha and

Milton.

- There was a modest population growth across most of the district between 2013 and 2018, and this is expected to continue.
- The proportion, and total number of people aged 65+ is predicted to increase significantly over the next 25 years. Demand is therefore expected to increase in the future.
- The liveability of the current community housing blocks is reasonably high, although most do not meet the requirements of Healthy Homes Standards (HHS).
- Issues identified include the inability to heat the units adequately due to a lack of insulation, as well as condensation problems in winter. None of the units have mechanical ventilation.
- The value of the community housing blocks (as at April 2019) ranged from \$0.25M (Clinton) to \$1.65M (Toshvale). The total value was assessed as \$7.11M.
- A comprehensive renewals program is required over the next 10 years, mainly due to the age and condition of the existing units, and an extensive list of deferred maintenance work. In most cases, the current rental return would be insufficient to cover the cost of this work. Additional work would be required to meet the HHS.
- The amount that Council is currently able to put aside for depreciation is not adequate to fund a full replacement of community housing stock when they eventually reach the end of their lifespan.

In planning for the future Council agreed the following community housing options in this LTP:

- Provide additional new build units (at sites in Milton, Balclutha and Waihola).
- Refurbishment of existing units to meet Healthy Homes Standards.

In including these provisions Council has done so on the basis that:

- Specific investment decisions for each community housing block are to be considered on a case-by-case basis by Council.
- Community housing blocks will continue to be maintained with the aim of maintaining the existing services levels as a minimum.
- All maintenance and investment decisions will be made on the basis of providing a community housing service on a cost-neutral basis to rate payers.

Council has confirmed that this activity will continue to be fully funded by rentals, with no rates subsidy.

This approach aims to bring all units up to the HHS, as well as building additional new units to accommodate future demand. The construction of the additional units was recommended as the priority as this would free up the existing units for renewal/upgrade.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

CLUTHA COMMUNITY HUB

The rejuvenation of the Balclutha War Memorial Hall is underway through the creation of a multi-purpose community and visitor hub project managed and owned by the Clutha Community Hub Trust Inc. The project was based on community consultation through the Our Place Balclutha community plan and subsequent annual plan processes, providing fit-for-purpose sustainable community facilities that also facilitate business growth and innovation.

COMMUNITY HALLS & GRANDSTANDS

With 34 halls and two ageing grandstands spread across the district, and a relatively low population, the financial sustainability of facilities will always be a key issue. Given that the primary benefit of most of these facilities is to the community within which it is located, local communities generally fund much of the cost of these facilities .

There are 11 community halls within the Clutha District currently owned by Council. An additional 23 halls across the district are not owned by Council, and some of these receive operating grants from Council.

Under the current funding model for Council-owned halls, an annual budget is set for each hall. Community representatives are then able to apply for to spend on maintenance and operational costs as they best see fit. The financial sustainability of this model continues to weaken, due to the age of these

assets, associated costs to maintain and repair them, as well as the cost of seismic strengthening work required in some cases.

Council believe that, in general, it is better to transfer control and/or ownership to a community-based organisation, as they will be in a better position to determine the appropriate level of service for their hall, and to find cost-effective ways to ensure its sustainability.

Where a facility has been divested to a community organisation, Council will allocate annual grants from general rates in recognition of the public benefit component of the facilities.

There are several options to consider for the 11 Council-owned halls and 2 grandstands, i.e.

- CDC retains both ownership and control of the hall.
- Ownership and control is transferred to a community organisation.
- Control is transferred to a community organisation, with CDC retaining ownership.
- The facility is sold into private ownership.

The table (right) outlines the proposed programme for discussion with committees and communities about the future options for these facilities.

Table: Community Facilities Discussion Programme

Time frame	Facilities
2021-2024	Clutha Valley Community Centre Hillend Hall Kaka Point Hall Balclutha Grandstand
2024-2027	Lovells Flat Hall Owaka Community Centre Moneymore Community Centre Waiwera South Hall Milton Grandstand
2028-2031	Paretai Hall Waihola Hall Waipahi Hall Waitahuna Hall

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

MILTON COMMUNITY POOL/ COMMUNITY LIBRARY FACILITY

After consultation through the Our Place Milton community plan process, the preferred option was to develop a new pool complex. Milton currently has an aging facility that has structural issues. A new facility as part of a combined community library and swimming pool complex will provide a vibrant, contemporary facility which fosters an appreciation for a healthy, balanced and enriched lifestyles. It will provide a welcoming and inclusive place where visitors and the people of Tokomairiro and the Bruce District can relax, learn, play, engage and connect through the provision of aquatic facilities that provide opportunities for safe active recreation, learning and leisure.

BALCLUTHA'S NAISH PARK

The Our Place Community consultation process identifies projects the community feels are important for the enhancement of the services and facilities that Council provide. Council has encouraged partnerships with community groups which have ambition and desire to drive community improvement projects. These groups have access to multiple external funding sources, that help to minimise rates impact for these projects. The Clutha Parks Trust development group is an example of how this structure can lead to significant improvement in levels of service without significant rates impacts.

The Clutha Parks Trust development group (working across Naish Park and Centennial Grounds) is developing the existing Naish Park area and the adjoining Centennial Park which will provide connection for Centennial Pool users to the wider

park through a junior bike park and dog park. Next stages are a senior pump bike track, basketball area and joining pathways across the grounds and onto the adjoining Blair Athol trail.

Council is working to refine the Council/Community Group partnership process to enable efficient delivery of future our Place Community Plan projects.

DESTINATION TOILETS

Upgrades to the Milton public toilets are planned during the 2021/22 year, to make them modern, safe and easily accessible. This work would involve demolition of the current toilet block and the installation of new modern public toilets, as well as removal of the existing surface surrounding the toilets and the installation of new paving in the surrounding area known as Stewart Reserve.

New public toilets are planned at a site in Clyde Street in Balclutha during the (2022/23) year. During public consultation in 2018 destination toilets were identified as a project to encourage visitors to the township of Balclutha and encourage them to spend time in the central retail area.

WHAT'S NOT INCLUDED IN THE PLAN

EARTHQUAKE STRENGTHENING FOR COUNCIL BUILDINGS

Changes to the Building Act 2004 as a consequence to the Canterbury earthquakes means there are now requirements to strengthen buildings to at least 33% of the Building Code, or to demolish them. To enable Council to plan for the future, detailed seismic assessments have been undertaken for key Council buildings and this has identified that many of these

require earthquake strengthening work.

The 'What We Are Planning For Community Services' table over the page shows that some seismic strengthening work currently committed to (and budgeted for) in the 2021/31 Long Term Plan.

However, during the time frame of this plan, Council expects it will need to take a flexible approach in regard to future capital works and funding for a number of Council-owned or funded buildings.

Decisions will be made in conjunction with local communities, as community hall divestment discussions are conducted with the hall committees and communities, and future hall ownership structure to be established.

WALKING & CYCLING NETWORKS

Walkways and cycle trails have been growing in popularity throughout New Zealand and Otago. Previous feedback to Council is that further development of walking and cycling links within, and between the various communities in the Clutha District is a priority. Options for improving these networks are being considered as part of the 'Our Place' Community Plan development program, and some direction has already been set for improvements in Balclutha and Milton.

This will initially focus on ways to make progress within existing budgets, through some 'easy wins' such as improved signage and maps. Longer term, Council will also investigate ways to make more substantial improvements, in partnership with existing groups and organisations.

WHAT WE'RE AIMING FOR

COMMUNITY OUTCOME: CONNECTED & COLLABORATIVE

KEY PRIORITY AREA: (1) SUPPORT CULTURE & HERITAGE (2) IMPROVING HEALTH, SAFETY & WELL-BEING

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31
Operate a network of community facilities throughout the district including community libraries, information centres, pools, halls, playgrounds, sports grounds, parks and reserves.	Resident satisfaction with community facilities	90%	≥90%	≥90%	≥90%	≥90%
Provide quality community housing throughout the district	Proportion of community housing units that meet healthy homes standards*	0%	≥0%	≥9%	≥20%	100%

* Healthy Home Standards set minimum requirements to ensure that rental homes are warmer and drier.

WORK WE WILL BE FOCUSING ON IN THIS PLAN:

- Seismic strengthening Council buildings.
- Investigating and implementing projects identified within the 'Our Place' Community Plans.

WHAT WE ARE PLANNING FOR COMMUNITY SERVICES*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
SERVICE CENTRES & LIBRARIES										
560005 Lawrence Library Seismic Work		83								
560006 Balclutha Library Seismic Work				185						
560008 Tapanui Library Seismic Work						472				
500021 Heritage Digihub Hardware Replacement						40				
560001 Lawrence Library Renewals				27		56		16		22
560003 Balclutha Library Renewals		25	124			62				732
560009 Tapanui Library Renewals				184				39		
560012 Library Book Renewals	103	115	124	134	145	156	168	182	196	211
560019 Milton Library Pool Community Facility (Library component))			959							
SWIMMING POOLS										
570005 Balclutha Pool Renewals	23	12	107	95	43	13	13			
570007 Milton Library Pool Community Facility (Pool component)			1,571							
PARKS, RESERVES, PLAYGROUNDS & SPORTS GROUNDS										
590001 Balclutha Grandstand Renewals	26					69				20
59005 Milton Grandstand Renewals & Earthquake Strengthening	28				20				23	40
580021 Kaitangata Parks Tree Maintenance and Removal	35									
580001 Balclutha Parks & Reserves Projects	264	48	49	51	38					
580010 Waihola Parks & Reserves Projects	20									
580011 Milton Parks & Reserves Projects	101		45	21						
580019 Naish Park Centennial Park Project	180									
580022 Lawrence Whitehaven Street Playground			44							
580023 Pounaweia Playground		21								
580024 Tarata Street Playground (Kaka Point)			22							
580025 Esplanade Playground (Kaka Point)		53								
580026 Papatowai Picnic Area Reserve	20									

* Equal to or greater than \$10K

WHAT WE ARE PLANNING FOR COMMUNITY SERVICES*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
PARKS, RESERVES, PLAYGROUNDS & SPORTS GROUNDS CONTINUED										
200005 Gabriels Gully Entrance Car Park Reserve	10									
580027 Clutha Valley Reserve Management Plan	20									
580028 Kaitangata War Memorial Reserve	50									
580030 Kaitangata Reserve Management Plan	20									
580031 West Otago Reserve Management Plan	20									
580032 Clinton Reserve Management Plan	20									
HALLS & COMMUNITY CENTRES										
610006 Waihola Community Centre Renewals	10	11	11	11	12	12	12	13	13	13
610016 Kaka Point Community Centre Renewals				11	12	12	12	13	13	13
610017 Owaka Community Centre Renewals				11	12	12	12	13	13	13
610007 Clutha Valley Community Centre Renewals	20	21	22	23	23	24	24	25	26	27
COMMUNITY HOUSING										
640035 Community Housing Naish Court New Build	50	448								
640036 Spenser St New Builds		448								
640037 Waihola New Builds			691							
640003 Balclutha Argyle Street Healthy Homes	14		26	155		36	11		34	57
640006 Balclutha Toshvale Healthy Homes Work	99	144					1,062		162	
640009 Balclutha Naish Courts Healthy Homes Work	61		37		1,154				128	
640012 Clinton Healthy Homes Work		22	24		209	16		50	168	
640015 Kaitangata Healthy Homes Work		15				44	12			107
640018 Lawrence Healthy Homes Work		40	101			86	56		738	
640021 Milton Elderlee St Healthy Homes Work		40	44		14	95				482
640024 Milton Spencer St Healthy Homes Work		18	20			43			247	
640027 Owaka Healthy Homes Work	20	23				452		16		
640030 Tapanui Healthy Homes Work	48			27	84			29		575
640033 Waihola Healthy Homes Work	17	19		281		53	29			

* Equal to or greater than \$10K

WHAT WE ARE PLANNING FOR COMMUNITY SERVICES* CONTINUED

PROJECT (\$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
PUBLIC TOILETS										
200004 Gabriel's Gully Entrance Hub and Destination Toilet Investigation	50									
620015 Kaka Point Foreshore Public Toilets & Change Rooms		21								
620016 Kaitangata Additional Public Toilet		53								
620004 Milton Renewals			22							
620009 Owaka Renewals							24			
620010 Tapanui Renewals				23						
CAMPING GROUNDS										
670005 Kaka Point Renewals	10		32			13				

* Equal to or greater than \$10K

WHAT IT WILL COST & HOW WE WILL FUND COMMUNITY SERVICES

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	3,253	3,622	3,860	4,014	4,160	4,261	4,388	4,415	4,511	4,641	4,719
Targeted rates	1,680	1,775	1,962	2,045	2,103	2,143	2,200	2,203	2,243	2,296	2,330
Subsidies and grants for operating purposes	0	162	0	0	0	0	0	0	0	0	0
Fees and charges	1,667	1,250	1,282	1,320	1,358	1,397	1,435	1,449	1,490	1,532	1,573
Internal charges and overheads recovered	0	517	90	60	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	6,600	7,326	7,194	7,439	7,621	7,801	8,023	8,067	8,244	8,469	8,622
Applications of operating funding											
Payments to staff and suppliers	(3,934)	(10,674)	(5,662)	(4,393)	(4,496)	(4,612)	(4,727)	(4,774)	(4,896)	(5,022)	(5,147)
Finance costs	(168)	(165)	(262)	(291)	(331)	(326)	(334)	(338)	(339)	(325)	(328)
Internal charges and overheads applied	(1,412)	(1,505)	(1,515)	(1,592)	(1,601)	(1,654)	(1,726)	(1,726)	(1,763)	(1,846)	(1,853)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(5,514)	(12,344)	(7,439)	(6,276)	(6,428)	(6,592)	(6,787)	(6,838)	(6,998)	(7,193)	(7,328)
SURPLUS (DEFICIT) OF OPERATING FUNDING	1,086	(5,018)	(245)	1,163	1,193	1,209	1,236	1,229	1,246	1,276	1,294
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	2,415	6,609	1,975	2,655	(320)	477	275	64	(889)	166	432
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	2,415	6,609	1,975	2,655	(320)	477	275	64	(889)	166	432

Continues on next page

WHAT IT WILL COST & HOW WE WILL FUND COMMUNITY SERVICES

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to improve the level of service	(1,495)	(1,026)	(1,188)	(862)	(333)	(74)	(509)	(38)	(38)	(39)	(40)
Capital expenditure to replace existing assets	(2,282)	(612)	(577)	(3,282)	(1,017)	(1,796)	(1,375)	(1,492)	(442)	(1,825)	(2,391)
(Increase) decrease in reserves	89	(275)	(218)	(319)	20	(364)	(236)	(369)	(347)	(389)	(349)
(Increase) decrease of investments	187	322	253	645	457	548	609	606	470	811	1,054
TOTAL APPLICATIONS OF CAPITAL FUNDING	(3,501)	(1,591)	(1,730)	(3,818)	(873)	(1,686)	(1,511)	(1,293)	(357)	(1,442)	(1,726)
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(1,086)	5,018	245	(1,163)	(1,193)	(1,209)	(1,236)	(1,229)	(1,246)	(1,276)	(1,294)
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

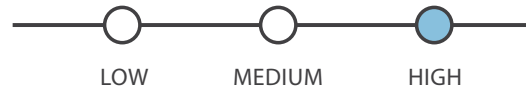
KEY PLANNING ASSUMPTIONS FOR COMMUNITY SERVICES

WHAT WE HAVE ASSUMED	LEVEL OF UNCERTAINTY	WHAT WOULD HAPPEN IF THIS CHANGED
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Community housing programme

We have assumed that:

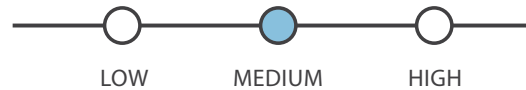
- There is sufficient capacity in construction industry, and that identified land is suitable for building additional new housing units; and reserve status of proposed Balclutha site can be revoked.
- The availability of proposed vacant new build units takes place and will be key to relocate existing tenants while renewal work is carried out on existing units.



Construction of new units would be delayed and/or purchase of additional land would be required. This would impact the delivery of the existing unit renewals programme. If proposed new vacant units are not available alternative funding arrangements may be required for accommodation of current tenants, or the renewal programme will not be achieved.

Community halls divestment programme

We have assumed budgets for community halls includes provision for basic levels of maintenance to include maintaining halls to a weather tight and safe condition during the 2021/31 period. Budgets do not include costs for additional maintenance or seismic strengthening work. These will be addressed through community consultation and divestment for halls on a case-by-case basis.



If additional funding is required this could impact on rates, and would be assess on a case-by-case basis.

Continues on next page

REGULATORY AND EMERGENCY SERVICES

WHAT WE DO

PROPERTY FILE RECORDS MANAGEMENT

THIS INVOLVES:

- Providing Land Information Memoranda.
- Keeping property files up to date and available for public inquiries.

RESOURCE MANAGEMENT

THIS INVOLVES:

- Providing advice on planning matters.
- Promoting the sustainable management of natural and physical resources.
- Processing resource consent applications for land use and subdivision.
- Carrying out monitoring, enforcement and prosecution when necessary.

BUILDING CONTROL

THIS INVOLVES:

- Providing advice and administering the Building Act 2004.
- Processing applications for Project Information Memoranda (PIMS) and Building Consents.
- Issuing building warrants of fitness and compliance schedules.
- Investigating complaints related to unauthorised building work.

ENVIRONMENTAL HEALTH

THIS INVOLVES:

- Registering and inspecting/auditing premises that prepare or sell food in accordance with the Food Act 2014 including the development and monitoring of food control plans.
- Registering and inspecting other controlled premises e.g. camping grounds.

- Promoting safe health practices through seminars and newsletters.

- Responding to noise complaints. Approximately 80 noise complaints are responded to annually.

ANIMAL CONTROL

THIS INVOLVES:

- Maintaining a register of the dogs in the district.
- Responding to complaints of wandering stock and dogs as well as barking and nuisance complaints.
- Providing impounding facilities, which are located in Balclutha.
- Providing education and advice to dog owners.
- Undertaking enforcement for non-compliance with dog control legislation and bylaws.

ALCOHOL LICENSING

THIS INVOLVES:

- Controlling the sale and supply of alcohol.
- Processing applications for on, off, club and special licenses, processing manager's certificates and renewals, and monitoring licensed premises for compliance.
- Promoting the principle of alcohol harm reduction.
- Reviewing Council's liquor ban bylaw to allow appropriate enforcement.

CIVIL DEFENCE EMERGENCY MANAGEMENT

THIS INVOLVES:

- Work with other authorities to plan for hazards and maintain Emergency Management and Operational plans.
- Maintaining systems, communications and resources that can be used during an emergency.
- Providing training for a network of volunteers throughout the district.
- Promoting awareness and personal preparedness.
- Monitoring known hazards, for example, the Clutha and Pomahaka rivers.
- Responding when actual or potential emergencies arise.
- Assisting with recovery after an event.

WHY WE DO IT

The activities in this group are provided to ensure public health and safety, and to ensure that economic activity and development occur in a way that does not place people or the environment at risk.

This activity group makes a primary contribution to the community outcome "healthy safe communities" and is a key contributor to 'Living and Working in Clutha' priorities of facilitating quality housing, reducing our environmental footprint and adapting to climate change.

MAINTAINING CURRENT LEVELS OF SERVICE

MAINTENANCE AND OPERATIONS

Regulatory and Emergency Services will continue to be carried out in-house, with the exception of after-hours noise and animal control. After-hours noise and animal control is contracted out and reviewed annually. Rural Fire is now the responsibility of Fire and Emergency New Zealand. The other main tasks involved with the ongoing maintenance and operation in this activity group include retaining building consent authority accreditation, maintaining the Civil Defence and District Plans, and retaining civil defence volunteers and maintaining their training levels.

RENEWALS AND REPLACEMENTS

Regulatory and Emergency Services do not involve any significant assets. The only asset funded as a capital item is the dog pound. This is funded for depreciation in accordance with Council's standard

practice for buildings. This facility is in good condition and we do not anticipate new capital requirements beyond ongoing maintenance. The only other significant capital items are vehicles, which are purchased through Council's Treasury function, and funded through an internal lease.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

BUILDING CONSENT

AUTHORITY (BCA) ACCREDITATION

Council will continue to ensure that it meets necessary requirements to retain its BCA accreditation. Council will also continue its involvement in the various regional shared services groups. Of particular relevance here is the continued collaboration between Clutha District Council and the three building control authorities within the Southland region.

Council will continue to implement a programme to assess potentially earthquake prone buildings in line with national Dangerous and Insanitary Building provisions. It is anticipated that our involvement will be as a conduit between building owners and structural assessors, with no Council funding allocated to assist private building owners meet their obligations.

ENVIRONMENTAL MANAGEMENT & PLANNING

With Central Government's announcement to overhaul the Resource Management Act 1991, Council has moved its focus in the environmental management and planning activity. A key outcome of the overhaul is to do away with separate district plans and establish combined regional plans.

There will be one combined plan per region, it will be outcomes based and will enable simplified evaluation requirements for consenting. The key focus for Council will be influencing, where appropriate, the outcome of the overhaul of the Resource Management Act, and clearly identifying both the district-wide issues and the more specific matters relating to zoning for growth and constraints to development that will need to be included in the one regional plan and how they are articulated and given effect to.

WHAT'S NOT INCLUDED IN THIS PLAN

DISTRICT PLAN REVIEW

The Government has announced an overhaul of the Resource Management Act 1991 to be completed by the end of 2022. A key outcome will be a proposal to do away with separate district plans and to establish combined regional plans. There will be one regional plan for the Otago Region.

Council's current operative District Plan is overdue for review. The review was programmed to commence sometime in 2018/21. However, District Plan reviews are costly and often take a long time to complete. A full review of the Clutha District Plan would have been unlikely to be completed before the Government's overhaul of the Resource Management Act 1991 was scheduled to be completed and new legislation enacted. Council has decided not to proceed with a full review of its District Plan while it awaits the final outcome of the overhaul and the new legislation is enacted.

SIGNIFICANT NATURAL AREAS

The Government is consulting on a draft National Policy Statement for Indigenous Biodiversity (NPS-IB). The purpose of the NPS-IB is to set out objectives and policies in relation to maintaining indigenous biodiversity and to specify what local authorities must do to achieve those objective.

The NPS-IB proposes establishing an obligation on local authorities carry out a district wide assessment to determine if an area has significant indigenous vegetation and/or is a significant habitat of indigenous fauna, and if so, classify it as either High or Medium based on specified criteria. These areas will be called Significant Natural Areas (SNAs). Once identified and mapped, local authorities will be required to notify a plan change necessary to include maps of SNAs in district plans (or equivalent under Government's proposed changes to Resource Management Act 1991).

While work to identify SNAs is potentially a key focus for Council over the next few years, Council has not yet set up a project to carry out the work in part because it is yet to be determined whether or not there will be any significant change to the NPS-IB when it is finally released by Government.

SIGNIFICANT EFFECTS

THE SIGNIFICANT EFFECTS COUNCIL'S REGULATORY AND EMERGENCY SERVICES HAVE ON OUR DISTRICT'S WELLBEING ARE OUTLINED BELOW.

POTENTIAL SIGNIFICANT NEGATIVE EFFECT	CULTURAL	SOCIAL	ECONOMIC	ENVIRONMENTAL	OUR RESPONSE
If legislative responsibilities are not well managed, there is the risk that social, economic, environmental and cultural benefits will not be realised.	●	●	●	●	Council has a responsibility to ensure that all processes and legislative requirements are properly followed.
When Council undertakes its regulatory activities it takes time to process applications and there is a cost to applicants. This is an unavoidable negative effect in order to make sure that legal requirements are met and that, more importantly, public safety and the environment are protected.	○	○	●	○	Council has a responsibility to ensure that costs and processing times are kept to a minimum.
There is a risk of injury to animal control officers from dog owners, dogs and livestock.	●	○	○	●	Ongoing training provided to ensure that necessary precautions are taken to protect against attack.
The dog control activity is predominantly funded by dog registrations. In many cases, those dogs that cause problems are not registered. To a certain extent 'problem' dogs and their owners are funded by responsible dog owners.	○	●	●	○	Cost recovery options can be implemented where possible.
Legislation is requiring more stringent Council input in the building consent process, which is increasing costs.	○	○	●	○	Apart from advocating on behalf of the community (via submissions to Central Government, for example), legislation is beyond the control of local authorities. There are limited options for councils to keep costs down when these costs come from sources outside their control.
Processing times for the various stages associated with building projects is considered a delay in construction.	○	○	●	○	Council has to ensure that it balances its responsibilities in relation to public safety with the needs of builders in relation to responsiveness.

WHAT WE'RE AIMING FOR

WHAT WE'RE WORKING TOWARDS (level of service)	HOW WE WILL MEASURE PROGRESS (performance measure)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31
To provide an application processing service where consents are processed within statutory time frames in an efficient manner	Applications lodged are processed within statutory time frames ¹	70% ²	100%	100%	100%	100%
Complaints are prioritised and responded to in an efficient manner	Customer service requests are responded to within target time frames	92%	≥95%	≥95%	≥95%	≥95%

¹ Includes resource consent, building consent, land information memorandum and alcohol licencing applications.

² This result is expected to be improved through increased resourcing and process improvement.

WHAT WE ARE PLANNING FOR REGULATORY AND EMERGENCY SERVICES*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Dog Pound Upgrade	60									

* Equal to or greater than \$20K

WORK WE WILL BE FOCUSING ON IN THIS PLAN:

- Facilitating Council's focus on growing the rating base by:
 - o Enabling the consenting process
 - o Supporting and enabling the utilization of land for development
 - o Research where our gaps are in housing, commercial property, industrial land and town aesthetics
- Maintaining BCA accreditation

WHAT IT WILL COST & HOW WE WILL FUND REGULATORY & EMERGENCY SERVICES

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	356	355	362	376	382	394	408	410	420	436	442
Targeted rates	769	836	835	841	857	852	908	884	923	932	949
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	1,347	1,616	1,663	1,711	1,761	1,812	1,861	1,879	1,932	1,986	2,040
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	2,472	2,807	2,860	2,928	3,000	3,058	3,177	3,173	3,275	3,354	3,431
Applications of operating funding											
Payments to staff and suppliers	(1,208)	(1,505)	(1,464)	(1,477)	(1,541)	(1,556)	(1,621)	(1,612)	(1,678)	(1,697)	(1,765)
Finance costs	(7)	(5)	(6)	(5)	(5)	(4)	(4)	(4)	(4)	(3)	(3)
Internal charges and overheads applied	(1,224)	(1,215)	(1,225)	(1,279)	(1,288)	(1,327)	(1,378)	(1,380)	(1,408)	(1,467)	(1,475)
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(2,439)	(2,725)	(2,695)	(2,761)	(2,834)	(2,887)	(3,003)	(2,996)	(3,090)	(3,167)	(3,243)
SURPLUS (DEFICIT) OF OPERATING FUNDING	33	82	165	167	166	171	174	177	185	187	188
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	44	33	(30)	(30)	(20)	(20)	(21)	(21)	(21)	(21)	(12)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	44	33	(30)	(30)	(20)	(20)	(21)	(21)	(21)	(21)	(12)

WHAT IT WILL COST & HOW WE WILL FUND REGULATORY & EMERGENCY SERVICES

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to improve the level of service	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to replace existing assets	(70)	(60)	0	0	0	0	0	0	0	0	0
(Increase) decrease in reserves	5	(11)	(88)	(90)	(93)	(96)	(98)	(99)	(102)	(105)	(108)
(Increase) decrease of investments	(12)	(44)	(47)	(47)	(53)	(55)	(55)	(57)	(62)	(61)	(68)
TOTAL APPLICATIONS OF CAPITAL FUNDING	(77)	(115)	(135)	(137)	(146)	(151)	(153)	(156)	(164)	(166)	(176)
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(33)	(82)	(165)	(167)	(166)	(171)	(174)	(177)	(185)	(187)	(188)
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

CALLS WE HAVE MADE IN PUTTING BUDGETS FOR THIS PLAN TOGETHER

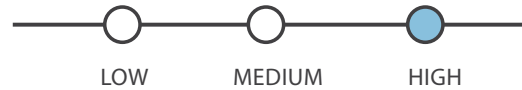
KEY PLANNING ASSUMPTIONS FOR REGULATORY AND EMERGENCY SERVICES

WHAT WE HAVE ASSUMED

Environmental Management & Planning Changes

Council assumes that, in light of the government-initiated review of the Resource Management Act, and National Policy Statement on Indigenous Biodiversity there will be changes to Council's role and responsibilities under new environmental management and planning legislation. The nature, scale and significance of those changes are not yet apparent..

LEVEL OF UNCERTAINTY



WHAT WOULD HAPPEN IF THIS CHANGED

That Council's responsibilities regarding environmental management and planning could significantly change which could have flow on resourcing and budgetary implications.

*Universal financial assumptions that also affect Regulatory & Emergency Services are included in the financial strategy section of this document.

INTERNAL SERVICES

Internal services play an important role in enabling Council to function.

WHAT WE DO

Several internal services support our significant activities in delivering services to our communities. These include corporate management, human resources, health and safety, policy and communications, district assets operations, regulatory operations, treasury, information services, geographic information systems (GIS) and the running and maintenance of our main the Rosebank office in Balclutha.

WHY WE DO IT

Internal services play an integral role in enabling Council to function.

MAINTAINING CURRENT LEVELS OF SERVICE

Ongoing renewal work is planned for Council's Rosebank Terrace head office, including for the interior of the building, and for regular information technology renewals including GIS software and aerial photography updates.

Council's internal services will continue to support

Council's activities using in-house staff and when required specialist consultant expertise.

Significant investment has occurred in Council's technology across all aspects, including our Enterprise Resource Planning (ERP) system, our Document Management System (M-Files), our web, mobile and online solutions, and our network and telecommunications. This enabled us to get on par with the rest of the country. We have achieved that goal and we will be looking to build on the platform and maximise our investments.

Council has a continuous review of Council property with a view to holding property for specific purposes only. Council will continue to always work towards ensuring the best return to the ratepayer.

Council will continue to ensure Health & Safety is a priority and that our staff and contractors remain safe.

IMPROVEMENTS OR CHANGES WE'RE PROPOSING

We will continue to implement and improve Council's E-business platform. A major aspect of this is scanning our paper records and working in a fully digital environment internally, and externally.

Our focus areas will be on improving our customer's engagement (CRM and online projects), higher quality of service through better efficiencies and automations (ERP upgrades and asset system integrations) and better decision making based on quality and accessible data (Digitisation and Reporting analysis).

There is a need for an improved Cybersecurity solution due to external risks. This will focus on securing our digital investments and assets and be a responsible steward for our community's private information.

With Covid-19 council has experienced the gains remote communications and interactions provide. We will be looking to expand on our audio and visual capabilities to further take advantage of these solutions.

WHAT WE ARE PLANNING FOR INTERNAL SERVICES*

PROJECT (All in \$000s)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Levels of service improvements										
900018 Hardware Asset Purchases	42	47	50	52	53	55	56			
900019 Digitisation of Property Files	800									
900037 Computer Network & Security	60	64	66	68	70	71	73			
900050 Datascape Upgrade	300	43								
900051 Datascape Upgrade		96	22							
900052 Datascape Upgrade	100	48								
900053 Rosebank Office upgrade Audio and Visual equipment and installation	50	21								
900054 Audio and Visual Equipment and Installation				79	17					
900056 M-Files Automation and Integrations	50	32	22							
900057 Phone System Upgrades	75	16								
900058 Systems Integrations	40	21								
900059 Digitisation of Records				338						
900060 Digitisation of Records					319					
900061 Digitisation of Records						202				
900065 Security Compliance Programme Set Up	20									
Renewals										
900004 Vehicle renewals	240	256	263	270	278	285	293	301	310	318
900015 Rosebank Office Foyer & Renewals	59	27	21		39		70			

* Equal to or greater than \$20K

WHAT IT WILL COST & HOW WE WILL FUND INTERNAL SERVICES

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Sources of Operating Funding											
General rates, UAGCs, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	129	0	0	0	0	0	0	0	0	0
Fees and charges	139	165	170	175	180	185	190	192	198	203	209
Internal charges and overheads recovered	8,010	7,807	7,867	8,246	8,306	8,571	8,929	8,934	9,125	9,536	9,585
Fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING FUNDING	8,149	8,101	8,037	8,421	8,486	8,756	9,119	9,126	9,323	9,739	9,794
Applications of operating funding											
Payments to staff and suppliers	(7,688)	(8,117)	(8,051)	(8,380)	(8,447)	(8,701)	(9,056)	(9,051)	(9,253)	(9,682)	(9,747)
Finance costs	(3)	(39)	(62)	(66)	(66)	(71)	(75)	(76)	(74)	(71)	(67)
Internal charges and overheads applied	0	0	0	0	0	0	0	0	0	0	0
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
TOTAL APPLICATIONS OF OPERATING FUNDING	(7,691)	(8,156)	(8,113)	(8,446)	(8,513)	(8,772)	(9,131)	(9,127)	(9,327)	(9,753)	(9,814)
SURPLUS (DEFICIT) OF OPERATING FUNDING	458	(55)	(76)	(25)	(27)	(16)	(12)	(1)	(4)	(14)	(20)
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	2,348	1,490	230	(1)	371	221	84	(99)	(228)	(231)	(228)
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated sources of funding	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES OF CAPITAL FUNDING	2,348	1,490	230	(1)	371	221	84	(99)	(228)	(231)	(228)

Continues on next page

WHAT IT WILL COST & HOW WE WILL FUND INTERNAL SERVICES

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Applications of capital funding											
Capital expenditure to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure to improve the level of service	(2,631)	(1,654)	(414)	(178)	(678)	(478)	(347)	(222)	0	0	(80)
Capital expenditure to replace existing assets	(883)	(299)	(283)	(284)	(277)	(317)	(304)	(363)	(301)	(310)	(318)
(Increase) decrease in reserves	654	(139)	(182)	(261)	(229)	(277)	(310)	(213)	(347)	(363)	(320)
(Increase) decrease of investments	54	657	725	749	840	867	889	898	880	918	966
TOTAL APPLICATIONS OF CAPITAL FUNDING	(2,806)	(1,435)	(154)	26	(344)	(205)	(72)	100	232	245	248
SURPLUS (DEFICIT) OF CAPITAL FUNDING	(458)	55	76	25	27	16	12	1	4	14	20
FUNDING BALANCE	0	0	0	0	0	0	0	0	0	0	0

WHAT WE'RE AIMING FOR

WHAT WE'RE WORKING TOWARDS (level of service)		HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		2019/20	2021/22	2022/23	2023/24	2024/25 - 2030/31
We handle customer requests for service efficiently and effectively	Percentage of service requests resolved within time frames	53%	95%	95%	95%	95%
We deliver on our work programmes	Percentage of capital projects completed*	39%	75%	80%	82%	90%

* Based on an average that takes into account: 1) number of projects completed and 2) approved budget spent.