

COUNCIL ACTIVITIES

YOUR COMMUNITY YOUR COUNCIL YOUR FUTURE 2024/34



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. WASTEWATER	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

Continues on next page

Continues from previous page

ACTIVITY GROUP	COMMUNITY OUTCOME		ACTIVITY
7. WASTE MANAGEMENT & MINIMISATION	Healthy Sustainable Environment	<ul style="list-style-type: none"> • Reducing Our Environmental Footprint • Healthy Safe Communities 	<ul style="list-style-type: none"> • Waste Management & Minimisation
8. 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
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.



MAYOR
Bryan Cadogan

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.

At the beginning of each triennium 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 listening to 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.

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 2025. 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. In preparation for the Triennial Elections in 2025 we are conducting a representation review.

FACILITATING GROWTH

Like other rural areas throughout New Zealand, the Clutha District had experienced a period of population decline. That is now mainly in the past. The two previous Long-Term Plans set the platform for a change in direction to promote growth, and the latest Census 2023 indicated a modest population increase. That growth trend continues into 2024 and is projected to continue.

Council established its Living and Working in Clutha Strategy in 2021 which has been reviewed and updated in 2024. The strategy addresses key Council priorities covering: Investing in Infrastructure; More quality housing; Filling our jobs, Improving our Environmental Footprint; Adapting to Climate Change; Improving our Communities Health; Safety and Wellbeing; and Supporting our Cultural Heritage.

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 .

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. This is intended to be extended to other communities within the Clutha District. The overall measure of progress or success in this area is the latest Census 2023 results which highlights population growth.

RATES AFFORDABILITY

Despite the consideration given to the affordability of rates, this 10-year plan reflects a high degree of unaffordability in later years, predominantly caused by an investment in Three Waters infrastructure.

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 has been externally reviewed.

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 Milton to Waiholo water pipeline, continuing to complete and implement Community Plans and associated projects, and continuing to support housing through residential development and house and land packages.

Work is also being carried out to implement Council's decision to upgrade and increase the stock of Council elderly and social housing. Proactive investigation of

alternative models for community housing development will also be explored to stimulate housing solutions.

Council recognises the importance of accessibility for the community, in particular in relation to street accessibility audits, community housing and disabled peoples travel. New and renewal Council transportation projects comply with the latest disability standards. Council is also ensuring access audits are included as part of its future housing project planning.

ADVOCACY

Given the high degree of unaffordability in the later years of this Long Term Plan, and the uncertainty of the overall Local Water Done Well programme, advocacy is a critical aspect of the early years of this 10-year plan. Solutions and affordability will come from collaboration, cooperation and advocacy. We imagine that going it alone is not an option.

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 approach to assess and make any budget changes through the annual planning or similar consultative process.

Council consulted on an option to use investment fund surpluses to provide an additional rates rebate to those eligible for rates rebates. This was not supported by a majority of submitters and was not approved by the elected members.

WORK WE WILL BE FOCUSING ON IN THIS PLAN:

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

WHAT we are planning for Community Leadership

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
200004 Gabriels Gully Entrance - Community Hub and Destination Toilet Investigation	50	-	-	-	-	-	-	-	-	-

* Equal to or greater than \$50K

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			
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34
Provide effective leadership, representation and service to residents and ratepayers	Satisfaction with decision making, leadership and planning of elected members (Council)	62%	≥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 ≤20%)	\$29.2M 3.96%	\$36.3M 14.36%	\$43.4M 19.64%	\$51.5M 18.92%	\$62.6M* 4.19%*

* Average for 2027/28 - 2033/34

** Residents Survey 2023, p36

What it will cost & HOW WE WILL FUND community leadership

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	1,216	1,505	1,563	1,589	1,636	1,678	1,701	1,740	1,780	1,804	1,845
Targeted rates	277	326	335	338	346	352	354	360	366	368	374
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	60	50	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Fuel tax, fines, infringement fees and other receipts	-	60	61	62	64	65	66	67	68	70	71
TOTAL OPERATING FUNDING (A)	1,553	1,941	1,959	1,989	2,046	2,094	2,121	2,167	2,214	2,242	2,290
Applications of operating funding											
Payments to staff and suppliers	786	932	954	976	999	1,021	1,043	1,065	1,087	1,108	1,130
Finance costs	48	63	61	58	55	52	48	45	41	37	33
Internal charges and overheads applied	565	784	829	835	868	893	897	920	944	949	974
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	1,399	1,779	1,844	1,870	1,922	1,966	1,988	2,029	2,072	2,095	2,137
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	154	162	116	120	124	128	133	138	142	147	153
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(53)	(52)	(54)	(57)	(60)	(63)	(67)	(70)	(74)	(78)	(82)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	(53)	(52)	(54)	(57)	(60)	(63)	(67)	(70)	(74)	(78)	(82)

Continues on next page

What it will cost & HOW WE WILL FUND community leadership

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	-	50	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	(8)	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	109	60	61	62	64	65	66	67	68	70	71
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	101	110	61	62	64	65	66	67	68	70	71
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	(154)	(162)	(116)	(120)	(124)	(128)	(133)	(138)	(142)	(147)	(153)
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

Calls we have made in putting budgets for this plan together

KEY PLANNING ASSUMPTIONS FOR COMMUNITY LEADERSHIP AND OUR DISTRICT OVERALL

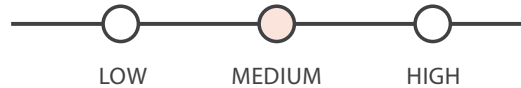
WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Amalgamation/Boundary Changes

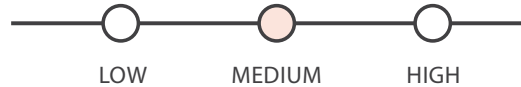
Council is assuming that the Clutha District will retain its existing boundaries, functions and status as a territorial authority during the life of this plan.



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, collaborative and resilient.
- Clutha has a healthy and sustainable environment.

These outcomes are tailored to achieve our goal to promote the economic, environmental, social and cultural wellbeing of our communities. We have identified seven

priority work areas where Council has an important role to play. These relate to housing, business and work-place 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 are 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 2024/54

<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, wastewater 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 wastewater 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 intend to get there</p>	<p>The 2024/54 Infrastructure Strategy identifies a set of principles, intended to achieve our overall infrastructure objectives:</p> <ol style="list-style-type: none"> 1. Transition through reforms for the 2027 Long Term Plan. 2. Plan for and be adaptive to growth and enable private infrastructure investment where beneficial to the community. 3. Continue to focus on maintaining the infrastructure we have already invested in, and prioritise investment in infrastructure that balances cost, risk, and service levels. 4. Keep rates affordability at the forefront of our actions and decisions. 5. 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 wellbeing. • Improving levels of service – we will prioritise investment in infrastructure that balances cost, risk and service levels. • Taking care of what we have 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>There are more than 7,000 occupied dwellings in the Clutha District. Of these, approximately 70% are owner occupied/held in a family trust, while 22% are rented. Nearly 20% of dwellings were identified in the 2018 Census as being ‘sometimes damp’. There have been, on average, 64 new dwelling consents issued by Council each year over the last ten years. Council provides 98 community housing units, spread across eight towns.</p> <p>Demand for housing (including rental, owner occupied and social housing) remains strong across the district. 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.</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 intend to get there</p>	<p>Council has a key role to play in helping to achieve the outcomes for Housing. In particular, we will</p> <ul style="list-style-type: none"> • Continue to provide a community housing service and look to improve this service where possible. • Ensure that the necessary infrastructure is in place to support existing and additional housing. • Support or enable private and public housing initiatives. • Support housing-related projects identified as priorities in Our Place community plans. <p>It is important to note that a collective approach, involving a wide range of stakeholders will be required to address current housing issues in the Clutha District (including availability and quality).</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.</p> <p>We will measure compliance against appropriate standards (e.g., drinking water, roading).</p>
<p>Key documents</p>	<p>District Plan, Infrastructure Strategy 2024-54 and associated Activity Management Plans.</p>
<p>Long Term Plan levels of service</p>	<p>Council District Plan related obligations are met, including rezoning with a focus on facilitating infill and new housing developments.</p> <p>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, enabling residential development and subdivisions.</p>
<p>Where we want to be</p>	<ul style="list-style-type: none"> • We want to attract and sustain a vibrant and diverse workforce with the skills to meet the changing needs of the district. • We want to have a diverse range of business and work opportunities available (e.g., agriculture, tourism, digital technology), that suit people’s capability and capacity to work (i.e., their cultural background, ethnicity, age, skills, and life experience). • We want to have a strong diversified economy in the Clutha District. • We would like to see collaboration between employers and employees, including better transition between seasonal jobs. • A district that focuses on quality and value over quantity and balances environmental considerations with economic gain. • We sustain, retain and grow our existing businesses. • A business and workplace environment that provides compelling reasons to live and work in the Clutha District.
<p>How we intend 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) such as Clutha Development, 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 through 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, 2024/34 Long Term Plan, Economic Development Strategy 2015</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: IMPROVING 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 wellbeing and is a priority towards making Clutha a great place to live, work, and play.

With amazing scenery, brilliant and growing cycle trails, stunning beaches and opportunities for whitebaiting, fishing and surfing, the physical environment readily supports well-being through physical activity and moments of wonder and reflection.

Clutha District Community Needs and Strengths Assessment, August 2023

<p>Where we are now</p>	<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 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. waste management and minimisation, wastewater treatment, management of pest species), and • Internal activities (e.g. environmental impact of operating vehicles and Council-owned assets). <p>Examples of Council’s ongoing work to reduce the impact of human behaviour on our natural environment include bylaws for freedom camping (2021) and vehicles on beaches (2022), and improvements to our wastewater treatment facilities.</p>
<p>Where we want to be</p>	<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>
<p>How we intend to get there</p>	<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. Mana whenua, 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 Murihiku, 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. Other relevant Council-led initiatives include:</p> <ul style="list-style-type: none"> • The District Plan review of related documents – e.g., identifying and protecting indigenous biodiversity 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).
<p>How we will monitor progress</p>	<p>Monitoring discharges from Council’s wastewater treatment plants, the number and extent of significant indigenous biodiversity which are protected by the District Plan, and the energy efficiency of Council assets and infrastructure.</p>
<p>Key documents</p>	<p>Infrastructure Strategy, Three Waters and Solid Waste Activity Management Plans, Waste Management & Minimisation Plan, Clutha Destination Strategy, Climate Change Strategy.</p>
<p>Long Term Plan levels of service</p>	<ul style="list-style-type: none"> • Council District Plan obligations are met including the protection of indigenous biodiversity and landscapes of significance. • Council works proactively with iwi and community groups. • Council provides kerbside solid waste and recycling collection services in accordance with its waste minimisation plan.

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 wellbeing.

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.

<p>Where we are now</p>	<p>Adaption: The Climate Change Leadership and Response Plan was adopted in 2019. The first stage was completed in June 2020, with a report describing the impacts of climate change for the Clutha District. A second report, quantifying the risks to Council infrastructure and community assets was completed in June 2021. Council has developed a draft Climate Change Strategy, and this will be finalised using feedback provided through 2024/34 Long Term Plan consultation.</p> <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>
<p>Where we want to be</p>	<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.
<p>How we intend to get there</p>	<p>Once completed, the Climate Change Strategy will provide a solid platform (including a common understanding of likely risks) upon which future strategic decisions will be based. 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. Managing changing risks and potential loss of service levels (e.g., the loss of a coastal road). 2. Managing community expectations about levels of service. 3. Dealing with uncertainty. 4. Finding the best way for Council to work with communities to manage change.
<p>How we will monitor progress</p>	<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>
<p>Key documents</p>	<p>District Plan. The Climate Change Strategy and other reports completed as part of the Climate Change Leadership and Response Plan.</p>
<p>Long Term Plan levels of service</p>	<ul style="list-style-type: none"> • Council ensures District Plan obligations are met 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 & WELLBEING

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.

The Clutha community is a strong one – it is a resilient community with a can-do attitude.

Clutha District Community Needs and Strengths Assessment, August 2023

<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 have built up some excellent community facilities over many decades, with more in the planning stages. New facilities include the Te Pou ō Mata-Au Clutha District War Memorial & Community Centre, the Lawrence Destination Playground, and the Clutha Gold Trail. Our communities are great places to live, work and play. However, our small population, together with increasing costs means that maintaining existing, and creating additional facilities can be a challenge. Volunteers are increasingly stretched, and our population is aging. The district also faces a range of social challenges, including drugs and alcohol, the high cost of living, loss of key services and low digital connectivity in some areas.</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 intend 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. We also consider the best way to deliver these community ambitions, whether it be through core Council services, joint projects with the community, or supporting community-led initiatives.</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. Progress on priority projects identified in Our Place community plans.</p>
<p>Key documents</p>	<p>Activity Management Plans, District Plan, Dog Control Policy & Bylaw, Our Place Community Plans, 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 Māori 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"> • The social wellbeing of the Clutha District is enhanced and supported by a vibrant, diverse community. • There is an economic benefit to the Clutha District through the alignment of business development, tourism, cultural and heritage resources. • Clutha is a district that understands and celebrates its past, and promotes its unique sense of place today, and in the future.
How we intend to get there	We will work proactively with owners of heritage buildings and sites to preserve the District's heritage. Examples include: <ul style="list-style-type: none"> • Promote and support heritage and cultural resources and events - for example through websites, our library network, and increased use of Te Pou ō Mata-Au Clutha District War Memorial & Community Centre. • Encourage collaboration between agencies- for example, shared marketing or coordinating exhibitions and events • Council investment which encourages property owners to revitalise and re-purpose heritage buildings, through rates relief, street improvements and heritage grants. • Support the heritage-related projects in the Our Place Lawrence-Tuapeka and Our Place Clutha Valley community plans. • Continue to make our heritage and cultural resources more accessible. • Incorporate local history and culture into renewal work on community facilities. • Continue to develop and promote the Clutha Heritage digital repository, to tell the stories of our past and present. • Continue to work with stakeholders such as kā rūnaka ki Ōtāgo and Murihiku and the Historic Places Trust to better understand and protect heritage values.
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, Our Place Community Plans.
Long Term Plan levels of service	Council will: <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 and management for the district, provided via Clutha Development Inc as the Regional Tourism Organisation (RTO).
- 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 to 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 management 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 agenda through its Living and Working in Clutha Strategy for which it has primary responsibility. This also includes contracted support provided by Clutha Development Inc. to progress key strategy activities under a service level agreement. 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. This will also continue throughout the term of this Long Term Plan. Primary sector support will continue to be supported through third party funding.

All the Community Plans that Council has developed with each community since 2016 are now completed. Community Plans have been completed for Balclutha, Waihola, Milton, The Catlins, Lawrence-Tuapeka, Kaitangata, West Otago, Clutha Valley, Clinton and Taieri Mouth. The focus is now on implementation of the key projects within each plan. Some plans will be updated to reflect the current priorities of the community. Council has budgeted towards the implementation of these projects in this Long Term Plan.

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.

Council approved \$195,000 of funding in 2024/25 towards Destination Management. The previous funding from MBIE – STAPP is no longer available. Destination Management is a strategic approach to the growth of the tourism sector in the district. It is 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

Through the submissions process and specifically the community funding submissions process to the Long Term Plan, Council confirmed ongoing funding or provided an increase in funding for organisations and community projects. Additionally, Council has confirmed new funding for projects under the Community Plans that are underway across all communities in the district.

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			
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34
Support the District's communities and economy through community planning facilitation and support	Percentage of projects and activities identified in Our Place Community Plans completed*	NEW MEASURE	40%	44%	48%	63%

*Calculated as a proportion of actions completed by the Project Manager of Community Plan Implementation.

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 has 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.

WORK WE WILL BE FOCUSING ON IN THIS PLAN:

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

Budgeted ECONOMIC & Community DEVELOPMENT Funding

ORGANISATION	DESCRIPTION	2024/25
Clutha Development Trust	For contracted economic development services	\$477,000
Clutha District ES Trust	Funding towards the running costs of the Emergency Portacom Caravan	\$2,500
Clutha Gold Trail	Funding set aside for future maintenance requirements on the Clutha Gold Trail	\$29,115
Clutha Sport Masters Games	Funding to support the annual Balclutha Masters Games	\$700
Community Committees Support	Grant to support external community committees with administrations costs	\$1,538
Community Swimming Pool	Grants towards operating costs for various pools throughout the district	\$49,841
Destination Marketing - Clutha Development	To provide 'Destination Clutha' tourism funding	\$195,000
District Museums	Funding towards operating costs for the 6 Clutha District Museums managed under the umbrella of Clutha District Combined Museums	\$60,840
Event Support	Small budget to provide event support to groups	\$2,327
Fees Reimbursement Scheme	Scheme which provides for reimbursement of Council-related fees and charges to community groups and volunteers	\$15,000
Heartland Life Education	Sponsorship towards the charitable trust providing life education services to Clutha District Youth	\$6,000
Information Centres - Lawrence	Operational grant to deliver Information Centre services	\$65,000
Information Centres - Milton	Operational grant to deliver Information Centre services	\$11,627
Information Centres - Owaka	Operational grant to deliver Information Centre services	\$22,471
KP Surf Lifesaving Grant	Funding for retaining lifeguard patrol services at Kākā Point and a grant towards the redevelopment of combined facilities	\$340,000
Mayors Taskforce Youth	Support of youth and leadership in the Clutha District	\$11,293
Otago Museum	Funding levy for Otago Museum	\$148,500
Programmes for Youth	Funding for Clutha Youth Worker through Southern Youth Development	\$31,796
Property Rent Assistance	Scheme which reimburses community groups who lease Council land and buildings	\$8,453

Budgeted ECONOMIC & Community DEVELOPMENT Funding

ORGANISATION	DESCRIPTION	2024/25
Signage - New	To update signage in the district "Welcome to"	\$2,000
Signage - Maintenance	To update signage in the district "Welcome to"	\$3,312
Simpson Park Bench Grant	Council grant to support the upgrade of the bench seating at Simpson Park Sports Ground	\$2,089
SO Historical Society - Curator	Funding for a curator salary	\$35,000
Southern Youth Bikes Refurbish Grant	Council grant to initiate programme to minimise bikes going into landfill by recycling parts	\$11,000
SPARC Additional Funding	Council funding support towards the Sport NZ Rural Travel Fund - for local schools and clubs to enable youth to play sport	\$15,000
Sport Clutha	Council portion of funding Sport Clutha coordination services	\$49,247
Telford Bursary	Council administered bursary for students studying at Telford (SIT)	\$3,000
Tuapeka Goldfields Museum Manager Grant	Funding for a curator salary	\$19,000
Walking & Cycling Owaka	Funding towards construction of a cycle trail from Owaka to Pounaweia	\$15,000
West Otago Vintage Club Grant	Grant to extend the museum facility	\$200,000
Womens Refuge	Funding to Gore/Clutha Whānau Refuge which provides support services in the Clutha District	\$35,000
Youth Council	Youth Council project budget	\$17,000

What it will cost & HOW WE WILL FUND economic and community development

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	1,496	1,627	1,603	1,632	1,642	1,673	1,699	1,728	1,757	1,782	1,811
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes*	-	753	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING FUNDING (A)	1,496	2,380	1,603	1,632	1,642	1,673	1,699	1,728	1,757	1,782	1,811
Applications of operating funding											
Payments to staff and suppliers	1,600	2,082	1,295	1,323	1,326	1,352	1,377	1,401	1,425	1,449	1,472
Finance costs	51	84	81	79	76	72	69	66	62	58	54
Internal charges and overheads applied	24	163	173	174	181	186	187	192	197	198	203
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	1,675	2,329	1,549	1,576	1,582	1,610	1,633	1,659	1,684	1,705	1,730
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	(179)	51	54	57	60	63	66	69	73	77	81
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	151	(51)	(54)	(57)	(60)	(63)	(66)	(69)	(73)	(77)	(81)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	151	(51)	(54)	(57)	(60)	(63)	(66)	(69)	(73)	(77)	(81)

* From time to time one off projects will be funded by a different funding source, eg investment fund surplus or grants.

What it will cost & HOW WE WILL FUND economic and community development

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Applications of capital funding												
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	-	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	-	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	(28)	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) of investments	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	(28)	-	-	-	-	-	-	-	-	-	-	-
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	179	(51)	(54)	(57)	(60)	(63)	(66)	(69)	(73)	(77)	(81)	
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-	-

Calls we have made in putting budgets for this plan together

KEY PLANNING ASSUMPTIONS FOR ECONOMIC AND COMMUNITY DEVELOPMENT

WHAT WE HAVE ASSUMED

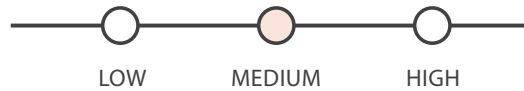
LEVEL OF UNCERTAINTY

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

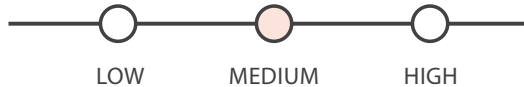
Council has assumed it will continue to partner with other funders and part-fund contracted services for youth development in current levels.



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 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 18,900 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 \$1,155.1 million. The table (right) illustrates the main features of the roading network.

Transportation Asset Information*

ASSET COMPONENT	QUANTITY	ASSET VALUE (\$MILLION)
Formation	24,134,016 m ²	690.5
Sealed Pavement Surface	860 km	1.7
Sealed Pavement Structure	860 km	242.2
Unsealed Pavement Structure	2,048 km	93.2
Drainage		27.6
Surface Water Channels	173,980 m	12.9
Footpaths (sealed + unsealed)	144 km	26.9
Signs/RRPM's/Markings/Railings		4.0
Edge Marker Posts	15,114 units	0.2
Street Lights	1,379 units	1.3
Minor Structures, Retaining Walls	3,449 m	2.9
Bridges and Major Culverts	361 units	51.7
TOTAL		\$1,155.1

*Valuation as at 30 June 2023

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 several negative effects arising from both the construction and maintenance activities within the road corridor and its use by motor vehicles.

POTENTIAL SIGNIFICANT NEGATIVE EFFECT					OUR RESPONSE
	CULTURAL	SOCIAL	ECONOMIC	ENVIRONMENTAL	
Road and environmental factors can contribute to crashes, particularly those that involve loss of control.	●	●	●	●	Continue to undertake improvement projects and target road 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 Rooding Bylaw – Stock Movement is not adhered to.	●	○	●	●	Monitor Rooding Bylaw – Stock Movement to ensure appropriate movement of stock.
Economically, the cost of desired infrastructure may exceed the community's ability to pay.	○	●	●	○	Reassess rooding 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 NZTA for funding assistance for seal extentions.
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 inhouse 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.

TIMING ADJUSTMENT FOR TRANSPORTATION SPENDING

The bulk of Council's transportation funding is approved by the New Zealand Transport Agency (NZTA) in 3 yearly blocks. This is a partnership between NZTA (on behalf of the Government) and Council. NZTA supports the programme with 67% of the funding and Council rates customers for the other 33%. Unfortunately, we will not have final confirmation of the approved level of funding for the next three-year period until September 2024. In the past, not all of the requested funds had been approved and

for the last two funding cycles Council spending has been less than planned in year one with this balanced out in years two and three.

To avoid over-rating in year one (if we don't get the funding we have requested), Council has decided to defer 15% of the rates funded transportation programme to year 3 of the Long Term Plan. This will enable us to confirm the level of funding in year one and then adjust the second- and third-year programs to match the approved funding. If we do need to do more work in year 1 and this is approved by NZTA, then we have a deferred maintenance fund that will allow us to fund our share even though we haven't rated for it in year 1.

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 levels of service as per the original levels of service of the current network maintenance contract.

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.

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

PROCESS FOR OPERATION & MAINTENANCE OF ROADING ASSETS



to accept. The impact on level of service is minimal and primarily aesthetic with slightly rougher and patched roads with a considerable cost saving. This was consulted on as part of the 2015/25 Long Term Plan.

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 is also assisting Council in transitioning to the required One Network Framework (ONF) 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 361 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 100 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 NZTA, 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. Ongoing work will confirm the way forward for the depreciation

reserves which will form part of the 2027/37 LTP development.

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 prioritises better travel options in towns and cities and supports investments for improving freight connectivity. By including Climate Change as a strategic priority, the current GPS highlights commitment to 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.

This approach will need to be revisited on the release of GPS 2024 which is expected in August 2024 after the adoption of the LTP.

The One Network Framework (ONF) has replaced the One Network Road Classification (ONRC) initiative and takes into account place, transport mode and movement (both goods and people). It underlines the importance of integrated land and transport planning for creating greater

liveability and prosperity. This would aim 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.

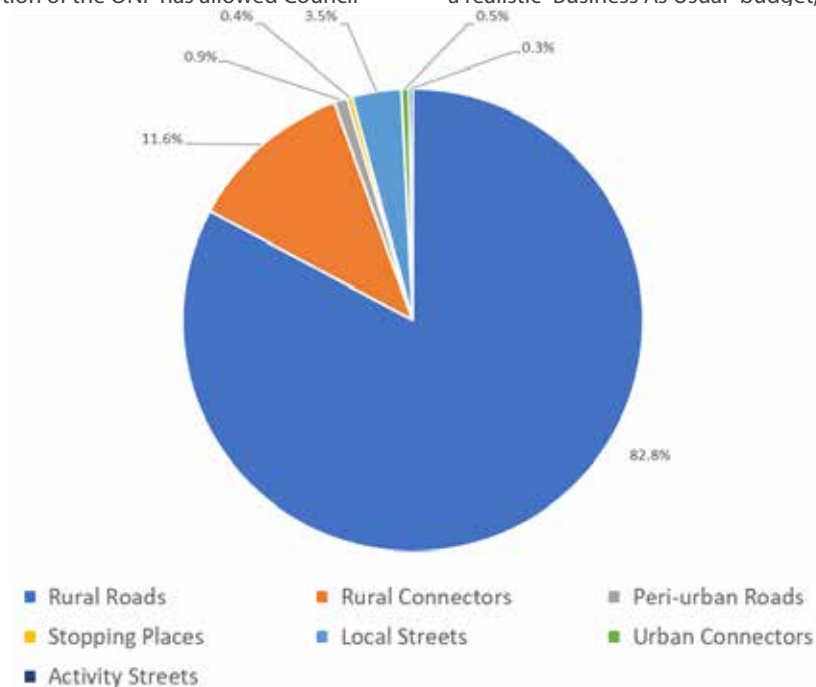
The classification ensures investment decisions are based on whether roads are fit for purpose and meeting the needs of users. It is based around the principle that roads are fit for purpose in terms of where the road sits in the overall network of roads in New Zealand and takes into account place, transport, mode and the movement (both goods and people).

The national adoption of the ONF 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 ONF is shown in the graph below.

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

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



GRAPH: CLUTHA DISTRICT ROADING HIERARCHY - ONE NETWORK FRAMEWORK

a 67% financial assistance rate from NZTA Waka Kotahi during the ten years of this plan.

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 NZTA 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).

As such, Council has included \$3.9M for this project, with improvements intended to start from 2024 and continue through until 2026. Council has confirmed that the scope of this project will be adjusted to keep within the remains of the budget.

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. Items of note under Low Cost Low Risk Improvements are:

- Balclutha to Finegand Cycle Path (\$1.6M 2024/28)

- Dual Laning of Kaitangata Highway underneath Balclutha Rail Bridge (\$1.1M 2024/26)
- LED retrofit (\$144K/annum)

SEAL EXTENSIONS

Seal Extension work (dust suppression) will continue in 2024/25. This work is intended to address the negative impacts and environmental effects of traffic on some unsealed roads. The almost \$1M budget is split between urban and rural on a 60/40 basis, with qualifying projects funded 67% by NZTA Waka Kotahi. Council's 33% share is funded through a fixed charge across all urban local road-rating areas and rural roads are funded across rural. This is a continued change of position by Council, as since 2009 we have only sealed roads which qualified for funding assistance from the NZTA as major capital projects subjected to a Business Case.

Table: Other Major Items of Work Programmed 2024/34

Focus Area	Action	Time frame
Erosion Protection	<ul style="list-style-type: none"> Address high risk sites where river erosion is threatening existing roads. 	Ongoing
Unsealed Roads	<ul style="list-style-type: none"> Provision of traction seals where existing problems are known. 	Ongoing
	<ul style="list-style-type: none"> NZTA Qualifying Urban & Rural Seal Extensions. 	2024-2025
	<ul style="list-style-type: none"> Continuation of 'ten year' programme of targeted semi-permanent seals for dust suppression. 	Ongoing
Low Volume and Access Roads	<ul style="list-style-type: none"> Investigate common factors associated with crashes on these roads and develop a programme of work to address them. 	2024-2027
	<ul style="list-style-type: none"> Implement identified safety solutions. 	2027-2030
Townships	<ul style="list-style-type: none"> Investigation into appropriate speeds and adequate pedestrian crossing facilities, particularly near schools. 	2024-2027
	<ul style="list-style-type: none"> Implement speed and crossing solutions. 	2024-2030
Streetlights	<ul style="list-style-type: none"> Infill LED luminaries following original retrofit. 	2024-2027
Signage	<ul style="list-style-type: none"> Investigate locations for improved signage on low volume and low volume access roads. Implement a programme of improvements. 	2024-2027
Footpaths	<ul style="list-style-type: none"> Renewal of footpaths will continue to be undertaken in line within existing strategy, focusing on those in the worst condition. 	Ongoing
Townships	<ul style="list-style-type: none"> Consultation regarding improvements to Balclutha Bridge entrances. 	Ongoing
	<ul style="list-style-type: none"> Seal extensions in areas that have experienced growth in terms of visitors, residential development or heavy traffic. 	2024-2025

What we are planning for TRANSPORTATION*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
300009 211 - Unsealed road metalling	2,423	2,501	2,571	2,630	2,680	2,723	2,758	2,786	2,808	2,830
300010 212 - Sealed road resurfacing	3,675	3,725	3,884	3,880	4,043	4,003	4,231	4,207	4,260	4,122
300011 213 - Drainage renewals	462	477	490	501	511	519	526	531	535	539
300012 214 - Sealed road pavement rehabilitation	399	774	713	728	141	877	859	532	438	834
300013 215 - Structures component replacements	741	765	786	804	819	832	843	851	858	865
300014 222 - Traffic services renewals	360	372	382	391	398	404	409	413	416	419
300016 341 - Low cost low risk roading improvements - projects	973	900	924	940	931	979	1,000	988	992	1,012
300037 225 - Footpath Renewals	735	759	780	798	813	826	837	845	852	859
300063 216 - Bridge renewals	2,124	2,831	2,461	3,143	3,111	1,881	3,505	1,369	1,747	585
300068 Land Transport Programme - Deferral 15%	-2,700	-	2,700	-	-	-	-	-	-	-
310002 Milton Main Street/Streetscape Project	3,860	-	-	-	-	-	-	-	-	-
310004 Balclutha Streetscape - Clutha Hub Car Park	300	-	98	-	-	-	-	-	-	-
310005 Balclutha Streetscape - Stage 3 Destination Landscaping Project	143	-	-	-	-	-	-	-	-	-

* 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			
		2022/23	2024/25	2025/26	2026/27	2027/28 -2033/34
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	3%	≥6%*	≥6%	≥7%	≥6%
	% of customer service requests for roads and foot-paths responded to within 5 working days	89%	≥95%	≥95%	≥95%	≥95%
Monitor safety and invest in improving the local roading network	Number of fatalities and serious injury crashes	17	≤10	≤10	≤10	≤10
	Average speed residents feel they can safely travel at on unsealed roads (km per hr)	65	60-70	60-70	60-70	60-70
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%	≥93%	≥94%	≥95%	99%
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	92%	≥93%	≥94%	≥95%	≥95%

^{*}2022/23 was a particular low year as we did not receive any tenders for our resealing work – we are normally around 6 or 7 percent. We have now let a 3 year contract and expect to meet our targets under this longer term contract.

⁺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 as per the Transport Asset Management Plan..

What it will cost & HOW WE WILL FUND TRANSPORTATION

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	285	4,781	5,647	6,336	5,899	5,877	5,986	6,064	6,042	6,091	6,183
Targeted rates	7,717	2,850	3,173	3,579	3,317	3,304	3,368	3,414	3,401	3,429	3,484
Subsidies and grants for operating purposes	5,302	8,472	8,075	8,296	8,555	8,698	8,856	9,001	9,130	9,277	9,354
Fees and charges	1,669	934	934	934	934	934	934	934	934	934	934
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Fuel tax, fines, infringement fees and other receipts	-	148	137	118	103	80	57	47	20	13	3
TOTAL OPERATING FUNDING (A)	14,973	17,186	17,966	19,263	18,808	18,894	19,202	19,460	19,526	19,744	19,957
Applications of operating funding											
Payments to staff and suppliers	8,596	10,542	9,833	10,092	10,386	10,518	10,686	10,825	10,933	11,080	11,107
Finance costs	339	350	555	529	507	478	447	425	404	382	359
Internal charges and overheads applied	2,354	3,251	3,388	3,440	3,548	3,641	3,687	3,774	3,865	3,914	4,006
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	11,289	14,143	13,776	14,061	14,441	14,637	14,821	15,025	15,202	15,375	15,472
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	3,684	3,043	4,190	5,202	4,366	4,257	4,381	4,436	4,324	4,369	4,485
Sources of capital funding											
Subsidies and grants for capital expenditure	7,460	6,159	8,780	10,513	9,256	9,009	8,739	10,029	8,390	8,647	8,084
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,533	3,915	(497)	(425)	(552)	(581)	(428)	(398)	(419)	(441)	(464)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	8,993	10,074	8,283	10,088	8,704	8,428	8,311	9,630	7,971	8,206	7,619

Continues on next page

What it will cost for transportation

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	1,240	443	-	98	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	10,651	13,054	13,106	15,693	13,817	13,449	13,046	14,970	12,524	12,908	12,067
Increase (decrease) in reserves	(571)	(380)	(633)	(501)	(747)	(763)	(354)	(904)	(229)	(334)	38
Increase (decrease) of investments	1,357	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	12,677	13,117	12,473	15,290	13,070	12,686	12,692	14,066	12,295	12,574	12,105
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	(3,684)	(3,043)	(4,190)	(5,202)	(4,366)	(4,257)	(4,381)	(4,436)	(4,324)	(4,369)	(4,485)
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

Calls we have made in putting budgets for this plan together

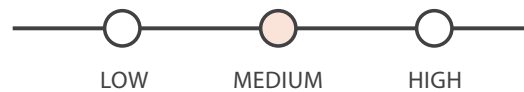
KEY PLANNING ASSUMPTIONS FOR TRANSPORTATION*

WHAT WE HAVE ASSUMED

Roading maintenance contract renewal

The awarded new Maintenance and Operations 5-year contract price exceeded 2022/24 expectations. Funding request to NZTA for 2024/27 now reflects the original LoS and associated budget.

LEVEL OF UNCERTAINTY



WHAT WOULD HAPPEN IF THIS CHANGED

Operating and maintenance expenditure forecasts for 2024/25 onwards would be lower than required and work would have to be reprioritised or additional funding sought.

NZ Transport Agency Co-Funding

Based on representation and advice from NZTA Waka Kotahi, Council will receive a financial assistance rate of 67% for the 2024/27 period and this has been assumed for the ten year life of this plan.



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

NZTA funding will not be confirmed until after the adoption of this plan, with no preliminary funding level approval received at this point in time. This plan assumes that NZTA's availability of funding will resume (increase) in years 4 to 10 of this plan.

Levels of Service: One Road Network Classification

The levels of service currently provided will continue to be measured against those of the ONF 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 2027/28 onwards), particularly as the ONF is embedded and performance measures are developed. It is anticipated that further assessments against the ONF through 2024/27 will reduce this uncertainty.



If the expected levels of service significantly increase or are above those supported by the ONF and NZTA, 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 Roding 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 NZTA 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

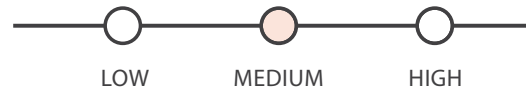
Climate change is expected to cause sea-level rise and increased frequency of storm events. Sea level changes are not expected to have an impact on roading assets during the life of this plan. However increased storm events and associated flooding are expected to increase the risk of road closures and 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 government assistance together with insurance and Council's Emergency Fund would cover Council's share for the repair/replacement of roading assets.



Depending on 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 contract prices and the 30-year reseal / rehabilitation programme has accounted as far as possible for general construction prices as well as acknowledge oil prices will remain volatile for the foreseeable future. Budgets have made allowance for this, but whether at an appropriate level remains uncertain.



Historically, work programs 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. If prices increase, the budget may not allow for the full scope of work to be completed due to the cost of bitumen and the work programme will be adjusted accordingly.

*Universal financial assumptions that also affect Roding 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. While a portion of the water produced is used for stock consumption, all council water schemes, except for Waipahi Rural Water scheme, are treated to meet drinking water standards and are suitable for human consumption.

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 environments". 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	\$122.3 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 (2023).

[±]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 three 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 that New Zealand's drinking water regulatory system was failing to provide necessary assurances that drinking water across the country is safe and reliable.

Compliance with the NZ Drinking Water Standards and Drinking Water Quality Assurance Rules is now a legal requirement and is enforced by the regulator, Taumata Arowai. The level of water treatment necessary depends on the quality of the water source.

The regulator's premise is that councils have the funding and support to get the balance right.

The Government has now repealed the previous Three Water reforms. This means the ownership and operation of 3 Waters will remain with Council. Early indications of "Local Water Done Well", the Government's replacement for the

Three Waters reforms, is that there will be opportunities for collaboration with other Territorial Authorities. With limited information currently available, the assumption is that Clutha District will "go it alone" for the term of this Long Term Plan.

On this basis we have included three waters in our financial and infrastructure strategies, 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.

Clutha District has changed the method of delivering three-waters activity and has brought in-house (and resourced accordingly) plant operations. Delivery of some planned maintenance and reticulation repairs are being undertaken by local contractors.

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.

REDUCTION IN FUNDING FOR URBAN THREE WATERS WORK

Historically, Council have not completed all of the budgeted three waters work for a variety of reasons such as project team and consultant capacity, resource consent requirements and increasing costs requiring project reviews. This has been improving in recent years and Council is on-track to complete nearly 80% of projects in the current year.

In order to reflect this in reality, Council has decided to fund urban three waters projects as an overall capital project fund rather than funding individual projects – this is for urban water, wastewater and stormwater. These overall capital budgets will be funded at 85% for the entire 10-year period in the LTP to reflect that not all projects get completed. These activity areas are almost completely funded through urban targeted rates and loans are raised after work is completed so the actual cost of work will be funded as it is now. This will also provide some additional flexibility to adjust funding as required and this will be reported to Council on at least a quarterly basis.

This decision results in an average reduction in three waters capital funding over the first three years of the LTP of \$1.8 million per annum or about 4% of the total capital programme per annum. Over the full 10-year period of the LTP this decision reduces three waters capital funding by an average of \$2.6 million per annum or about 6% of the total capital budget.

Council has changed our project delivery strategy and has geared 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 resources such as design build and negotiated contracts.
- Attracting contractors from outside the district for several multi-million-dollar projects over the next ten 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.

- A panel of five consultants has been set up to improve capacity to deliver 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 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 endeavors 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 2022	○	○	○	○	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 managed inhouse by Clutha District Council. Staff are responsible for the day- to-day management and operations of the network and treatment plants. Repairs to the reticulation network, and some planned maintenance activities, are undertaken by local contractors. There is some provision for smaller contractors to be engaged where required, for example the construction and operation of wastewater 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 three 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 the 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

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 and Council also has responsibility to deliver cost effective services. This scheme has increased significantly in cost and is expected to be completed in early 2025. Council is looking at a range of options to reduce the cost to consumers.

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 and improve compliance.

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. This project is nearing completion and will be completed in the first quarter of the 2024/25 year.

What we are planning for urban water*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Growth										
352002 Network Extension to Transitional Zone	100	51	52	-	-	-	-	-	-	-
Levels of Service Improvements										
351044 Urban Water - Small town water metering for meeting consent requirement	100	-	-	-	-	-	-	-	-	-
351049 Balclutha Reservoir Storage upgrade - 1 x 1500 m3 Tasman Steel Tank	-	-	-	-	-	1,106	-	-	-	-
351050 Balclutha WTP - Intake upgrade and Installation of Johnson Screen + Air backwash	617	-	-	-	-	-	-	-	-	-
351054 Clinton Reservoir upgrade - 1 x 1000 m3 Tasman Steel Tank	-	-	-	320	-	-	-	-	-	-
351055 Kaitangata Water Supply Network Installation - Prawl Street	-	-	-	-	-	-	169	-	-	-
351061 Milton (Milburn) WTP upgrade to 5,000 m3/day	109	102	1,773	-	-	-	-	-	-	-
351064 Milton Manganese Reduction	1,500	-	-	-	-	-	-	-	-	-
351066 Owaka Reservoir upgrade - 1 x 500 m3 Tasman Steel Tank	477	-	-	-	-	-	-	-	-	-
351078 Districtwide Urban Water Loss reduction programme - Zone metering	82	-	-	-	-	-	-	-	-	-
351081 Installation of signboard at Water Takes - Districtwide	51	-	-	-	-	-	-	-	-	-
351085 Milton-Tokoiti Water Network Extension	789	727	-	-	-	-	-	-	-	-
351087 Milton Main Street Utilities - Milton Water	401	-	-	-	-	-	-	-	-	-
352000 Balclutha WTP Capacity upgrade to 4,200 m3/day.	-	-	-	-	-	-	-	-	1,595	-
352001 FAC monitoring stations + SCADA - District Wide + Waiholā Chlorine booster station	225	230	-	-	-	-	-	-	-	-
352003 Tapanui WTP - Redundancy Filter and UV	-	-	-	-	543	-	-	-	-	-
352005 Owaka WTP - Redundancy Filter and UV	-	-	-	-	-	221	-	-	-	-

* Equal to or greater than \$50K

Continues on next page

What we are planning for urban water*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Renewals continued										
351059 Milton Concrete Pipeline Renewals	100	511	637	639	-	-	-	-	-	-
351060 Milton AC Pipeline Renewals	100	527	897	897	-	-	-	-	-	-
351065 Milton Membrane Replacement (end of life of 10 years)	-	-	-	-	543	-	-	-	-	-
351068 Tapanui AC pipeline Renewals	359	239	-	-	-	706	736	-	-	-
351069 Tapanui WTP - Sand media replacement	-	-	-	-	81	-	-	-	-	30
351071 Lawrence AC Pipeline Renewals	474	-	-	-	-	-	-	-	-	-
351072 Lawrence Cast Iron Pipeline Renewal	-	-	-	-	-	-	173	-	-	-
352004 Balclutha WTP - Filter Replacement and UV	-	-	-	-	-	332	-	-	-	-
352010 Balclutha Bridge Water Main 300 Diameter Renewal	-	-	-	-	-	-	845	-	-	-
352012 Kaitangata Intake Renewal	-	1,278	1,305	-	-	-	-	-	-	-
352015 Urban Water - 15% Capital Reduction - Renewal	-499	-387	-430	-334	-284	-390	-465	-234	-82	-116

* Equal to or greater than \$50Kww

What we are planning for rural water*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Level of Service Improvements										
361090 Pomahaka Main Reservoir upgrade - 1x 1500 m3 Tasman Steel Tank	442	-	-	-	-	-	-	-	-	-
361092 Clydevale Bore Security Improvements	112	-	-	-	-	-	-	-	-	-
361094 Water Loss reduction programme - Zone metering - Glenkenich	176	-	-	-	-	-	-	-	-	-
361097 Glenkenich Main Reservoir upgrade - 1 x 1500 m3 Tasman Steel Tank	216	-	-	-	-	-	-	-	-	-
361105 Water Loss reduction programme - Zone metering - Moa flat	-	88	-	-	-	-	-	-	-	-
361118 Water Loss reduction programme - Zone metering - Richardson South	-	143	-	-	-	-	-	-	-	-
361119 Water Loss reduction programme - Zone metering - Richardson North	-	189	-	-	-	-	-	-	-	-
361121 Richardson Sth - Puerua Main Reservoir upgrade - 2 x 1000 m3 Tasman Steel Tank	391	-	-	-	-	-	-	-	-	-
361134 Water Loss reduction programme - Zone metering - Tuapeka East	-	164	-	-	-	-	-	-	-	-
361135 Water Loss reduction programme - Zone metering - Tuapeka West	-	163	-	-	-	-	-	-	-	-
361139 Mt Stuart Reservoir upgrade - 1 x 500 m3 Tasman Steel Tank	443	-	-	-	-	-	-	-	-	-
361140 Tuapeka West Heathcote Reservoir upgrade - 1 x 500 m3 Tasman Steel Tank	94	-	-	-	-	-	-	-	-	-
361142 Tuapeka West Main (Cockleshell) Reservoir upgrade - 1 x 1000 m3 Tasman Steel Tank	489	-	-	-	-	-	-	-	-	-

* Equal to or greater than \$50K

Continues on
next page

What we are planning for rural water*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Level of Service Improvements Continued										
361143 Tuapeka East Breakneck Reservoir upgrade - 1 x 1500 m3 Tasman Steel Tank	544	-	-	-	-	-	-	-	-	-
361146 Wangaloa Reservoir upgrade - 1 x 500 m3 Tasman Steel Tank	440	-	-	-	-	-	-	-	-	-
361147 Water Loss reduction programme - Zone metering - Balmoral 1	-	88	-	-	-	-	-	-	-	-
361148 Water Loss reduction programme - Zone metering - Balmoral 2	-	179	-	-	-	-	-	-	-	-
361151 Water Loss reduction programme - Zone metering - Waipahi	-	74	-	-	-	-	-	-	-	-
361156 Greenfield Bore Project - Alternative water supply for Waitahuna and Evans Flat WTP	7,975	-	-	-	-	-	-	-	-	-
361161 Stirling Intake Improvements	-	204	-	-	-	-	-	-	-	-
362002 FAC monitoring stations + SCADA - Balmoral 2	-	82	-	-	-	-	-	-	-	-
362003 FAC monitoring stations + SCADA - Tuapeka East	-	82	-	-	-	-	-	-	-	-
362005 FAC monitoring stations + SCADA - Glenkenich	-	82	-	-	-	-	-	-	-	-
362006 FAC monitoring stations + SCADA - Moa Flat	-	82	-	-	-	-	-	-	-	-
362007 FAC monitoring stations + SCADA - North Bruce	-	82	-	-	-	-	-	-	-	-
362009 FAC monitoring stations + SCADA - Richardson South	82	-	-	-	-	-	-	-	-	-
362010 FAC monitoring stations + SCADA - Richardson North	82	-	-	-	-	-	-	-	-	-
362011 FAC monitoring stations + SCADA - Clydevale-Pomahaka	-	82	-	-	-	-	-	-	-	-
362015 Stirling WTP - Redudancy Filter and UV	-	-	-	-	543	-	-	-	-	-
362022 Glenkenich WTP Hydro Cyclone System	400	-	-	-	-	-	-	-	-	-

* Equal to or greater than \$50K

What we are planning for rural water*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Level of Service Improvements Continued										
362023 Moa Flat Backwash Tank System	150	-	-	-	-	-	-	-	-	-
362024 Moa Flat Clarifier	200	-	-	-	-	-	-	-	-	-
362027 Strainers at Whitelea Road	70	-	-	-	-	-	-	-	-	-
Renewals										
360000 Balmoral 1 Rural Water Network renewals	-	-	-	-	-	-	-	-	-	205
361010 Balmoral 2 - Priority pipeline renewals	-	144	-	-	-	453	383	-	418	-
361020 Clydevale Pomahaka Network renewals programme - Clydevale Section	-	-	-	-	147	-	-	-	-	-
361024 Glenkenich pipeline renewals	137	-	-	-	-	-	303	-	-	623
361038 Moa Flat AC pipeline renewals	-	-	-	-	-	-	383	-	-	-
361049 Moa Flat Treatment Plant reservoir renewals	207	-	-	-	-	-	-	-	-	-
361056 Richardson South pipeline renewals	-	-	-	-	-	-	-	-	478	-
361063 Richardson Oakleigh Road Reservoir assessment and renewals	552	-	-	-	-	-	-	-	-	-
361069 South Bruce Rural Water Network renewals	-	-	-	-	174	-	-	-	-	-
361075 Tuapeka West AC pipeline renewals	-	-	-	-	251	397	-	-	-	-
361088 Clydevale-Pomahaka AC pipeline renewals	-	-	-	-	-	340	347	661	-	-
361136 Tuapeka East Network renewals	-	-	-	-	-	341	-	220	-	-
361165 Richardson Upgrades/Renewals for pipelines	250	-	-	-	-	-	-	-	-	-

What we are planning for rural water*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Level of Service Improvements Continued										
362012 Stirling AC pipeline renewals	-	-	-	-	-	-	-	-	448	-
362014 Puerua WTP Plant renewal	-	-	3,500	2,550	-	-	-	-	-	-
362016 Mt Mistake Pump Station replacement	100	-	-	-	-	-	-	-	-	-
362017 Whitelea Rd Membrane replacement (10 years lifetime)	-	-	-	-	-	-	282	-	-	-
362018 Glenkenich Membrane replacement (10 years lifetime)	-	-	-	-	-	-	-	-	583	-
362019 North Bruce - Sand Media replacement	-	-	-	-	-	-	-	86	-	-
362020 Balmoral 2 AC Main renewals	150	-	-	-	-	-	-	-	-	-
362021 Clydevale Pomahaka Pipeline renewal Old Lake Road	300	-	-	-	-	-	-	-	-	-
362021 Clydevale Pomahaka Pipeline renewal Old Lake Road	300	-	-	-	-	-	-	-	-	-
362028 Clifton Road Main renewal	300	-	-	-	-	-	-	-	-	-

* 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				
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34	
Water from Council urban supplies is safe to drink	Compliance with the NZDW Standards for bacterial compliance	0%	100%*	100%	100%	100%	
	Compliance with the NZDW Standards for protozoal compliance	0%	100%*	100%	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	8.69	≤17	≤17	≤17	≤17
		Taste	0.38	≤3	≤3	≤3	≤3
		Odour	0	≤2	≤2	≤2	≤2
		Pressure	4.54	≤5	≤5	≤5	≤5
		Continuity	27.97	≤30	≤30	≤30	≤30
		Council's response to any of these issues	0	≤14	≤14	≤14	≤13
	Average consumption of drinking water per resident per day (litres per day)	530	≤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	4.15 hours	≤4 hours	≤4 hours	≤4 hours	≤4 hours
		Non-urgent	18.75 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	24.84 hours	≤12 hours	≤12 hours	≤12 hours	≤12 hours
		Non-urgent	76.62 hours	≤48 hours	≤48 hours**	≤48 hours	≤48 hours
Percentage of real water loss from Council's reticulation system (%)***		28.3%	≤29%	≤29%	≤29%	≤29%	

*Council has an ongoing capital and operational work plan to improve drinking water and this will take time to be implemented and achieve full compliance. We believe that we should be aiming for full compliance even as we upgrade and improve our systems.

**Previous performance was due to contractor under performance. A new arrangement is in place and we expect to see improved performance in this area going forward once data systems are aligned.

***Measurements achieved as per the Department of Internal Affairs Water Loss Guidelines

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				
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34	
Water from Council rural schemes is safe to drink	Compliance with the NZDW Standards for bacteriological compliance	0%	100%*	100%	100%	100%	
	Compliance with the NZDW Standards protozoal compliance	0%	100%*	100%	100%	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	6.52	≤12	≤12	≤12	≤12
		Taste	1.78	≤5	≤5	≤5	≤5
		Odour	0.59	≤3	≤3	≤3	≤3
		Pressure	144.45	≤200	≤200	≤200	≤200
		Continuity	237.56	≤250	≤230	≤200	≤200
		Council's response to any of these issues	0	≤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	9.22 hours	≤4 hours	≤4 hours	≤4 hours	≤4 hours
		Non-urgent	23.08 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	45.34 hours*	≤24 hours	≤24 hours	≤24 hours	≤24 hours
		Non-urgent	55.26 hours*	≤48 hours	≤48 hours	≤48 hours	≤48 hours

*Council has an ongoing capital and operational work plan to improve drinking water and this will take time to be implemented and achieve full compliance. We believe that we should be aiming for full compliance even as we upgrade and improve our systems.

What it will cost & HOW WE WILL FUND water

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	8,010	10,455	13,738	16,876	18,390	20,216	20,136	21,868	22,486	20,490	20,768
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	1,129	893	1,011	1,131	1,182	1,254	1,260	1,324	1,360	1,288	1,322
Internal charges and overheads recovered	-	2,345	3,131	3,393	3,508	3,669	3,761	3,885	3,921	3,749	3,797
Fuel tax, fines, infringement fees and other receipts	-	182	187	206	235	267	294	351	397	444	517
TOTAL OPERATING FUNDING (A)	9,139	13,876	18,068	21,606	23,315	25,406	25,450	27,427	28,163	25,971	26,405
Applications of operating funding											
Payments to staff and suppliers	5,260	7,256	7,478	7,471	7,572	7,686	7,698	7,964	7,965	8,050	8,164
Finance costs	912	2,376	3,402	3,646	3,951	4,087	4,139	4,250	4,316	4,252	4,290
Internal charges and overheads applied	1,866	2,253	4,804	7,674	8,716	10,440	9,049	10,543	10,868	8,308	8,412
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	8,038	11,884	15,684	18,791	20,239	22,214	20,886	22,757	23,148	20,610	20,866
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	1,101	1,992	2,384	2,815	3,076	3,193	4,564	4,670	5,015	5,361	5,539
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	23,767	19,552	4,648	5,799	2,599	991	2,113	1,248	(1,211)	731	(1,861)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	23,767	19,552	4,648	5,799	2,599	991	2,113	1,248	(1,211)	731	(1,861)

Continues on next page

What it will cost & HOW WE WILL FUND water

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	1,933	85	43	44	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	17,931	16,436	4,108	1,550	272	1,189	1,128	144	-	1,356	-
Capital expenditure to replace existing assets	2,975	4,951	2,360	6,124	4,457	2,180	3,740	4,330	2,292	2,390	1,485
Increase (decrease) in reserves	(620)	72	520	896	947	814	1,809	1,444	1,512	2,346	2,193
Increase (decrease) of investments	2,649	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	24,868	21,544	7,032	8,614	5,676	4,184	6,677	5,918	3,804	6,092	3,678
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	(1,101)	(1,992)	(2,384)	(2,815)	(3,076)	(3,193)	(4,564)	(4,670)	(5,015)	(5,361)	(5,539)
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

Calls we have made in putting budgets for this plan together

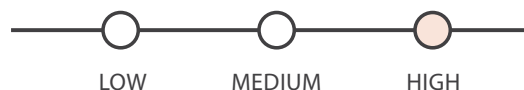
KEY PLANNING ASSUMPTIONS FOR WATER*

WHAT WE HAVE ASSUMED

Meeting drinking water standards

Compliance with the Drinking Water Standards 2022 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.

LEVEL OF UNCERTAINTY



WHAT WOULD HAPPEN IF THIS CHANGED

If planned budgets are expected to exceed what is needed for the upgrades, Council's strategy towards meeting the standards would need to be reassessed. Protozoa compliance has traditionally been difficult to achieve and compliance is effectively mandatory for this now.

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.

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 2026/2027.



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

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.

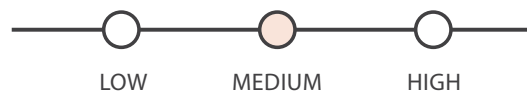


Depending upon the scale and cost of the emergency some assets either won't be replaced/repared or will take longer to replace/repair.

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..

WASTEWATER

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

What we do

Council collects, treats and disposes of domestic wastewater and non-domestic liquid (trade waste) discharges via 11 public wastewater schemes. These schemes service the townships of Balclutha, Clinton, Heriot, Kaitangata, Kaka Point, Lawrence, Milton, Owaka, Stirling, Tapanui and Waiholo. Extensions to the Balclutha and Milton schemes have been completed to serve the townships of Benhar and Tokoiti 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 wastewater 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.

Wastewater 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.

Wastewater Asset Information

ASSET COMPONENT	ASSET VALUE	POPULATION SERVED	PROPERTIES SERVICED
Schemes: 11 Reticulation: 196km Pump Stations: 28	\$75.2 million	10,800 (59% of the district's population)	5,486

*Depreciated replacement value (2023).

±Includes full and half rated properties

REDUCTION IN FUNDING FOR URBAN THREE WATERS WORK

Historically, Council have not completed all of the budgeted three waters work for a variety of reasons such as project team and consultant capacity, resource consent requirements and increasing costs requiring project reviews. This has been improving in recent years and Council is on-track to complete nearly 80% of projects in the current year.

In order to reflect this in reality, Council has decided to fund urban three waters projects as an overall capital project fund rather than funding individual projects – this is for urban water, wastewater and stormwater. These overall capital budgets will be funded at 85% for the entire 10-year period in the LTP to reflect that not all projects get completed. These activity areas are almost completely funded through urban targeted rates and loans are raised after work is completed so the actual cost of work will be funded as it is now. This

will also provide some additional flexibility to adjust funding as required and this will be reported to Council on at least a quarterly basis.

This decision results in an average reduction in three waters capital funding over the first three years of the LTP of \$1.8 million per annum or about 4% of the total capital programme per annum. Over the full 10-year period of the LTP this decision reduces three waters capital funding by an average of \$2.6 million per annum or about 6% of the total capital budget.

Significant effects

Council is aware of the potential issues associated with the collection, treatment and disposal of wastewater 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 wastewater 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
Wastewater 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 wastewater 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 wastewater supplies are managed inhouse by Clutha District Council. Staff are responsible for the day-to-day management and operations of the network and treatment plants. Repairs to the reticulation network, and some planned maintenance activities, are undertaken by local contractors. There is some provision for specialised contractors to be engaged where required, for example, CCTV operators or the construction and operation of wastewater 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 and ensure that consent conditions are met.

RENEWALS AND REPLACEMENTS

Generally, most of Council's wastewater 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.

Though showing recent improvement overall several existing treatment plants do not comply with their existing resource consents and require immediate remediation. Many of these long-term consents may require renewal over the next ten years. Wastewater treatment standards are also influenced by regional and national standards.

Council has made significant improvement in wastewater compliance over the last two years and further funding is included in the current LTP to address outstanding compliance issues.

Overall, the aim is to enhance the environmental performance of our wastewater treatment processes, safeguarding both public health and the well-being of our natural surroundings.

WASTEWATER INFLOW AND INFILTRATION (I&I)

Broken wastewater pipes and cross-connections to the stormwater system lead to increased flows into the wastewater network, especially during rain events. The capacity of our wastewater system is designed to have some inflow and infiltration (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.

I&I 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 wastewater 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, Waihola and Clinton
- Pipeline condition assessments and renewals
- Inflow and infiltration reduction programme

What we are planning for WASTEWATER*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Growth										
400020 Sewer Network Extension - Future Sewer Extensions for Growth	100	51	52	-	-	-	-	-	-	-
400056 Kaitangata Sewer Extension - Prawl St	-	92	-	-	-	-	-	-	-	-
402011 Network Extension to Transitional Zone	100	51	52	-	-	-	-	-	-	-
402020 Urban Wastewater - 15% Capital Reduction - Growth	-30	-29	-16	-	-	-	-	-	-	-
Levels of Service										
400027 Balclutha Sewerage Treatment Plant Upgrade	589	-	-	-	-	-	-	-	-	-
400028 Clinton Sewerage Treatment Plant Upgrade	263	-	-	-	-	-	-	-	-	-
400029 Waiholā Sewerage Treatment Plant Upgrade	107	-	-	-	-	-	-	-	-	-
400055 Clinton WWTP - Consent Renewal / Treatment process upgrade - Land Treatment	-	-	209	6,816	-	-	-	-	-	-
400059 Kaka Point WWTP Compliance upgrades	213	-	-	-	-	-	-	-	-	-
400061 Milton WWTP Compliance improvements	134	-	-	-	-	-	-	-	-	-
400063 Owaka WWTP Compliance upgrades	750	-	-	-	-	-	-	-	-	-
400064 Connecting Stirling to Balclutha Sewer Network	500	-	-	-	-	-	-	-	-	-
400066 Tapanui WWTP - Compliance upgrades	561	-	-	-	-	-	-	-	-	-
400068 Waiholā WWTP - Consent Renewal / Treatment process upgrade - Land Treatment	-	-	209	9,585	-	-	-	-	-	-
400069 Lawrence WWTP - Compliance upgrades	248	-	-	-	-	-	-	-	-	-
400079 CCTV Security cameras	-	-	-	-	109	-	-	-	-	-
400084 Milton Main Street Utilities - Milton Sewer	251	-	-	-	-	-	-	-	-	-

* Equal to or greater than \$50K

Continues on next page

What we are planning for WASTEWATER*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Level of Service Improvements Continued										
402001 Balclutha WWTP - Consent Renewal / Treatment process upgrade - Land Treatment	-	-	-	-	-	-	4,504	45,840	-	-
402002 Kaka Point - Consent Renewal / Treatment process upgrade - Land Treatment	-	-	-	-	-	-	225	3,896	3,495	-
402004 Lawrence WWTP - Consent Renewal / Treatment process upgrade - Land treatment	-	-	-	213	5,430	4,424	-	-	-	-
402005 Owaka WWTP - Consent Renewal / Treatment process upgrade - Land Treatment	-	-	-	-	-	-	225	8,022	7,922	-
402021 Urban Wastewater - 15% Capital Reduction - LOS	-543	-	-63	-2,492	-831	-664	-743	-8,664	-1,713	-
Renewals										
400016 Sewer Network Condition Assessment & Modelling	91	52	53	54	55	56	57	-	-	-
400021 Oxidation Pond Desludging - Balclutha	-	-	-	-	-	-	-	-	583	-
400023 Oxidation Pond Desludging - Kākā Point	-	-	-	-	-	-	225	-	-	-
400024 Oxidation Pond Desludging - Stirling	-	-	-	-	-	-	225	-	-	-
400025 Oxidation Pond Desludging - Tapanui	-	-	-	-	-	-	338	-	-	-
400026 Sewer Network Pipeline Renewals	100	102	2,140	799	815	830	845	860	874	888
400030 Balclutha Pump Station Renewals	148	17	-	64	-	-	-	-	-	-
400036 Kaitangata Pump Station Renewals	-	51	473	489	-	-	455	589	-	-
400053 Balclutha Sewer Network Renewals	-	-	-	628	724	1,418	375	-	-	-
400058 Kaka Point Sewer Network Renewal (outflow pipeline)	-	105	-	-	-	-	-	-	-	-
400062 Owaka Sewer Network Renewal	-	153	-	-	-	-	-	-	-	-

* Equal to or greater than \$50K

What we are planning for WASTEWATER*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Renewals Continued										
400076 Districtwide Biofiltro Plants - Renewal of UV Treatment Process (Tapanui, Owaka, Kākā Point, Lawrence and Stirling)	-	-	-	-	434	-	-	-	-	-
400082 Owaka Sewer Pump Station and rising main	1,361	-	-	-	-	-	-	-	-	-
400CF1 Oxidation Pond Desludging - Waihola	-	-	-	-	-	-	282	-	-	-
402009 Clinton Sewer Pump Station Upgragde	-	51	731	-	-	-	-	-	-	-
402010 Gormack Street Sewer Pump Station Upgrade	-	51	731	-	-	-	-	-	-	-
402013 Kaitangata Membrane Replacement (end of life 7 years)	-	-	-	-	-	-	-	229	-	-
402014 Heriot Membrane Replacement (end of life 7 years)	50	-	-	-	-	-	-	57	-	-
402015 Balclutha Bridge Sewer Main Renewal	-	-	-	-	-	-	845	-	-	-
402016 Oxidation Pond Desludging - Kaitangata	-	-	-	-	272	-	-	-	-	-
402017 Oxidation Pond Desludging - Owaka	-	-	-	-	-	-	338	-	-	-
402018 Oxidation Pond Desludging -Clinton	-	-	-	-	-	-	225	-	-	-
402019 Oxidaion Pond Desludging - Heriot	-	-	-	-	217	-	-	-	-	-
402022 Urban Wastewater - 15% Capital Reduction - Renewal	-262	-87	-619	-308	-378	-346	-589	-260	-218	-133

* 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				
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34	
Provide wastewater services that effectively collect and dispose of sewage	The number of dry weather wastewater overflows from Council's wastewater system, expressed per 1000 wastewater connections to that wastewater system	4.19	≤6	≤6	≤6	≤6	
Wastewater schemes are managed efficiently and effectively	Median response time (in hours) from when Council receives notification about a wastewater block or other fault, to the time service personnel:	Reach the site (response)	1.56	≤2 hours	≤2 hours	≤2 hours	≤2 hours
		Confirm resolution of the blockage or other fault (resolution)	12.8	≤12 hours	≤12 hours	≤12 hours	≤12 hours
	Number of complaints per 1,000 connections about any of the following:	Wastewater odour	2.48	≤3	≤3	≤3	≤3
		Wastewater system faults	2.09*	≤10*	≤10	≤10	≤10
		Wastewater system blockages	7.81	≤8	≤7	≤7	≤6
		Council's response to any of these issues	0	≤5	≤5	≤5	≤5
	Compliance with Council's resource consents for sewerage discharge, measured as number of:	Abatement notices	7	0	0	0	0
		Infringement notices	5	0	0	0	0
		Enforcement orders	0	0	0	0	0
		Convictions	0	0	0	0	0

*This measure can be variable and is also related to rainfall that can cause wastewater faults and as such the target needs to take into account this variability. We believe this is achievable.

What it will cost & HOW WE WILL FUND WASTEWATER

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Sources of operating funding												
General rates, UAGCs, rates penalties	-	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	2,853	2,556	3,639	4,942	5,652	7,584	8,193	9,282	10,009	13,179	14,138	
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-	
Fees and charges	262	270	276	282	287	293	298	304	309	314	319	
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-	
Fuel tax, fines, infringement fees and other receipts	-	254	225	237	242	246	264	308	341	373	441	
TOTAL OPERATING FUNDING (A)	3,115	3,079	4,140	5,460	6,181	8,123	8,755	9,894	10,659	13,867	14,898	
Applications of operating funding												
Payments to staff and suppliers	1,835	2,089	2,167	2,213	2,258	2,302	2,345	2,387	2,506	2,547	2,589	
Finance costs	230	358	512	522	689	1,476	1,792	2,046	2,379	4,946	5,407	
Internal charges and overheads applied	1,010	(42)	760	1,946	2,367	3,078	2,404	3,026	3,158	2,072	2,098	
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-	
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	3,075	2,404	3,439	4,681	5,315	6,856	6,541	7,460	8,042	9,565	10,093	
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	40	675	701	779	867	1,267	2,214	2,434	2,617	4,301	4,805	
Sources of capital funding												
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-	
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-	
Increase (decrease) in debt	6,417	2,949	186	3,185	14,979	6,026	4,832	6,346	48,894	8,779	(1,752)	
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-	
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-	
TOTAL SOURCES OF CAPITAL FUNDING (C)	6,417	2,949	186	3,185	14,979	6,026	4,832	6,346	48,894	8,779	(1,752)	

Continues on next page

What it will cost & HOW WE WILL FUND WASTEWATER

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	-	170	165	89	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	6,007	3,080	-	355	14,122	4,708	3,760	4,211	49,095	9,704	-
Capital expenditure to replace existing assets	428	1,487	495	3,508	1,744	2,139	1,958	3,620	1,475	1,238	755
Increase (decrease) in reserves	(591)	(1,113)	226	12	(20)	446	1,328	948	942	2,138	2,298
Increase (decrease) of investments	613	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	6,457	3,623	886	3,964	15,846	7,293	7,046	8,779	51,511	13,080	3,053
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	(40)	(675)	(701)	(779)	(867)	(1,267)	(2,214)	(2,434)	(2,617)	(4,301)	(4,805)
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

Calls we have made in putting budgets for this plan together

KEY PLANNING ASSUMPTIONS FOR WASTEWATER

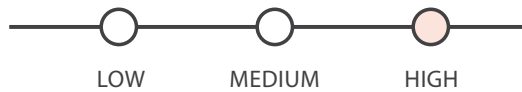
WHAT WE HAVE ASSUMED

LEVEL OF UNCERTAINTY

WHAT WOULD HAPPEN IF THIS CHANGED

Resource Consents

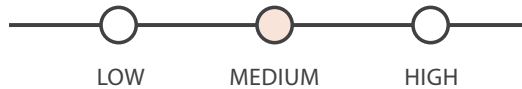
It is assumed that Council will meet consent conditions and that conditions of resource consents currently held will not be significantly altered. It is assumed that updates to attain consent renewals will progress as programmed and that they can be achieved within allocated budgets.



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. The signals from the current government may mean requirements are reduced and this could result in lower costs for compliance.

Levels of service/demand for wastewater services

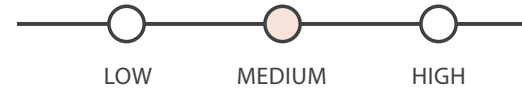
In recent years, the provision of wastewater services has been extended to Benhar, Tokoiti and Pounaweia. This plan assumes that there are no other known residential or industrial developments that would change levels of service and network demand.



Council's approach to servicing new industries is to consider any proposal on a case-by-case basis. Provision of wastewater 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 wastewater

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 wastewater 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 and the environment.

Calls we have made continued

KEY PLANNING ASSUMPTIONS FOR SEWERAGE*

WHAT WE HAVE ASSUMED

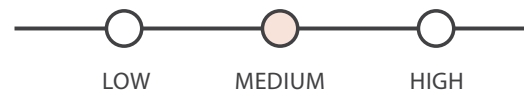
Impacts of climate change on wastewater

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, Pounawea 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 whether further capital works are needed to address the impacts of climate change on wastewater 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 protect 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 13 community stormwater drainage schemes: in Balclutha, Clinton, Kaitangata, Kākā Point, Lawrence, Milton, Ōwaka, Heriot, Pounawea, Taieri Mouth, Stirling, Waiholā 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 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.

Rural stormwater issues are generally associated with roading and as such are funded as a roading activity.

Stormwater Asset Information

ASSET COMPONENT	ASSET VALUE	POPULATION SERVED [±]	PROPERTIES SERVICED [†]
Schemes: 13 Reticulation: 81km Pump Stations: 6	\$22.2 million	10,824 (59% of the district’s population)	5,662

[±]Depreciated replacement value (2023).

[±]2013 Census information.

[†] Full and half rated properties

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.
- 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.

REDUCTION IN FUNDING FOR URBAN THREE WATERS WORK

Historically, Council have not completed all of the budgeted three waters work for a variety of reasons such as project team and consultant capacity, resource consent requirements and increasing costs requiring project reviews. This has been improving in recent years and Council is on-track to complete nearly 80% of projects in the current year. In order to reflect this in reality, Council has decided to fund urban three waters projects as an overall capital project fund rather than funding individual projects – this is for urban water, wastewater and stormwater. These overall capital budgets will be funded at 85% for the entire 10-year period in the LTP to reflect that not all projects get completed. These activity areas are almost completely funded through urban targeted rates and loans are raised after work is completed so the actual cost of work will be funded as it is now. This will also provide some additional flexibility to adjust funding as required and this will be reported to Council on at least a quarterly basis.

This decision results in an average reduction in three waters capital funding over the first three years of the LTP of \$1.8 million per annum or about 4% of the total capital programme per annum. Over the full 10-year period of the LTP this decision reduces three waters capital funding by an average of \$2.6 million per annum or about 6% of the total capital budget.

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 and 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, wastewater schemes and stormwater systems are managed inhouse by Clutha District Council. 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 determine more accurately 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 Ajax Street pipe renewals in this Long Term Plan. Pipe renewals in the main street areas, in conjunction with the Milton main street upgrade. This will be completed in the 2024/25 year of this plan, and the Ajax Street Pump Station project is planned for years 3, 4 and 5 of this plan.

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 several townships to further refine future upgrades will help inform the 2027 Long Term Plan.

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 (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Growth										
452000 Network Extention to Transitional Zone	100	51	52	-	-	-	-	-	-	-
Increased Levels of Service										
450004 Stormwater Plant Balclutha Baxter Street Pump Station Installation	-	-	-	-	815	-	-	-	-	-
450005 Stormwater Plant Milton new Ajax Street Pump Station	-	-	114	233	992	-	-	-	-	-
450019 Stormwater Clinton North Street Catchment Upgrade	-	87	-	-	-	-	-	-	-	-
450039 Tapanui York St/ Forest St Pipeline Capacity Upgrade	450	-	-	-	-	-	-	-	-	-

Continues on next page

What we are planning for stormwater*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Increased Levels of Service Continued										
450040 Tapanui Stormwater Network Upgrade(Sussex/ Suffolk St)	-	610	-	-	-	-	-	-	-	-
450042 Lawrence Hospital Creek improvements	250	-	-	-	-	-	-	-	-	-
450048 Balclutha Hospital Creek Embankment upgrade	299	-	-	-	-	-	-	-	-	-
452002 Stormwater Capacity Modelling	100	102	104	107	-	-	-	-	-	118
452005 Urban Stormwater - 15% Capital Reduction - LOS	-165	-120	-33	-51	-271	-	-	-	-	-18
Renewals										
450029 Stormwater Network Renewals	-	-	-	320	326	332	338	344	350	355
450033 Balclutha Stormwater Network Renewal	572	-	-	-	-	283	676	-	-	-
450034 Clinton Stormwater Network Renewal	-	398	-	-	-	-	27	-	-	-
450035 Kaitangata Stormwater Network Renewal	170	-	-	-	-	592	82	-	-	-
450036 Milton Stormwater Network Renewal	-	-	2,110	882	-	148	302	-	-	-
450038 Tapanui Stormwater Network Renewal	-	-	-	-	-	-	137	-	-	-
450041 Waihola Stormwater Network Renewal	-	134	-	-	-	-	-	-	-	-
450043 Lawrence Stormwater Network Renewal	137	-	-	-	-	-	-	-	-	-
452001 Hospital Creek Pump Station Upgrade	-	102	940	-	-	-	-	-	-	-
452003 View St PS Switchboard upgrade	100	-	-	-	-	-	-	-	-	-
452006 Urban Stormwater - 15% Capital Reduction - Renewal	-147	-97	-457	-180	-49	-203	-234	-52	-52	-53

* Equal to or greater than \$50K

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				
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34	
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)	6	<23	<23	<23	<23	
	Number of complaints about the performance of Council's stormwater systems (per 1,000 connected properties)	0	≤10	≤10	≤10	≤10	
	Median response time (in hours) from when Council receives notification about a flooding event to the time service personnel reach the site	21.7	<12 hours	<12 hours	<12 hours	<12 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

What it will cost & HOW WE WILL FUND stormwater

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	897	1,058	1,695	2,551	3,035	3,594	3,465	3,955	4,130	3,489	3,535
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Fuel tax, fines, infringement fees and other receipts	-	(7)	(12)	(10)	(6)	(1)	3	14	24	30	42
TOTAL OPERATING FUNDING (A)	897	1,051	1,683	2,541	3,030	3,593	3,468	3,969	4,154	3,518	3,577
Applications of operating funding											
Payments to staff and suppliers	231	463	474	484	494	503	513	522	706	540	549
Finance costs	100	324	397	449	585	639	716	758	806	798	789
Internal charges and overheads applied	577	(27)	485	1,240	1,509	1,962	1,532	1,929	2,013	1,321	1,337
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	908	760	1,355	2,173	2,588	3,104	2,761	3,208	3,525	2,659	2,675
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	(11)	291	328	368	442	489	708	760	629	859	902
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	4,266	1,393	986	2,599	1,018	1,478	788	922	(147)	(171)	(96)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	4,266	1,393	986	2,599	1,018	1,478	788	922	(147)	(171)	(96)

Continues on next page

What it will cost & HOW WE WILL FUND stormwater

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	-	85	43	44	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	4,124	934	679	185	289	1,535	-	-	-	-	101
Capital expenditure to replace existing assets	100	833	550	2,592	1,021	277	1,152	1,328	292	297	302
Increase (decrease) in reserves	91	(167)	42	145	150	155	344	354	190	391	403
Increase (decrease) of investments	(60)	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	4,255	1,684	1,314	2,967	1,460	1,967	1,496	1,682	482	688	805
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	11	(291)	(328)	(368)	(442)	(489)	(708)	(760)	(629)	(859)	(902)
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

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 Three 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 2027 Council will need to reassess and reprioritise budgets in order to meet the increased standards.

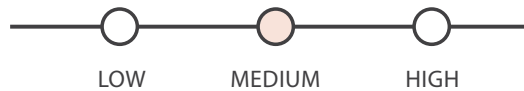
The signals from the current government may mean requirements are reduced and this could result in lower costs for compliance.

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, Kākā Point, Milton, Pounawaia, Taieri Mouth 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.

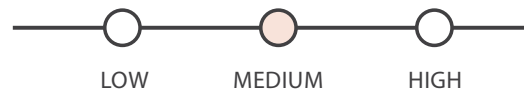


Further investigate work may determine that further capital works are needed to address the impacts of climate change on stormwater infrastructure, with flow on impacts for budgets.

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.

WASTE MANAGEMENT & MINIMISATION

164

Effective and efficient waste management and minimisation is a key contributor to one of Council's key outcomes for a 'healthy sustainable environment'

What we do

Council delivers a range of waste management and minimisation services across the district. These activities include:

- Operation and management of a sanitary landfill and a proposed resource recovery hub at Mt Cooe Landfill in Balclutha.
- Residential kerbside wheelie bin collections for waste and recycling to most townships across the District. The service is also available to households along service routes.
- Transfer stations for residential waste and recycling

in Clinton, Lawrence, MacLennan, Milton, Owaka, and Tapanui.

- A key operated skip service for waste at Beaumont and a recycling drop off at Taieri Mouth.
- Monitoring and maintaining some closed landfills throughout the district.
- Promotion of waste minimisation through community education programs and waste diversion facilities.
- Facilitation of the Enviroschools programme at 10 schools across the district.
- Delivery of the Zero Waste Education programme to 10 schools across 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 may encourage 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 high 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			
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34
Provide refuse & kerbside recycling collection that meets customer expectations	Resident satisfaction with the refuse/recycling service.	90%	≥80%	≥80%	≥80%	≥80%
Minimise the amount of waste to landfill	Amount of waste:					
	a) Diverted from landfill per resident (kg) ¹ , and b) Maximum (kg) per resident disposed of to landfill ² .	64 513	≥59 ≤462kg	≥59 ≤462kg	≥59 ≤462kg	≥149* ≤349kg

*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).

¹ Calculated by converting total tonnes to kilograms and dividing by the population.

² Includes outgoing weights for scrap metal, tyres and glass and incoming greenwaste calculated by converting tonnes to kilograms and dividing by the population.

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. These methods of delivery will be reviewed during the term of this plan as part of a comprehensive analysis of all waste services.

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 expired in 2023. Council is working towards renewing the resource consent for Mt Cooee, and we have budgeted for a number of improvements at the landfill. Refer to the Improvements section for more information. However, the decision to construct a new cell at Mt Cooee will be reviewed from a financial and risk perspective before a final decision is made over the future of Mt Cooee.

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.

Improvements or changes we're planning

MT COOEE PUMPSTATION

The pump station at Mt Cooee Landfill has reached the end of its life and the scheduled replacement will be completed in 2024/25. The replacement pump station is designed to manage leachate for the existing and for the expanded landfill. This pump station is required whether the landfill progresses as intended or is closed and only the new Resource Recovery Centre and Transfer Station are progressed.

INTRODUCTION OF 4-BIN KERBSIDE COLLECTION

In 2023 the Government announced kerbside standardisation requirements:

- From 2024 households in urban areas with greater than 1,000 ratepayers would have a standardised recycling collection for glass bottles and jars, paper and cardboard, plastic bottles and containers from plastic types 1, 2, and 5, and aluminium and steel tins and cans. (Noting that Clutha District Council has an exemption until 1 January 2027 for glass collection.)
- From 2030 households in urban areas with greater than 1,000 ratepayers would have a household food scraps collection.

However, the current government has indicated that they will be reviewing these regulations.

Council's Waste Management and Minimisation Plan identified a number of potential new services including a four bin kerbside collection system, which will introduce glass and organics collections in 2026 to meet the January 2027 deadline for glass recycling. Council will be conducting a comprehensive cost-benefit analysis of all waste services and further community consultation before this is introduced.

GREEN WASTE & GLASS

Council has agreed to continue investigating and implementing ways to reduce the level of green waste and glass going to landfill, and options for its recycle or re-use (such as composting, shredding, crushing or other community-based initiatives). This will be looked at alongside transfer station operation and kerbside collecting options. This is subject to any changes in direction from the Government.

RESOURCE RECOVERY PARK AND TRANSFER STATION AT MT COOEE LANDFILL

As part of the expansion works of the Mt Cooee Landfill, Council also proposes to construct a Resource Recovery Centre with a shop and education hub within the existing site, which will reduce the volume of waste disposed of at the landfill due to the volume of waste materials being sold, recycled and reused.

It is anticipated that the combined effects of the Resource Recovery Centre and the education initiatives will enable the targets to be met.

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, subject to confirmation of financial sustainability.
3. Review of renewal of operational model & contracts in first 3 years of this LTP.

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, this will be assessed as part of the financial viability assessment and consent renewal process for Mt Cooee.

what's planned for Mt Cooee

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
500008 Mt Cooee Consent Renewals	-	-	-	-	-	-	-	-	-	-
500009 Mt Cooee WW Pump Station	1,541	-	-	-	-	-	-	-	-	-
500021 Mt Cooee - Cap Existing Cell	10	82	1,466	-	-	-	-	-	-	-
500022 Upgrades at Mt Cooee	200	6,296	813	-	-	-	-	-	-	-
500023 Mt Cooee - Construct Cell 1	131	2,921	-	-	-	-	-	-	-	-
500024 Mt Cooee - Construct Cell 2	-	-	-	-	-	80	1,743	-	-	-
500029 Mt Cooee - Gas Capture	-	45	73	791	-	-	-	-	-	-

* Equal to or greater than \$50K

What it will cost & HOW WE WILL FUND solid waste

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	1,470	2,073	2,249	2,966	3,187	3,290	3,324	3,365	3,535	3,568	3,609
Subsidies and grants for operating purposes	80	82	83	85	87	89	90	92	94	95	97
Fees and charges	2,486	2,000	2,040	2,084	2,128	2,170	2,210	2,248	2,286	2,324	2,360
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Fuel tax, fines, infringement fees and other receipts	-	(1)	(3)	2	6	11	16	18	23	28	33
TOTAL OPERATING FUNDING (A)	4,036	4,154	4,370	5,137	5,408	5,559	5,640	5,723	5,937	6,015	6,100
Applications of operating funding											
Payments to staff and suppliers	2,610	3,235	3,300	3,371	3,442	3,510	3,575	3,636	3,698	3,759	3,817
Finance costs	17	21	109	597	708	734	717	699	772	750	727
Internal charges and overheads applied	476	743	773	786	810	831	842	862	882	894	915
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	3,103	3,999	4,182	4,754	4,960	5,076	5,134	5,197	5,352	5,403	5,459
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	933	155	188	383	448	484	506	526	585	612	640
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	788	1,674	9,301	2,118	497	(325)	(342)	1,382	(414)	(436)	(459)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	788	1,674	9,301	2,118	497	(325)	(342)	1,382	(414)	(436)	(459)

Continues on next page

What it will cost & HOW WE WILL FUND SOLID WASTE

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	-	131	2,966	73	791	-	80	1,743	-	-	-
Capital expenditure to replace existing assets	1,040	1,751	6,378	2,279	-	-	-	-	-	-	-
Increase (decrease) in reserves	(135)	(53)	145	149	154	159	83	166	171	176	181
Increase (decrease) of investments	816	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	1,721	1,829	9,488	2,501	945	159	163	1,908	171	176	181
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	(933)	(155)	(188)	(383)	(448)	(484)	(506)	(526)	(585)	(612)	(640)
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

Calls we have made in putting budgets for this plan together

KEY PLANNING ASSUMPTIONS FOR SOLID WASTE

WHAT WE HAVE ASSUMED

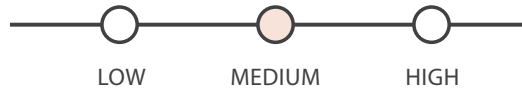
LEVEL OF UNCERTAINTY

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 major changes to the regulatory environment or resource consent requirements with the new consent from 2024.

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

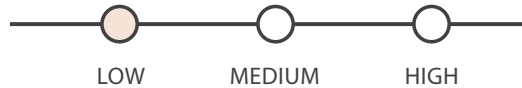


If resource consent conditions can't be met additional expenditure outside what is currently included in budgets might be required.

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

Council is also assuming we will successfully renew the resource consent to continue to operate Mt Cooee from 2024 onwards, subject to a financial sustainability assessment.

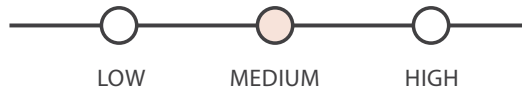


If renewal is unsuccessful there will be significant costs involved in closing Mt Cooee landfill, setting up a resource recovery park and transporting the waste to a landfill outside of the district.

Amount of waste to landfill

Currently this is 9,433 tonnes or 513 kg per person per annum, based on 18,391 residents. 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. This will be evaluated before the new landfill cell is constructed. At this stage Council assumes it will continue with the current level of service and opening hours for Mt Cooee.



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

If the amount of waste going to landfill decreases significantly this will impact on revenue collected and the effect 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 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.

Continues on next page

Calls we have made in putting budgets for this plan together

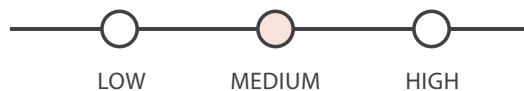
KEY PLANNING ASSUMPTIONS FOR SOLID WASTE

WHAT WE HAVE ASSUMED

Increased user charges and fly-tipping

Council is assuming that there won't be an increase in fly-tipping as a result of increased landfill charges.

LEVEL OF UNCERTAINTY



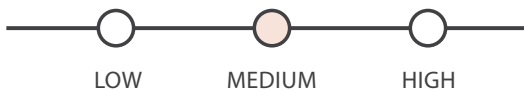
WHAT WOULD HAPPEN IF THIS CHANGED

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 required to 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 would be no change to the current level of service as required by the New Zealand Waste Strategy and the WMMP.

There are currently plans to implement a kerbside collection of green waste or glass. There will be additional budgets required for glass and organic waste collections, and these have been included in the LTP.

Emissions Trading Scheme (ETS)

It is anticipated that carbon credit prices will continue to rise over time, driven by legislative changes (including removal of a previous carbon cap of \$35 per tonne). Budgets have assumed forecast pricing of \$80 tonne and assumed that future increases will be matched by a reduction in volume.



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

Liabilities associated with the ETS may be less if green waste 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 Waste Management & Minimisation 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 & INFORMATION CENTRES

LIBRARIES

THIS INVOLVES:

Clutha District Libraries is a network of five Community Libraries in Balclutha, Milton, Tapanui, Owaka and Lawrence. All provide an extensive range of resources, services and programmes that directly support council's strategic priorities as expressed through its Living and Working in Clutha Strategy.

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

The following key focus areas, which are directly aligned to these priorities, provide the fundamental foundation for all library activities:

- Welcoming and inclusive spaces.
- A customer centric approach.
- A wide range of content that provides sources of

- inspiration, knowledge, and access to information.
- Programmes to support life-long learning through digital inclusion, social connectivity, creativity, and literacy.
- Collaborative community and customer engagement, partnerships, and the provision of access to a wide range of internal and external services.
- The collection, curation, and celebration of local heritage.

INFORMATION CENTRES

This involves:

- An 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.
- Owaka also provides a comprehensive visitor information service.

OPEN SPACES

The Open Spaces activity is one of Council's most high profile and visible services. If the district is a customer offering, the open spaces activity is its shop window. People tend to value and have pride in their well-maintained local park or reserve. These activities are:

- Parks and Reserves
- Sportsgrounds
- Public Conveniences
- Playgrounds
- Campgrounds
- Cemeteries

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.

PARKS, RESERVES & GROUNDS

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.

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.

CAMPGROUNDS

This involves:

- Leasing Council-owned land to private campgrounds in a long-term arrangement at Waihola, Balclutha, Kākā Point, and Pounawea.
- Owning a Campground at Milton.

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, Ōwaka and Tapanui.

OUR PLACE PLANS

This involves:

The identification of locally desirable community projects. The encouragement of community leadership and community participation and supported delivery of such projects into reality.

SWIMMING POOLS

This involves:

- Clutha District Council promotes participation in swimming activities through two primary means.
- Council has two swimming pools that it operates and maintains directly. They are in Balclutha and Milton.

COMMUNITY DEVELOPMENT

This involves:

- Running a public grants process to support community projects.
- Supporting community development with advice and support for community organisations.
- Delivering youth services and support across the region, specifically; mentoring, youth programming and enterprise.
- Running a Youth Council to engage with youth and reflect their aspiration for the region.
- Promoting and supporting local events.

EDUCATION & SCHOOL DELIVERY

This involves:

- Delivery of Road safety education to increase youth safety, reduce speed, improve older drivers, reduce alcohol and drug impacts, encourage safety in children around roads, improve community engagement, reduce recidivist offences, and improve the use of car restraints.
- Delivery of school-based Enviro-schools education.
- Delivery of school based Zero Waste education.
- Delivery of public education to inform and reduce waste to landfill.

COMMUNITY HOUSING & OTHER PROPERTY

This involves:

- Owning and maintaining 98 one-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.

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, Kākā Point, Lovells Flat, Moneymore, Ōwaka, Paretai,

Waihola, Waipahi, Waitahuna and Waiwera.

- 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 funds to spend on maintenance and operational costs as they best see fit.

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.

TE POU Ō MATA-AU | CLUTHA DISTRICT WAR MEMORIAL & COMMUNITY CENTRE

This involves:

- Funding of a \$7.5 million loan towards the cost of constructing the Te Pou Ō Mata-Au Clutha District War Memorial & Community Centre 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 contributions to all of the community outcomes.

Community libraries 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. Community 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 isite (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 isite 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.

COMMUNITY HOUSING

Improvements are made to units where needed, to achieve Healthy Homes Standard (HHS). Every existing unit currently complies with the HHS.

Roof replacements have been completed for our units in Lawrence. Major renewals and upgrades in the programme from the 2021 LTP have been deferred, largely due to costs exceeding planned budgets from high inflation.

COMMUNITY HALLS

Consultation with the Hall Committees on a divestment approach took place in early 2023. The intent of the consultation was to gauge hall committees’ interest and capacity in taking over ownership and management and

to clarify the financial, operational, and governance implications of divestment. The common themes were:

- Overall concern about sustaining volunteer involvement, especially among younger community members.
- Many committees expressed a need for more understanding of the financial and maintenance implications without Council funding.
- There was interest in the option of reverting back to Council ownership if community ownership fails.
- Interest in gathering community feedback before deciding.

Also, several halls received funding for critical maintenance from the Provincial Growth Fund. Kākā Point, Owaka, Waiwera South, and Waitahuna have had key maintenance undertaken and did not require additional funding this LTP.

OPEN SPACES

Public Conveniences

- Destination toilets in Balclutha and Milton have been completed as part of street upgrades.
- Ongoing maintenance and renewals budgets.

Playgrounds

- Upgrades / destination playgrounds for Balclutha’s Naish and Centennial Park, Waihola, Lawrence, Kākā Point, Pounawea.
- Ongoing maintenance and renewals budgets.

Parks and Reserves

- A new maintenance contract for open spaces is now in place and has been combined with the roading contract. This allows more proactive management of spaces to a specified level of service.

IMPROVEMENTS OR

CHANGES WE'RE PROPOSING

COMMUNITY LIBRARIES

Balclutha, Tapanui, and Lawrence Libraries are not fit for purpose over the long term, with inadequate spaces, inadequate accessibility for people with disabilities and major roofing issues and possible subsidence in Balclutha.

Funding has been provided in Year 1 to set up a Steering Group to determine the feasibility of transferring the Balclutha Community Library into TPŌMA or any other site. Funding in later years for the replacement of this library has been removed pending the results of the feasibility work. Funding has also been provided to work with the West Otago Community Centre to determine the feasibility of incorporating the Tapanui Community Library into alterations to the Community Centre. Funding in later years for the replacement of the Tapanui Community Library has been removed pending the results of the feasibility work.

The Milton Community Library and Swimming Pool will take a final cost proposal to the community via a special consultative process.

VISITOR & INFORMATION CENTRES

Internal resources are to be applied to a review of funding for Visitor and Information Centre services in Year 1 because of inconsistencies of grants from Council.

COMMUNITY HOUSING

AGEING ASSETS

All of our housing units are over 50 years old. Recent improvements to heating and ventilation have helped to improve building performance. However, maintenance and/or replacement of critical components is becoming necessary in most units. For instance, roofing, ceilings, electrical circuits, floorings, and insulation. Without doing so creates a risk to tenants' well-being and long-term costs of maintenance.

INCREASING DEMAND

Our population is ageing and, people are living longer. Demand for community housing units is likely to increase 25% to 50% over the next 10 years based on a projection of this demographic. Currently, all 98 units are occupied and there is a waiting list of at least 14 people. New units were scheduled to be built in the previous LTP where practicable. Due to high-cost inflation however, these were deferred on affordability grounds. Council's decision was to defer new builds for 3 years.

Maintaining affordability of rates

As well as being below market rent, Council's preference is for rents to cover all costs of housing units. Council considered but rejected rates subsidisation. Further work has been commissioned to investigate the application of means testing and the application selection criteria.

SWIMMING POOLS

Council's in the process of undertaking a replacement of the main Balclutha Pool filter and also maintenance of the pool tiles in the 2024/25 year.

Internal resources are to be applied to a review of operating grants and models for Community Swimming Pools to ensure Council support of these pools is fair and equitable.

OPEN SPACES

It was agreed to fund a new toilet (capital and operations) at the Henley Boat Ramp because of high use of the ramp over summer with no current facilities available.

A number of Our Place playground and reserve project funding was carried forward into Year 1 with the intention of completing these projects. Included in that was funding allocated as a contribution to a Dog Park in Milton.

Funding was also identified for committal to the Balclutha Centennial Park Playground Stage 2 in 2025/26 from Council's investment surplus.

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.

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 communi-

ties, 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.

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. An example being a minimal investment of \$15k per annum to enable a cycle trail from Owaka to Pounaweia to be completed.

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're aiming for

COMMUNITY OUTCOME: CONNECTED & COLLABORATIVE

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

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			
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34
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 (weighted average)	87%	≥90%	≥90%	≥90%	≥90%

What we are planning for Community Services*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
SERVICE CENTRES & LIBRARIES										
560001 Lawrence Service Centre & Library renewals	-	128	-	-	-	-	-	23	-	-
560003 Balclutha Library renewals	80	-	-	-	-	-	-	-	-	-
560012 Library Books	120	122	125	128	130	133	135	137	139	142
560019 Milton Service Centre Library Pool Community Facility - Service Centre/Library Component	500	2,007	1,493	-	-	-	-	-	-	-
560024 Community Services, Halls and Facilities Strategy	50	-	-	-	-	-	-	-	-	-
560025 West Otago Community Centre - Roof Renewal Investigative Work	60	-	-	-	-	-	-	-	-	-
SWIMMING POOLS										
570005 Balclutha swimming pool renewals	14	14	14	15	15	15	15	16	16	16
570007 Milton Service Centre Library Pool Community Facility - Pool Component	1,000	7,516	5,251	213	-	-	-	-	-	-
570010 Balclutha Boiler Replacement	-	-	-	-	-	-	-	-	-	118
570011 Balclutha Filter Replacement	500	-	-	-	-	-	-	-	-	-
570012 Balclutha Pool Safety and Amenity Enhancements	-	61	-	-	-	-	-	-	-	-
PARKS, RESERVES, PLAYGROUNDS & SPORTS GROUNDS										
580011 Milton parks - RMP Additional Work	182	-	-	-	-	-	-	-	-	-
580023 Pounaweia Playground (Rural)	20	-	-	-	-	-	-	-	-	-
580024 Tarata Street Playground (Kākā Point)	20	-	-	-	-	-	-	-	-	-
580025 Esplanade Playground (Kākā Point)	42	-	-	-	-	-	-	-	-	-
580026 Papatowai Picnic Area Reserve (Rural)	20	-	-	-	-	-	-	-	-	-
580034 South Otago Athletics Club Car Park	24	-	-	-	-	-	-	-	-	-
580037 Our Place West Otago Projects	189	-	-	-	-	-	-	-	-	-
580041 Clydevale Boat Ramp Improvements	10	-	-	-	-	-	-	-	-	-
580042 Clutha Valley Community Facilities and Reserve Improvements	50	-	-	-	-	-	-	-	-	-
580047 Knarston Park rock wall repair	30	-	-	-	-	-	-	-	-	-
580048 Mt Stuart Reserve top up maintenance and fencing	10	10	10	-	-	-	-	-	-	-
580049 Balclutha Showgrounds Irrigation System	-	-	-	106	-	-	-	-	-	-

* Equal to or greater than \$10K

Continues on next page

What we are planning for Community Services*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
PARKS, RESERVES, PLAYGROUNDS & SPORTS GROUNDS CONTINUED										
580050 Waihola Domain Foreshore Wall Investigation and Consenting	60	-	-	-	-	-	-	-	-	-
580052 Lawrence Zigzag Track	110	-	-	-	-	-	-	-	-	-
580053 Taieri Mouth - Our Place Projects	65	-	-	-	-	-	-	-	-	-
580054 Balclutha - Centennial Park Playground Stage 2	300	-	-	-	-	-	-	-	-	-
HALLS & COMMUNITY CENTRES										
610006 Waihola Community Centre LOS (legislative)	14	14	14	-	-	-	-	-	-	-
610007 Clutha Valley Community Centre Renewals	27	28	28	-	-	-	-	-	-	-
610022 Lovells Flat Community Centre renewals	10	10	11	-	-	-	-	-	-	-
610023 Moneymore Community Centre renewals	10	10	11	-	-	-	-	-	-	-
610025 Waipahi Community Centre renewals	10	10	11	-	-	-	-	-	-	-
PUBLIC CONVENIENCES										
620017 Mt Stewart Reserve Toilet Renewal	30	-	-	-	-	-	-	-	-	-
620018 Whiskey Gully Domain toilet	-	-	-	43	-	-	-	-	-	-
620019 Black Gully (Heriot)	-	-	-	128	-	-	-	-	-	-
620021 New - Public Conveniences Renewals	30	31	31	32	33	33	34	34	35	35
620022 Lawrence Public Toilets Relocation	150	-	-	-	-	-	-	-	-	-
620023 Kākā Point Toilets	440	-	-	-	-	-	-	-	-	-
620024 Henley Boat Ramp Toilet	30	-	-	-	-	-	-	-	-	-
CEMETERIES										
630006 Lawrence Cemetery Road Extension	-	41	-	-	-	-	-	-	-	-
630007 District-wide – Extension of Cemetery	45	-	-	-	-	-	-	-	-	-
630008 Chinese Remembrance Memorial Project	25	-	-	-	-	-	-	-	-	-

* Equal to or greater than \$10K

Continues on
next page

What we are planning for Community Services*

PROJECT (All in \$000s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
COMMUNITY HOUSING										
640039 Condition Assessment	25	-	-	27	-	-	28	-	-	30
640040 New Unit Build Programme - Design and Consent (15% of build costs)	-	-	63	-	-	66	-	-	70	-
640041 New Unit Build Programme - Construction	-	-	-	287	293	-	303	309	-	319
640042 Housing Unit Maintenance and Component Replacement Programme	400	408	417	426	434	442	225	229	813	944
CAMP GROUNDS										
670005 Kākā Point Campground renewals	-	-	15	-	-	15	-	-	-	17

* 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)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	238	285	296	301	300	308	313	320	328	333	341
Targeted rates	6,691	7,562	8,032	8,862	9,502	9,681	9,798	9,935	10,075	10,191	10,328
Subsidies and grants for operating purposes	759	-	-	-	-	-	-	-	-	-	-
Fees and charges	1,516	1,070	316	323	330	336	343	349	354	360	366
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Fuel tax, fines, infringement fees and other receipts	-	1,343	1,373	1,412	1,452	1,486	1,525	1,563	1,601	1,641	1,679
TOTAL OPERATING FUNDING (A)	9,204	10,260	10,018	10,899	11,585	11,812	11,979	12,167	12,359	12,525	12,714
Applications of operating funding											
Payments to staff and suppliers	5,355	6,004	5,794	5,927	6,060	6,189	6,315	6,436	6,558	6,680	6,798
Finance costs	675	970	1,146	1,646	1,983	1,981	1,959	1,922	1,883	1,840	1,810
Internal charges and overheads applied	845	1,892	1,975	2,003	2,068	2,122	2,147	2,198	2,251	2,277	2,331
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	6,875	8,867	8,915	9,576	10,111	10,292	10,421	10,556	10,692	10,796	10,938
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	2,329	1,394	1,103	1,323	1,474	1,519	1,558	1,611	1,667	1,729	1,776
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	2,978	3,358	9,521	6,413	(34)	(416)	(709)	(740)	(833)	(570)	(285)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	2,978	3,358	9,521	6,413	(34)	(416)	(709)	(740)	(833)	(570)	(285)



Continues on next page

What it will cost & HOW WE WILL FUND COMMUNITY SERVICES

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	-	-	-	63	287	293	66	303	309	70	319
Capital expenditure to improve the level of service	853	1,870	75	14	106	-	-	-	-	-	-
Capital expenditure to replace existing assets	4,138	2,841	10,335	7,416	1,010	612	638	460	416	1,004	1,301
Increase (decrease) in reserves	(32)	165	368	423	251	469	470	470	515	534	384
Increase (decrease) of investments	348	(125)	(154)	(180)	(215)	(270)	(326)	(363)	(406)	(448)	(513)
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	5,307	4,752	10,624	7,736	1,440	1,103	849	871	834	1,159	1,491
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	(2,329)	(1,394)	(1,103)	(1,323)	(1,474)	(1,519)	(1,558)	(1,611)	(1,667)	(1,729)	(1,776)
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

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
<p>Community housing programme</p> <p>We have assumed that there is sufficient capacity in the construction industry, and that identified land is suitable for building additional new housing units.</p>		<p>Construction of new units has been deferred outside the first 3 years of this LTP.</p>
<p>Community halls divestment programme</p> <p>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 2024/34 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.</p>		<p>If additional funding is required this could impact on rates, and would be assessed on a case-by-case basis.</p>

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.

ENVIRONMENTAL PLANNING & COMPLIANCE

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. campgrounds.
- 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 PLANNING & COMPLIANCE

The new coalition government has repealed two previously enacted pieces of legislation - the Natural and Built Environment Act and the Spatial Planning Act - which was part of the Resource Management reform. Consequently, the Resource Management Act 1991 remains the main piece of legislation guiding environmental management and planning.

Current planning instruments, such as District and Regional Plans, will remain until the new government replaces the Resource Management Act.

WHAT'S NOT INCLUDED IN THIS PLAN

DISTRICT PLAN REVIEW

While the coalition government repealed the previous government's reform of the Resource Management Act (which had resulted in the Natural and Built Environment Act and Spatial Planning Act), it has been indicated that the Resource Management Act 1991 will go through further reforms. A new overhaul is not likely until end of 2025 and at this stage there are no indications what direction the overhaul will take.

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. Council has undertaken reviews of parts of the District Plan over the past 15 years. This has reviewed certain sections and zoning of areas where development has been identified.

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.

As the Resource Management Reform legislation has been repealed by Central Government, Council will look

into options of reviewing the District Plan. A full review is unlikely at this stage.

SIGNIFICANT NATURAL AREAS

At this stage, Council will not be undertaking work regarding Significant Natural Areas (SNAs) in the next few years, due to the coalition government intending on suspending the direction within the National Policy Statement for Indigenous Biodiversity (NPS-IB) that requires Councils to identify new SNAs in their district plans.

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			
		2022/23	2024/25	2025/26	2026/27	2027/27 - 2033/34
To provide an application processing service where consents are processed within statutory time frames in an efficient manner	Building and Regulatory Services Department applications lodged are processed within statutory time frames ¹	NEW MEASURE⁵	100%	100%	100%	100%
	Planning team applications lodged are processed within statutory time frames ²	NEW MEASURE⁵	100%	100%	100%	100%
To retain registration as a Building Consent Authority.	Current registration.	NEW MEASURE	100%	100%	100%	100%
Complaints are prioritised and responded to in an efficient manner	Building and Regulatory Services Department Customer service requests are responded to within target time frames ³	NEW MEASURE⁶	≥95%	≥95%	≥95%	≥95%
	% of customer service requests for planning responded to within 5 working days ⁴	NEW MEASURE⁶	≥95%	≥95%	≥95%	≥95%

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

² Includes resource consents.

³ Includes animals and building.

⁴ Includes planning.

⁵ These measures were previously combined with a result of 74%.

⁶ These measures were previously combined with a result of 86%.

WORK WE WILL BE FOCUSING ON IN THIS PLAN:

- Facilitating Council's focus on growing the rating base by:
 - Enabling the consenting process
 - Supporting and enabling the utilisation of land for development
 - 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)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	362	261	274	278	288	296	300	308	317	322	331
Targeted rates	1,064	1,516	1,585	1,611	1,665	1,711	1,736	1,771	1,818	1,845	1,894
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	1,803	1,829	1,865	1,905	1,946	1,984	2,021	2,055	2,090	2,125	2,158
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Fuel tax, fines, infringement fees and other receipts	-	6	7	7	7	7	7	8	8	8	9
TOTAL OPERATING FUNDING (A)	3,229	3,612	3,731	3,801	3,905	3,999	4,065	4,142	4,234	4,300	4,392
Applications of operating funding											
Payments to staff and suppliers	1,900	1,835	1,877	1,921	1,965	2,008	2,050	2,092	2,134	2,176	2,217
Finance costs	10	14	13	12	11	10	9	8	8	8	7
Internal charges and overheads applied	1,105	1,742	1,818	1,844	1,904	1,955	1,978	2,025	2,075	2,099	2,150
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	3,015	3,590	3,708	3,777	3,880	3,973	4,038	4,126	4,217	4,282	4,373
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	214	22	22	23	25	26	27	17	17	18	19
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(26)	(14)	(15)	(16)	(16)	(17)	(18)	(8)	(8)	(9)	(9)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	(26)	(14)	(15)	(16)	(16)	(17)	(18)	(8)	(8)	(9)	(9)

What it will cost & HOW WE WILL FUND regulatory & emergency SERVICES

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	117	7	8	8	8	8	9	9	9	9	10
Increase (decrease) of investments	71	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	188	7	8	8	8	8	9	9	9	9	10
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	(214)	(22)	(22)	(23)	(25)	(26)	(27)	(17)	(17)	(18)	(19)
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

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 the Government's most significant RMA and Water Services reforms and/or 'roll-back's have been either implemented or outlined/known and have now been taken into account to the extent possible (eg the most significant being three waters changes).

Two areas of uncertainty include Government's water CCO's and the Otago Regional Council's proposed Land and Water Plan. It is assumed these will be managed within existing frameworks and responsibilities.

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), ICT, and the running and maintenance of our main office, 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 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 if needed.

We have been able to create efficient, industry leading and winning solutions with our investments. We will continue to build and improve on the platform to deliver better e-services to our communities and to enhance internal efficiencies and insights on our key deliverables across the organisation.

We have improved our Cybersecurity posture and will continue to build and improve to keep information safe and to comply with audit frameworks that are required for all government entities

Council is continuously reviewing 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 improved Cybersecurity due to external risks. Focus will be on securing our digital investments and assets and being 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)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Levels of service improvements										
900017 Software Customisation	26	16	17	17	-	-	-	-	-	-
900018 Hardware Asset Purchases	119	47	48	49	-	-	-	-	-	-
900023 Aerial Photography	60	-	-	64	-	-	67	-	-	71
900037 Computer Network and Security Support for Projects	96	61	63	64	-	-	-	-	-	-
900050 ERP upgrade - Datascape	191	-	-	-	-	-	-	-	-	-
900052 Datascape upgrade Project management and Business Process analysis	97	-	-	-	-	-	-	-	-	-
900054 Service Centre and Library Audio and Visual equipment and installation	-	-	-	74	16	-	-	-	-	-
900057 Phone system upgrades and integrations	68	-	-	-	-	-	-	-	-	-
900060 District paper records digitisation - Mezzanine Floor, Records	60	60	60	61	35	-	-	-	-	-
900061 District paper records digitisation - Service Centres and Garage (New Container)	-	60	60	54	-	-	-	-	-	-
Renewals										
900004 Vehicle renewals	240	245	250	255	260	265	270	274	279	283
900068 Resealing Rosebank office car park	50	-	-	-	-	-	-	-	-	-

* Equal to or greater than \$50K

What it will cost & HOW WE WILL FUND internal services

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Sources of operating funding											
General rates, UAGCs, rates penalties	(778)	(1,019)	(1,039)	(1,061)	(1,084)	(1,105)	(1,126)	(1,145)	(1,164)	(1,184)	(1,202)
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes*	-	222	226	231	236	241	245	250	254	258	262
Fees and charges	178	178	181	185	189	193	196	200	203	206	210
Internal charges and overheads recovered	9,971	26,294	33,782	43,200	47,430	53,693	48,771	54,292	56,090	48,039	49,039
Fuel tax, fines, infringement fees and other receipts	157	1,290	1,430	1,487	1,519	1,561	1,567	1,502	1,476	1,481	1,375
TOTAL OPERATING FUNDING (A)	9,528	26,965	34,580	44,042	48,291	54,583	49,654	55,098	56,859	48,801	49,683
Applications of operating funding											
Payments to staff and suppliers	10,046	16,651	17,003	16,954	16,917	17,304	17,497	17,864	18,247	18,429	18,795
Finance costs	143	1,681	2,403	2,829	2,994	3,091	2,994	2,907	2,773	2,631	2,547
Internal charges and overheads applied	-	17,880	21,909	26,651	28,967	32,254	29,809	32,708	33,758	29,756	30,411
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	10,189	36,213	41,314	46,434	48,878	52,648	50,300	53,479	54,778	50,816	51,752
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	(661)	(9,247)	(6,734)	(2,392)	(587)	1,934	(646)	1,620	2,081	(2,015)	(2,069)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,738	13,748	8,116	3,132	1,846	(1,846)	(1,656)	(2,548)	(2,704)	(1,607)	(1,962)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated sources of funding	-	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF CAPITAL FUNDING (C)	1,738	13,748	8,116	3,132	1,846	(1,846)	(1,656)	(2,548)	(2,704)	(1,607)	(1,962)

Continues on next page

What it will cost & HOW WE WILL FUND internal services

(All in \$000s)	Annual Plan	Long Term Plan (FORECAST)									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Applications of capital funding											
Capital expenditure to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure to improve the level of service	1,647	861	245	248	382	52	-	67	-	-	71
Capital expenditure to replace existing assets	299	290	245	250	255	260	265	270	274	279	283
Increase (decrease) in reserves	667	289	438	447	850	895	896	828	894	917	869
Increase (decrease) of investments	(1,536)	3,060	454	(206)	(229)	(1,119)	(3,463)	(2,094)	(1,792)	(4,818)	(5,254)
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	1,077	4,501	1,381	740	1,259	88	(2,302)	(928)	(623)	(3,622)	(4,031)
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C - D)	661	9,247	6,734	2,392	587	(1,934)	646	(1,620)	(2,081)	2,015	2,069
FUNDING BALANCE (A - B) + (C - D)	-	-	-	-	-	-	-	-	-	-	-

what we're aiming for

WHAT WE'RE WORKING TOWARDS (level of service)		HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		2022/23	2024/25	2025/26	2026/27	2027/28 - 2033/34
We handle customer requests for service efficiently and effectively	% of customer service requests responded to within 5 working days	90%	95%	95%	95%	95%
We deliver on our work programmes	Percentage of capital projects completed*	74%	85%	85%	85%	85%

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