

Date: Thursday 27 June 2024
Time: 1:00 pm - adoption LTP
Meeting Room: Tasman Council Chamber
Venue: 189 Queen Street, Richmond

Tasman District Council

Kaunihera Katoa

SUPPLEMENTARY ATTACHMENTS VOLUME 1 OF THE DRAFT LONG TERM PLAN 2024- 2034

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TASMAN'S 10-YEAR PLAN 2024–2034



—○—
Volume One

—○—
INCLUDING ANNUAL
PLAN 2024/2025



Te Kaunihera o
te tai o Aorere

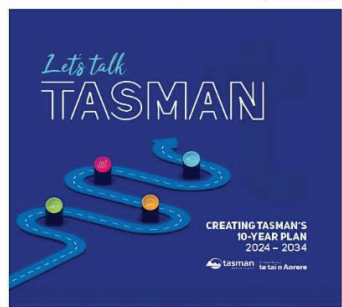
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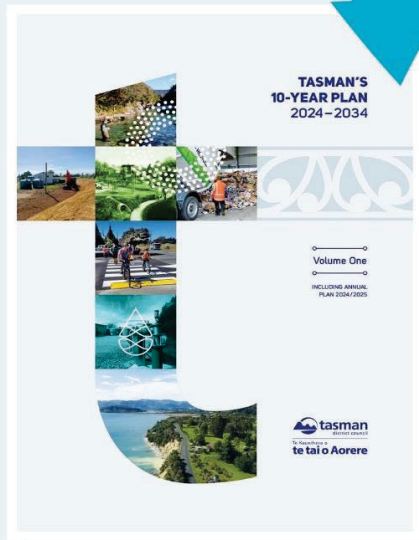
NAU MAI – WELCOME TO TASMAN'S 10-YEAR PLAN 2024 – 2034

The Council manages millions of dollars of assets on behalf of the community and planning for the future is important. Tasman's 10-Year Plan is how we plan to promote and protect the social, economic, environmental and cultural well-being of Tasman communities now and in the future. It's our blueprint for the next few years.

2023 PUBLIC
ENGAGEMENT



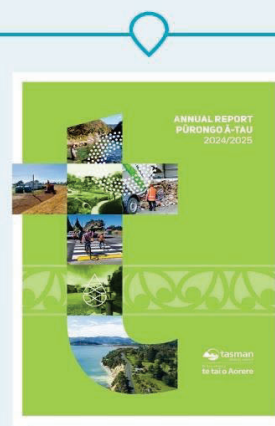
Tasman's 10-Year Plan
PUBLIC CONSULTATION



Tasman's 10-Year Plan 2024 – 2034

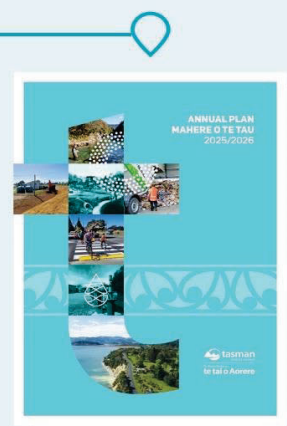
Outlines our vision, community outcomes and strategic direction

- What we plan to do
- What services we plan to provide
- How much it will cost
- How it will be funded



Annual Report 2024/2025

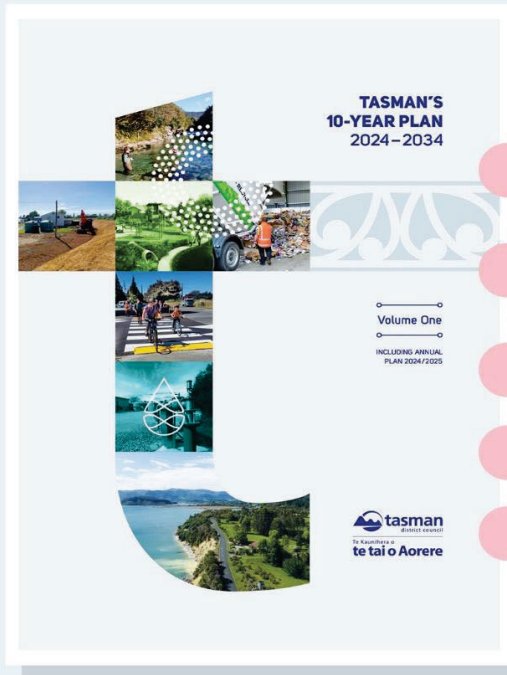
How did we perform against Tasman's 10-Year Plan 2024 – 2034



Annual Plan 2025/2026

Signals changes from Tasman's 10-Year Plan 2024 – 2034

How to find your way around Tasman's 10-Year Plan 2024-2034



Volume One

The Council's decisions on the four key choices in the 'Investing in our Future' consultation document

The Council's vision, purpose, community outcomes and strategic priorities

New projects and changes in Tasman's 10-Year Plan 2024 – 2034

The activities and services we intend to provide

Our financial planning and projected accounting information

Volume Two

Funding Impact Statement (information on our rating system) and Rating Maps

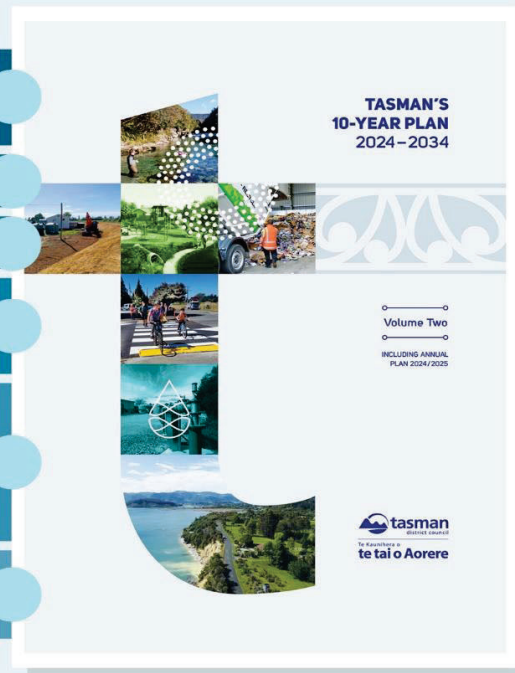
Financial Strategy

Infrastructure Strategy

Revenue and Financing Policy (our policies on funding sources for operational and capital expenditure)

Summary of Council's Significance and Engagement Policy (how Council determines the importance of an issue to inform the extent and form of public engagement expected)

Ngā Iwi and Māori Capacity to Contribute to Decision Making



MAYOR AND CHIEF EXECUTIVE'S MESSAGE

Rangatira whenua, kainoho me a mōtau tamariki ka mihi atu ki a koutou, ka nui te manaaki ki a koutou.

Welcome to the Tasman 10-year Plan for 2024-2034. A plan that provides the community with information about what the Council wants to do, what we need to do, when we will do it, and how we will fund it.

This is a detailed Plan with a clear goal.

We have faced some difficult decisions. We have considered the challenges of the current economic situation against the needs of the community now and in the future. We have to support growth and development and make sure that the infrastructure is well done, has a feasible maintenance and management plan and receives an adequate level of investment.

The demands of growth are not only about having services that can provide for current and future demand, there are also other requirements that have to be fulfilled. These include the availability of parks and other public spaces, schools and other education opportunities, safety, commercial development opportunities, and protection of the natural environment while being mindful of possible natural hazards and their impact.

While much of the District's infrastructure, is supporting our settlements and is seen as a natural consequence of where people choose to live, its development and maintenance comes at a cost.

Providing value means many things to many people. At its most basic it is the efficient and effective delivery of services and facilities that enable, protect, and provide for the needs of communities. These include social outcomes, economic value, environmental sustainability, and cultural and community development.

Our region shares boundaries with other Councils with similar demands and communities of interest. It is only sensible to create value through the sharing of resources, expertise, and experience in the form of shared services.

Throughout the consultation period we presented the community with four choices to consider. While they were seen as different services, together they provide a clear picture of a District dealing with growth, the expectations of those that live here, and our ability as a Council to service community needs.

The Council's ongoing but lower spending on existing infrastructure and services was mostly supported by the submissions. They stated that maintaining our roads well and providing different transport options was essential. They appreciated how we balanced transport demands and investment by increasing public transport and improving safety for cyclists and pedestrians.

Many submitters supported the Council in providing new and upgraded community facilities, most notably the Tapawera Community hub and the long awaited Motueka Pool. Facilities such as these provide a centre for people to come together as communities grow.

The need to adapt to climate change was viewed as important by many submitters whether it be in wetland restoration, public transport, transport choices, rivers and coastal management, land management and our day-to-day work practices.

Because of the impacts of climate change we need to focus on the continued management and supply of our freshwater resources. Amid a very dry period, we have firsthand experience of a challenged water supply. Now with the Waimea Community Dam nearing commissioning the benefits of the dam have already been demonstrated across the wider Waimea Plains. In this Plan we are looking to further reduce the risk of drought, particularly in the Wai-iti, with renewed investment in that scheme.

Our harmonisation of current water schemes into one supported by the construction of another treatment plant on the Waimea Plains reflects the current and future growth in the Brightwater/Wakefield area and others nearby.

As a Unitary Council, the Council is a relatively lean organisation that utilises the benefit of having all local government functions and obligations within one organisation. This does not mean we should not seek further efficiencies. It is our ongoing responsibility to deliver public value now and into the future.

Residents can be assured that during the development of the Tasman 10-Year Plan, we have been very thorough in looking at not just what we do, but how we manage and deliver services cost effectively. We continue to work on ways to improve our performance and provide an increased level of value for the investment that the community pays through rates, fees and charges and other methods.

As we enter the 10-year period that this plan sets out, we need to be aware the legislative framework for this plan is not set in stone. Central Government has yet to finalise its position on the reform of the Resource Management Act, Local Water Done Well or finalise the plans for roading funding. There is a very real likelihood that for one or all the potential legislative changes will have an impact on this Plan. However, until any changes become finalised, we continue to implement this Plan. If legislative changes are significant, we will review and consult with the community within the next year.

Ngā mihi maioha



Tim King
Mayor

Leonie Ray
Chief Executive Officer

WHAT TASMAN DISTRICT COUNCIL DOES

Tasman District Council is one of six unitary Councils in Aotearoa, meaning we do the work of both a regional council and a territorial authority. We provide a wide and varied range of services to our communities within Tasman District. The work we do includes:

Infrastructure Services Roads, footpaths, cycleways, stormwater facilities, water and wastewater pipes, treatment plants, waste management facilities	Community Facilities Libraries, recreation centres, sports grounds, swimming pools, reserves, parks environmental restoration work	Environmental Management Freshwater, land use, air quality, biodiversity, biosecurity
Regulatory Services Animal control, parking, noise control, air quality, building and resource consenting, public health, maritime administration, compliance and enforcement	Strategic Planning for the Future Council planning and reporting, Land zoning, future infrastructure provision, financial planning, environmental planning, community and reserves planning	Community Engagement Consultation, communication, education, emergency management
Governance and Support Services Our governance functions oversee, and our support services underpin, all of our activities. Without these functions we could not deliver these services to our communities. Support services include: <ul style="list-style-type: none"> • Finance and legal • Human Resources • Health, safety and wellbeing • Information technology • Customer services • Communication • Information Services and information management 		

These services and activities all contribute to the environmental, economic, social and cultural well-being of the Tasman District.

2024 – 2034 AT A GLANCE

The Council plans to strike the right balance between rates increase and debt levels while:

- Sustaining important services that enable the community to carry on with and enjoy daily life;
- Maintaining infrastructure to prolong its useful life and renewing it when needed;
- Responding to climate change;
- Providing for growth in the District's population;
- Managing the environment;
- Modernising the Council's digital services; and
- Investing in community facilities.

Here are some of the key investments we have planned for the next 10 years to ensure Tasman District thrives.

2024-2034	Replacing/renewing water, wastewater, rivers, roading and stormwater infrastructure	\$257 million
2024-2034	Infrastructure to support growth in residential and business development	\$248 million
2024-2034	Infrastructure to support levels of service improvement	\$387 million
2024-2034	Digital innovation programme	\$12.6 million
2024-2034	Investment in sealed roads maintenance	\$52.6 million
2024-2034	Public Transport including providing weekend services	\$30.8 million
2024-2025	Regional Museum research facility	\$2.1 million
2026-2034	New wastewater treatment plants in Motueka and Tākaka	\$181.6 million
2026-2028	Motueka Community Pool	\$20.0 million
2025-2027	Waimea South community facilities	\$13.7 million
2025-2026	Tapawera community Hub	\$2.7 million
2028-2031	Murchison Sport, Recreation and Cultural Centre, stage 2	\$5.3 million
2024-2034	Economic development and tourism	\$4.8 million
2028-2032	Catchment enhancement	\$4.8 million
2024-2034	Wetland survey	\$2 million
2024-2034	Tasman Native Habitats Survey	\$2.8 million
2028-2033	Estuarine and near shore survey and monitoring	\$3.6 million
2024-2034	Freshwater fish survey and monitoring	\$1.5 million
2024-2034	Stopbank refurbishments along the Lower Motueka River (co-funded by Central Government)	\$12.5 million

Refer to our activity management plans for detailed lists of all the investments we have planned for the next 10 years – www.tasman.govt.nz/link/activity-management-plans

We will endeavour to carry out the projects included in this 10-Year Plan but may be limited by funding, capacity, and other factors outside of our control.

In our Plan we have listed a wide range of infrastructure and other projects. The inclusion of these projects in the Plan is an indication that we have made financial and staffing provision for them. In many cases the projects require business cases, feasibility studies, more detailed design and planning (which may result in variances from the planned budget). Some will require resource consent and/or other types of consents, and more detailed consultation with interested and affected parties. Before any works begin we will decide whether to: proceed with the project as indicated in Tasman's 10-year Plan, or diverge from or delay what was outlined in the Plan, or not continue with the project at all.

A SNAPSHOT OF THE ENGAGEMENT WITH OUR COMMUNITY

We consulted the Tasman community to hear what was wanted in our 10-Year-Plan. During consultation, a series of meetings were held with the District's community/resident associations and other organisations. To help us develop 'Investing in our Future', our Consultation Document, we undertook early engagement in 2023. This early engagement received over 1500 contributions to Shape Tasman, our engagement platform. We also held early engagement workshops across the District and online.

Consultation Document

INVESTING IN OUR FUTURE: TASMAN'S 10-YEAR PLAN 2024 – 2034

We consulted on Tasman's 10-Year Plan 2024–2034 from 28 March – 28 April 2024.



3,000+
VISITS TO
SHAPE TASMAN



1,060
SUBMISSIONS (INCLUDING
12 LATE SUBMISSIONS)



SUBMISSION METHODS



865
SHAPE
TASMAN



114
EMAIL



75
PAPER
FORM



4
LETTER



2
PROFORMA

OTHER FEEDBACK TOPICS AND THE NUMBER OF RESPONSES INCLUDED:



SUBMITTER LOCATIONS



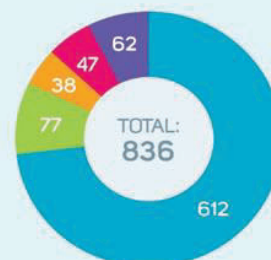
COMMUNITY PRESENTATIONS

Presentations were held in Tasman, Brightwater, Motueka, Tākaka, Murchison, Māpua, Richmond, Ngātīmōti, Dovedale, Wakefield, Tapawera, Redwood Valley and Rotoiti.

FEEDBACK ON OUR FOUR KEY CHOICES

CHOICE 1: FINANCIAL STABILITY

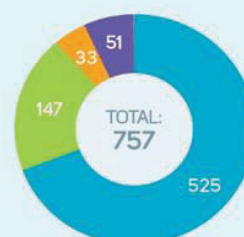
- Our Preferred Option A: Continue current levels of service, respond to climate change, invest in community facilities
- Alternative Option B: Reduce our services to the community
- Alternative Option C: Sell Council Assets
- Options B and C
- Not sure



CHOICE 2: TRANSPORT

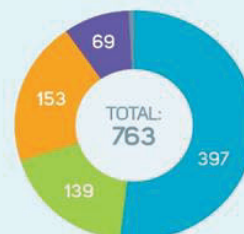
> Choice 2.1: Sealed Road Maintenance

- Our Preferred Option A: Invest to maintain condition
- Alternative Option B: Higher investment to improve condition
- Alternative Option C: Lower investment with deteriorating condition
- Not sure
- Not answered (1)



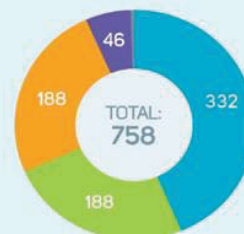
> Choice 2.2: Public Transport

- Our Preferred Option A: Maintain existing services, expand Motueka and Wakefield services to weekends
- Alternative Option B: Includes Option A, and increase frequency of services
- Alternative Option C: Provide existing services only
- Not sure
- Not answered (5)



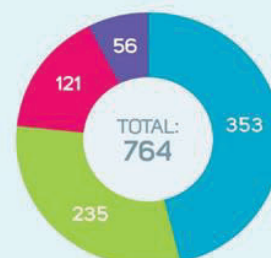
> Choice 2.3: Safety for Pedestrians and Cyclists

- Our Preferred Option A: Modest further investment
- Alternative Option B: Enhanced investment
- Alternative Option C: Reduced investment
- Not sure
- Not answered (4)



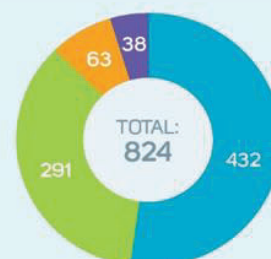
CHOICE 3: CLIMATE CHANGE AND RESILIENCE

- Our Preferred Option A: Affordable level of investment spread over 10 years
- Alternative Option B: Higher level of investment
- Neither Option A or B
- Not sure



CHOICE 4: INVESTING IN COMMUNITY FACILITIES

- Our Preferred Option A: Invest in new and improved community facilities
- Alternative Option B: Invest in some of the new and improved facilities
- Alternative Option C: Don't invest in any of these community facilities
- Not sure



WHAT WE DECIDED FOR OUR KEY CHOICES

Through Tasman's 10-Year Plan 2024–2034 Consultation Document we sought public feedback to inform our decision-making process on four key choices. This section discusses each of those choices, the decisions we made, and the reasons why. Not all the options are repeated in this document - further information on the options for each choice can be found in Tasman's 10-Year Plan Consultation Document.

FINANCIAL SUSTAINABILITY

Financial sustainability means finding a balance between the services we provide and the cost to the community. If we invest more or provide services to a higher level, it incurs higher costs for the community recovered through rates and fees. Conversely, investing less and reducing services can result in lower rates increases. However, many people value those services, and investing less would mean we would not be able look after our assets, passing on extra costs to future generations.

We are not immune to the price increases being faced by people across our District. The Council's costs are also rising at an even faster rate than households, due to the higher share of our spending going towards construction and engineering work.

We asked the community – do you support the Council continuing to deliver current levels of service, respond to climate change, and invest in community facilities. Options to reduce selected services and/or sell assets to help reduce rates were identified for community feedback.

We received over 800 submissions on the financial sustainability choice, with the majority supporting the Council's proposal.

We decided to proceed with our preferred option of continuing to deliver current levels of service, respond to climate change, and invest in community facilities.

As a consequence, we have confirmed the continuation of existing levels of service for libraries, community partnerships and parks maintenance. The funding levels for economic development organisations have also been confirmed for 2024/2025 to 2026/2027 at the existing levels with annual adjustments for inflation.

This has the right balance between rates increases and higher borrowing on the one hand and on the other hand:

- Sustaining important services that enable the community to carry on with and enjoy daily life
- Maintaining infrastructure to prolong its useful life and renewing it when required
- Responding to climate change
- Providing for growth in our District's population
- Managing the environment
- Modernising our digital services, and
- Investing in community facilities across our District.

To help reduce rates we also decided to sell some Council property not required to deliver core services. We have made provision in the Plan to sell \$1 million worth of property in the 2024/2025 year, \$1.5 million worth in 2025/2026 and a further \$1.5 million in 2026/2027. The specific properties to be sold are not identified in the Plan and will be decided by the Council over the next few years.

TRANSPORT

Through early engagement with the community and the annual community survey we heard a lot of feedback highlighting areas for improvement in our transportation programme. This particularly covered road maintenance, public transport, and active modes of transport.

We also heard a strong message from the community that traffic congestion was a concern, particularly in Richmond. There were many requests for the Hope Bypass to be implemented as a priority. As a State Highway, this project is led and funded by the NZ Transport Agency Waka Kotahi (NZTA). Both Tasman District Council and Nelson City Council have advocated for this project and the Government has indicated in principle its support.

We have anticipated receiving funding (\$218.4 million adjusted for inflation, over 10 years) for our Transportation Programmes from NZTA, however there is uncertainty about the level of support we will receive.

SEALED ROAD MAINTENANCE

In recent years our roads have deteriorated due to a decrease in investment for maintenance and renewals below what was needed to keep up with wear and tear. NZTA investment support for road maintenance has been restricted. We see the deterioration in our roads through more and larger potholes, cracks and rougher road surfaces. Longer term this will undermine the structural integrity of the roads, making repairs much more expensive. When road conditions become dangerous, we undertake reactive maintenance. This is much more costly than carrying out maintenance in a planned and systemic way. NZTA currently supports road maintenance up to a certain level with 51% funding, while the remaining cost is recovered through rates.

We asked the community – do you support Council investing to maintain sealed road condition?

We decided to proceed with our preferred option of investing to maintain sealed road condition at a level that will be enough to avoid any further substantial deterioration of sealed road conditions and allow for some gradual improvement focused on high use roads.

We received over 700 submissions about sealed road maintenance, with the majority supportive of an increase in our road budgets for this work.

This additional investment allows us to address more deteriorating road conditions as part of a planned programme, which is more cost-effective than constantly reacting to urgent issues.

The decision is based on the anticipation of receiving NZTA funding for 51%. If NZTA funding is not provided at this level, we will use the Council's funding to undertake as much sealed road maintenance as we can, but the amount of work would need to be reduced.

PUBLIC TRANSPORT

We know that our new and improved eBus service is valued and helps people get around our great District. We have improved the bus services connecting Nelson and Richmond and introduced new weekday eBus routes to and from Wakefield and Motueka. The public response has been positive with a good level of patronage and positive feedback. We have also had a lot of feedback asking for this service to be expanded to meet more people's needs.

We asked the community – do you support the Council maintaining existing services and expanding Motueka and Wakefield services to weekends?

We decided to maintain the existing eBus services and to expand Motueka and Wakefield services to include weekends.

We received over 750 submissions about public transport, with the majority supportive of at least maintaining existing services and expanding weekend services.

We will also be making minor improvements to bus stop infrastructure and to enhance information/wayfinding features.

The expansion of Motueka and Wakefield routes to include weekends will commence in 2026, subject to a review of weekday patronage and demand prior to it going ahead.

This is also based on the expectation of receiving NZTA funding of 51% per annum or \$13.4 million over 10 years towards the cost of the expanded service. If the NZTA funding is not provided at anticipated levels, we will not be able to proceed with this extended service.

The Joint Nelson-Tasman Regional Transport Committee will be starting a 12-month review of the new public transport services in August 2024, following confirmation of funding levels from the NZTA, and may recommend changes to current and proposed public transport services. The feedback from submissions on public transport will be considered as part of that review, including the request for summer services to Kaiteriteri.

SAFETY FOR PEDESTRIANS AND CYCLISTS

We heard through our early engagement and residents' surveys that a barrier to walking and cycling for many people was how safe they felt on our roads. In our last 10-Year Plan we were able to leverage additional funding from NZTA, bringing forward many walking and cycling improvement projects. However, now there is a high level of uncertainty about the level of NZTA funding available for walking and cycling projects, meaning we are likely to have to pay more of the costs for such further projects through rates and borrowing.

Whilst cycleways, footpaths and shared pathways contribute to the safety of cyclists and pedestrians, so too does the speed of other vehicles on our roads. We consulted on our Speed Management Plan in early 2024, and changes based on that feedback have been budgeted for.

We asked the community – do you support modest further investment in improvements to safety for pedestrians and cyclists?

We decided to proceed with modest investment for improved safety for cyclists and pedestrians.

Based on the feedback from over 700 submissions on this option, we decided an enhanced or a reduced level of investment was not appropriate as the majority had supported a modest investment for improved safety for cyclists and pedestrians.

Along with this modest investment we plan to implement the Speed Management Plan with an initial focus on reducing speed around schools. We anticipate this would also involve speed sign changes followed by other progressive changes to other roads over time.

We will develop residential greenways in selected urban areas to support lower speeds and improved pedestrian and cyclist safety in areas where higher density development is planned.

The modest investment in new footpaths and shared pathways would address gaps and faults in the walking and cycling networks. It would also see improvements on the Great Taste Trail to re-locate the Wai-iti Recreation Reserve to the Hoult Road section off the State Highway due to safety concerns.

We anticipate receiving NZTA funding towards the costs of these improvements but if this is not provided at expected levels we will need to use our funding. The amount of work able to be done would reduce by the forecast 51% or \$8 million of NZTA funding over 10 years.

In that case we would initially focus on maintaining the existing walking and cycling assets and implementing speed management controls outside schools. Other pedestrian and cyclist safety improvements would only be carried out as funding permits. We expect that would mean little or no increase in either how safe residents consider the roads for walking and cycling, or in the use of cycleways.

CLIMATE CHANGE AND RESILIENCE

Our District, like many other parts of the world, is facing the impacts of climate change. Rising sea levels, increasing temperatures, and more frequent extreme weather events are just some of the challenges that we face. We may not have a choice about climate change happening, but we do have a choice in how we respond. Both law and common sense tell us to reduce our greenhouse gas emissions, prepare for the impacts of climate change, build resilience, and respond to the effects we are already experiencing.

Work is continuing on adapting our District to the impacts of climate change and growing our resilience. In particular, we are taking an adaptive planning approach, as recommended by the Ministry for the Environment. A comprehensive regional climate change risk assessment is being completed in collaboration with Nelson City Council. This will enable a better understanding of climate change risks, and the consequential impacts on people, economy, governance, and the built and natural environments. The risk assessment will inform our identification and evaluation of a range of adaptation options. Community engagement will be a critical part of the identification and assessment of options.

We also have a significant programme of work aimed at reducing our own operational emissions and supporting the Tasman community to reduce its emissions. Work on further reductions in Council and community emissions is included across the 10 years of our Plan.

We have developed a comprehensive Tasman Climate Response Strategy and Action Plan. The Climate Strategy and Plan is our roadmap, steering us toward a low-carbon, resilient, and innovative District. It provides detailed actions we plan to take across a wide range of Council's activities. Priority actions

include emission reduction measures in the transport, energy, and waste sectors; empowering communities to act; and initiatives to strengthen the resilience of our communities and ecosystems.

Budgets addressing climate change and resilience are embedded across many parts of what we do. Often these actions are not planned solely to address climate change and have other substantial benefits.

The Climate Strategy and Plan shows what we plan to spend and where we intend to spend it over the next 10 years. For more information on our climate response, including the Climate Strategy and Plan, please visit: [Climate change | Tasman District Council](#).

We asked the community – do you support an affordable level of investment on climate change and resilience spread over the next 10 years, or a higher level of investment?

We decided to proceed with continuing to invest in a range of initiatives from our Climate Action Plan.

We received over 750 submissions on this key choice. Views about the planned investment in our overall climate response ranged from disappointment, to adequate, through to excessive. Almost half supported an affordable level of investment and approximately one third supported a higher level of investment.

The investment measures will cost approximately \$69.1 million over 10 years and include:

- \$6.1 million on adaptation activities such as:
 - Catchment enhancement
 - Green infrastructure development in rural areas
 - Maintaining and improving our Climate Risk and Resilience Explorer tool
 - Developing a regional climate adaption strategy and adaption plans for individual communities.
- \$63 million on mitigation actions such as:
 - Expanding regional eBus services to weekends
 - Modest investment in safety improvements for pedestrians and cyclists
 - Capturing and reusing landfill gas
 - Minimizing waste and reducing waste to landfill
 - Auditing greenhouse gas emissions inventories
 - Transitioning our vehicle fleet to electric vehicles
 - Installing electric vehicle chargers
 - Funding \$60,000 (\$20,000 per year in years 1, 2 and 3) towards Warmer Healthier Homes initiatives
 - Continuing investments in commercial forestry and planting initiatives to sequester carbon.

These projects will involve a combination of both capital and operational spending and will enhance services in adaptation planning, ecological adaption, public and active transport, and reducing methane emissions from waste.

INVESTING IN COMMUNITY FACILITIES

We have been asked by several communities around the District for financial support in developing community facilities. People in these communities currently have to travel long distances to reach similar services in other towns. In some cases, existing buildings have become unsafe, are not practical, or need further development.

These requested facilities are:

- Waimea South Community Facilities (in Wakefield and Brightwater)
- Motueka Swimming Pool
- Tapawera Community Hub
- Murchison Sport, Recreation and Cultural Centre – Stage 2.

WAIMEA SOUTH COMMUNITY FACILITIES

The Waimea South community facility includes new provisions in both Wakefield and Brightwater. In Wakefield the new proposed community facility consists of an indoor three-quarter size court, performance space, meeting rooms, kitchen, and associated car parking. This is proposed to be provided at the Wakefield Recreation Reserve and would cater to community, recreation, theatre and arts groups.

The proposed plan in Brightwater includes an extension/upgrade of the existing facility to better meet community needs at the Brightwater Recreation Reserve. An upgrade to the Brightwater Hall will include new kitchen and toilet facilities and reconfiguring the space to create an indoor court and entrance improvement. The Wanderers Building will also be enhanced with new changing and storage facilities.

These community facilities will provide accessible opportunities to engage in sport and recreation, arts and culture and a wide variety of community events. The Waimea South Facilities reflect an investment in social infrastructure which will promote connection throughout the community.

MOTUEKA SWIMMING POOL

The proposed Motueka swimming pool aims to address the Town and wider area's aquatic recreation needs for many years to come. Designed to cater to a diverse range of users, the facility would be a place for children developing water skills and learning to swim, competitive swimmers, those seeking hydrotherapy, and recreation for all. With the nearest indoor public swimming pool located in Richmond, the introduction of this facility seeks to minimise time and travel costs, encouraging more frequent use by the community. The proposed pool offers significant social and health benefits to both community and visitors.

The plan includes a six-lane, 25-metre main pool with spectator seating, a combined leisure and learn-to-swim pool, a warm water/hydrotherapy pool, a toddlers' splash pad, a spa pool and associated amenities such as changing rooms and a reception area.

We have purchased a site at King Edward Street, Motueka which is a potential location for the Motueka Swimming Pool.

TAPAWERA COMMUNITY HUB DESCRIPTION

The proposed Tapawera Community Hub is a grassroots initiative that will replace the current community centre and bring several services together under one roof. This redevelopment aims to create a contemporary, purpose-built facility, responsive to the changing needs of the community. The Hub will offer a range of activities and events to foster social interaction, cultural diversity, and community cohesion. It will also provide a venue for local groups, clubs, and organisations to meet and collaborate.

As well as being a home to the opportunities shop, the Hub will be a central access point to visiting social and health services. There will be smaller rooms for one-on-one appointments, a boardroom, and a larger space for workshops and functions. The ongoing funding of the Hub is further supported by having a range of spaces for community hire.

MURCHISON SPORT, RECREATION AND CULTURAL CENTRE – STAGE 2

The Murchison Sport, Recreation, and Cultural Centre, established in 2008 and currently well-utilised by the community, is managed by an incorporated society. The existing facility offers a sports hall, function room, meeting room, and a fully equipped commercial kitchen accommodating various activities such as indoor/outdoor sports, meetings, conferences, exhibitions, and private functions.

The management committee proposed a significant extension to address identified needs. The expansion plan includes the addition of office spaces, a community room, two squash courts, a fully equipped gym, unisex facilities, and new storage.

The extension of the Murchison Sport, Recreation, and Cultural Centre will enhance its capabilities, providing the community with a more versatile space for sports, recreation, cultural activities, and community engagement. The presence of a fully equipped gym and squash courts will promote a healthy and active lifestyle for individuals and groups within this growing community.

We can fund much of the Council's contribution to the development of these facilities using Reserve Financial Contributions (RFCs). This means that the cost of building these facilities will have lower impact on rates. In each case, the development of the facilities is dependent on a contribution from community fundraising.

The cost of operating the facilities will be funded by rates and fees from users.



We asked the community - Do you support investing in four new and improved community facilities?

We decided to proceed with investing in all four community facilities.

We received over 800 submissions on this choice.

More than half chose to invest in all four facilities, and more than a third chose to invest in some but not all of the facilities.

We also decided to advance the Murchison Sport, Recreation and Cultural Centre Stage 2 development to start in 2027/2028 and be completed in 2029/2030. A needs analysis and feasibility study will be completed before the investment is made. The costs of servicing the debt and operating these enhanced facilities start at about \$1,000 in 2028/2029 increasing to around \$124,000 (inflation adjusted) by 2033/2034.

The Waimea South Community Facilities in Wakefield and Brightwater are planned to commence in 2025/2026 and to be fully open in 2027/2028. The costs of servicing the debt and operating these facilities starts at about \$52,000 in 2026/2027 increasing to around \$440,000 by 2033/2034 (inflation adjusted).

The first tranche of funding for the Motueka Pool is in 2026/27 to enable the project to get underway, with the pool expected to be completed in 2029. The annual costs of servicing the debt and operating the Motueka Swimming Pool commences at about \$12,000 in 2026/2027 increasing to around \$1.1 million (inflation adjusted) by 2033/2034.

Demolition of the existing community building in Tapawera is planned to start in late 2024, with construction of the new facility beginning in 2025. The costs of servicing the debt and operating this facility starts at about \$1,500 in 2025/2026 increasing to \$172,000 (inflation adjusted) by 2033/2034.

The development of these community facilities and their timing is subject to community fundraising.

VISION, PURPOSE AND COMMUNITY OUTCOMES

VISION: *Thriving and resilient Tasman communities.*
Te Manawaroatanga o Te Tai o Aorere kia tupu, kia rea

PURPOSE: *Working together for a Tasman District that has a healthy environment, strong economy and a vibrant community.*

STRATEGIC PRIORITIES:

- *A healthy and sustainable natural environment*
- *Strong, resilient and inclusive communities*
- *Enabling positive and sustainable development*
- *Contributing to a diverse society and celebrating our culture and heritage*
- *A high standard of service.*

COMMUNITY WELL-BEING AND COMMUNITY OUTCOMES:

Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs
Social Well-being	Our communities are healthy, safe, inclusive and resilient
Cultural Well-being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity
Social Well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities Our Council provides leadership and fosters partnerships, including with iwi, fosters a regional perspective, and encourages community engagement
Economic Well-being	Our region is supported by an innovative and sustainable economy

COMMUNITY OUTCOME DESCRIPTORS

OUTCOME 1: OUR UNIQUE NATURAL ENVIRONMENT IS HEALTHY, PROTECTED AND SUSTAINABLY MANAGED

- Tasman is a place where everyone can enjoy the natural environment, while it is protected for the future.
- We recognise the importance of a healthy environment for tourism and productive land uses, and the need to mitigate the impacts of human activities on the environment.
- We sustainably manage air quality, waste, freshwater and coastal waters.
- We treasure, protect and restore the special places, landscapes, water bodies, native species and natural ecosystems of Tasman.
- Natural biodiversity is widely understood and valued.
- The value of introduced species is recognised and pests are controlled.
- Open spaces are linked and productive land is protected.
- We undertake an extensive monitoring programme of the environment, including air, water and soil health.
- We also provide and monitor resource consents and, if necessary, prosecute any breaches.
- The intergenerational kaitiakitanga (guardianship) roles of tangata whenua iwi is recognised; the community understands the concept and are involved in caring for ngā taonga tuku iho (treasure of the ancestors).

OUTCOME 2: OUR URBAN AND RURAL ENVIRONMENTS ARE PEOPLE-FRIENDLY, WELL PLANNED, ACCESSIBLE AND SUSTAINABLY MANAGED

- Our region is more resilient to the impacts of climate change and our greenhouse gas emissions have reduced.
- Our current and future urban and rural living environments provide the important features that we need to enjoy Tasman.
- Urban and rural areas are designed to be people-friendly, particularly for children, families and our increasing, ageing population.
- We think and plan regionally and act locally within that context.
- We work together with Nelson City Council to provide adequate land for housing and businesses across Richmond and Nelson and to ensure that our infrastructure is delivered efficiently and effectively.
- Our built environments are well planned and based on sound urban design principles.
- Urban areas are attractive, safe, accessible and have parks and reserves available for the community to use.
- Tasman has affordable transportation networks that meet the needs of our communities.
- There is a range of community housing and community facilities, with more intensification in towns/settlements and clear urban/rural boundaries.

OUTCOME 3: OUR INFRASTRUCTURE IS EFFICIENT, RESILIENT, COST EFFECTIVE AND MEETS CURRENT AND FUTURE NEEDS

- We have good quality, sustainable, integrated, affordable, safe, secure, efficient and effective transportation networks (including roads, cycleways and footpaths), water, wastewater, stormwater and solid waste services.
- We provide infrastructure services that meet the needs of our changing population and growth is well managed.
- We prudently manage our existing assets and environment.
- Waste and pollution are minimised, so we have clean water, clean seas, clean air, healthy flora, fauna and soils, and public health needs are met.
- Our public transport services are well-utilised, and our developing cycleway network is popular with the community and visitors alike.

OUTCOME 4: OUR COMMUNITIES ARE HEALTHY, SAFE, INCLUSIVE AND RESILIENT

- We support the opportunities for the Tasman community to enjoy a good quality of life.
- We are a supportive and diverse community.
- Everyone is included and involved, can participate in decision-making and is able to enjoy a good quality of life, wherever they come from and whatever their age, abilities or income.
- We are a resilient community with a Civil Defence service that assists residents and businesses to cope with disasters or emergencies.
- Our communities health and well-being are safeguarded by ensuring standards of construction, food safety and registered premises operation are met, and that alcohol sale and consumption, risk from fire and nuisances do not adversely affect quality of life.

OUTCOME 5: OUR COMMUNITIES HAVE OPPORTUNITIES TO CELEBRATE AND EXPLORE THEIR HERITAGE, IDENTITY AND CREATIVITY

- We have a strong sense of community and are proud of our region, our communities and our diverse heritage.
- Important heritage items, sites and stories of the District are protected for future generations.
- Residents and visitors have opportunities to celebrate Tasman's heritage and support cultural diversity.
- We celebrate and acknowledge our heritage and our history and how that contributes to our distinctive identity.
- We tell our whakapapa (history) in an honest way and acknowledge the lessons that history has taught us.

- Māori culture and tikanga (traditions) are acknowledged as taonga (treasures) that represent our regional uniqueness.
- We value and support those things that make Tasman special and unique – our Māori history, our people, art and crafts, the outdoors, local food and beverages and the relaxed atmosphere.
- The two marae in Tasman are an important part of our District’s cultural services and these are essential to our community identity.

OUTCOME 6: OUR COMMUNITIES HAVE ACCESS TO A RANGE OF SOCIAL, CULTURAL, EDUCATIONAL AND RECREATIONAL FACILITIES AND ACTIVITIES

- We have a good range of sports, recreation and community facilities, including libraries, which are suitable for all ages, including youth and older residents.
- There are a wide range of recreation, educational and leisure opportunities for everyone to take part in.
- Access to the coastal waters of Tasman and safe boating practice is supported.
- We support and encourage all culturally diverse groups to demonstrate their unique recreational activities to the wider community.
- There are many festivals and events held throughout the year in the Tasman region.

OUTCOME 7: OUR COUNCIL PROVIDES LEADERSHIP AND FOSTERS PARTNERSHIPS INCLUDING IWI, FOSTERS A REGIONAL PERSPECTIVE, AND ENCOURAGES COMMUNITY ENGAGEMENT

- We continue to develop effective working relationships with our Treaty Partners.
- We foster Māori participation in Council decision-making (see statement in Volume II of Tasman’s 10-Year Plan 2024–2034).
- We work together effectively as a region, think of the generations that will follow and listen to the full range of views.
- Council demonstrates strong leadership on climate change issues.
- Everyone has the opportunity to participate in the community’s major decisions and information is easy to obtain.
- Leaders consult with and understand their communities and work for the good of all, including the wider region.
- Our leaders take responsibility for their decisions and act to improve the big issues facing our community.
- We continue to collaborate with community organisations and build effective Council-community partnerships.
- We support and mentor our youth to become the leaders of the future.

OUTCOME 8: OUR REGION IS SUPPORTED BY AN INNOVATIVE AND SUSTAINABLE ECONOMY

- We all participate in the regional economy and it meets people's needs.
- We are a business-friendly region, and economic activity is sensitive to the environment, heritage and people of Tasman.
- We are skilled and adaptable and we see the benefits of a wide range of high-value industries and businesses.
- Small, locally-owned businesses are an essential part of the community.
- We encourage appropriate new investment into our community.
- Our youth can live, learn and work in Tasman.
- We recognise, support and celebrate innovation and achievement.

FINANCIAL SUMMARY

The Council plans to strike the right balance between rates increase and debt levels while:

- Sustaining important services that enable the community to carry on with and enjoy daily life;
- Maintaining infrastructure to prolong its useful life and renewing it when needed;
- Responding to climate change;
- Providing for growth in the District's population;
- Managing the environment;
- Modernising the Council's digital services; and
- Investing in community facilities.

Over the next 10 years the infrastructure and community facilities programme includes:

\$249.4 million to be spent on growth projects that will ensure homes can be built for our people, and new or growing businesses have places to thrive. These costs are mostly funded by developers rather than ratepayers (via Development and Financial Contributions). This is a substantial increase in investment to support growth and the level of development contributions will increase markedly.

\$406.4 million to be spent on projects to maintain and improve the level of service we provide to the community.

\$346.6 million to be used on renewing our assets such as replacing roads, old pipes and treatment plants at the end of their useful life. This helps to ensure our assets are in good order and continue to deliver services.

\$79.9 million will be applied to parks and community facilities projects, including the Waimea South Community Facilities, Motueka Swimming Pool, Tapawera Hub, and Murchison Sports, Recreation and Cultural Centre - stage 2 development. A large proportion of the costs of these new facilities will be funded by Reserve and Community Services Financial Contributions.

RATES REVENUE CAP

The Council will continue to consider affordability and sustainability issues each year when setting rate revenue levels.

The Council exceeded its previous fixed rates revenue increase cap in the 2021/2022 and 2022/2023 years due to higher than expected inflation. This has prompted a change of approach to setting its rates revenue increase cap.

The new rates revenue increase cap is based on both an allowance for inflation each year and an allowance for service change, in addition to increases in rates revenue because of growth. The allowance for service change reflects that the range of services the Council provides may change over time as a result of needs in the District and/or mandates from Central Government. The allowance for service changes will be fixed at 3.0%, whereas the allowance for inflation will move with the increase in the price index for local government.

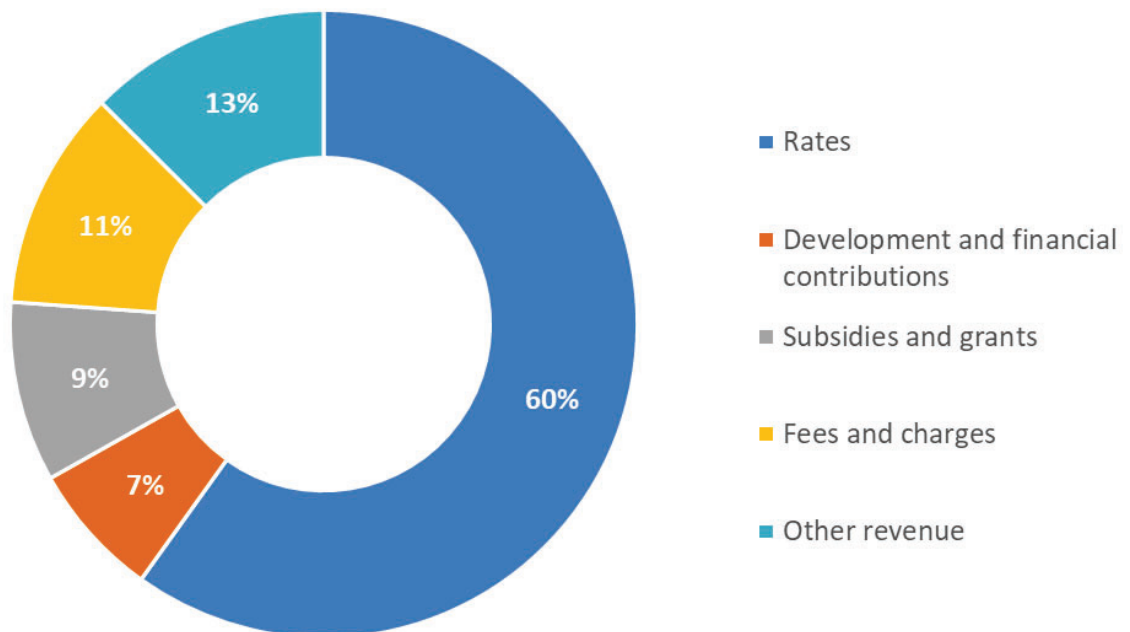
We are forecasting that the rates increase cap will be exceeded in 2024/2025 and 2025/2026. This will be due to rising interest and insurance rates and changing Government requirements in the first two years of Tasman's 10-Year Plan 2024-2034.

RATE INCREASES – EXCLUDING GROWTH



Rates is an important source of revenue for the Council but not the only one.

Main sources of Revenue across Tasman's 10- Year Plan 2024-2034



FUNDING DEPRECIATION

The cost of collecting funds to spread the costs of the wearing out of assets over their useful life (i.e. funding depreciation) has increased substantially as the value of the assets has risen. We have been moving towards fully funding depreciation to completely cover the costs of renewing our assets. In the Plan we intend to take a bit more time, an extra five years, to achieve this change. This reduces rates in the short term but means we will need to borrow more in the future to renew assets as they reach the end of their lives.

DYNAMIC NET DEBT CAP

The current net debt is budgeted to be \$249.86 million on 30 June 2024. This level is projected to rise a further 82% to \$451.9 million during the 10-Year Plan 2024–2034.

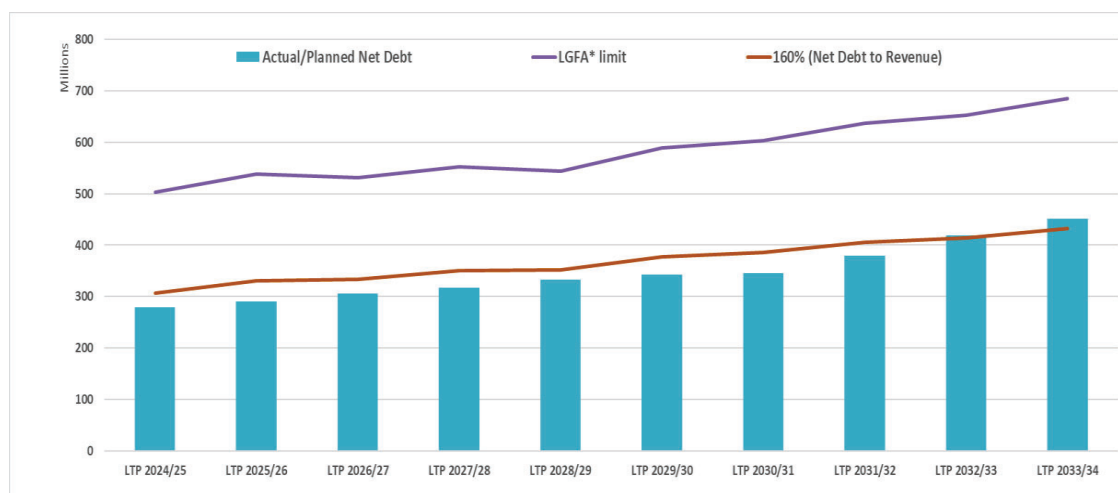
We have reconsidered how to state the net debt cap and the new dynamic debt cap will be set at 160% of the Council's revenue.

We are forecasting that we will exceed the net debt cap in the last two years of Tasman's 10-Year Plan due to the major costs involved in replacing the Motueka and Tākaka wastewater treatment plants. The budgets included for these projects are realistic at this stage of the planning, but we will explore options to reduce their costs as the planning advances in order to remain under the debt cap.

To deliver the proposed Plan, net debt increases across the ten years. Net debt per household is projected to grow by 23.4% in real terms or in other words, when adjusting for the impact of inflation. A proportion of this debt relates to infrastructure for housing and business growth and will be repaid by payments from developers. The remaining increase in debt however means that a larger share of the revenue collected from rates will be used to repay borrowing in the future.

The Council has borrowing headroom above its debt cap (i.e. it has the capacity to borrow to a higher level) before reaching its Local Government Funding Agency Limit¹ i.e. the limit on its ability to borrow further. This debt headroom is likely to be used if the Council needs to respond to any significant emergency events. In that scenario it is likely that rates levels would have to increase in the years following the emergency event to service this borrowing.

¹ The Local Government Funding Agency has a series of ratios that we cannot breach. This line on the graph shows the maximum level of borrowing before a ratio is breached after allowing for our lending to Council Controlled Organisations.

Chart 1 Net Debt

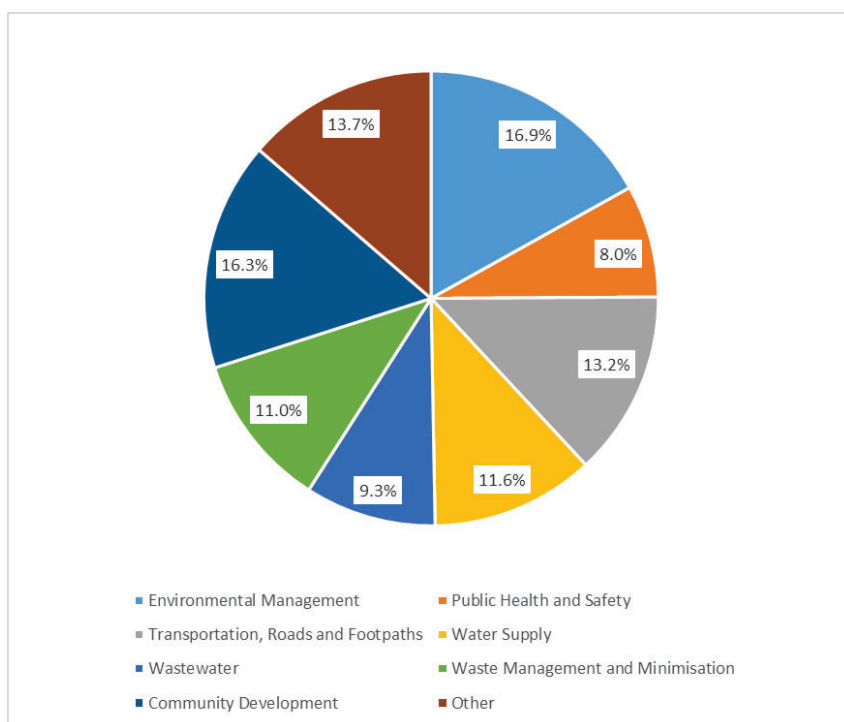
In addition to the increased debt level on the Council's Balance Sheet, the Council has a liability of \$72.0 million for the Waimea Community Dam through debt located in Waimea Water Limited. This debt will not appear in the Council's accounts but remains debt that the Council is liable for and will be considered by the likes of the Standard and Poors when assessing the Council's credit rating. Council has a liability of \$72 million for the Waimea Community Dam through debt located in Waimea Water Limited. These advances are secured. This debt will not appear in the Council's accounts but remains debt that the Council is liable for and will be considered by the likes of the Standard and Poors when assessing the Council's credit rating.

Note: The financial information contained in this document is forecast information based on assumptions and what we reasonably expect to occur. We have endeavoured to make sure that our financial forecasts are as accurate as reasonably possible based on current information. Actual results are likely to vary from the information presented and these variations at times may be reasonably large.

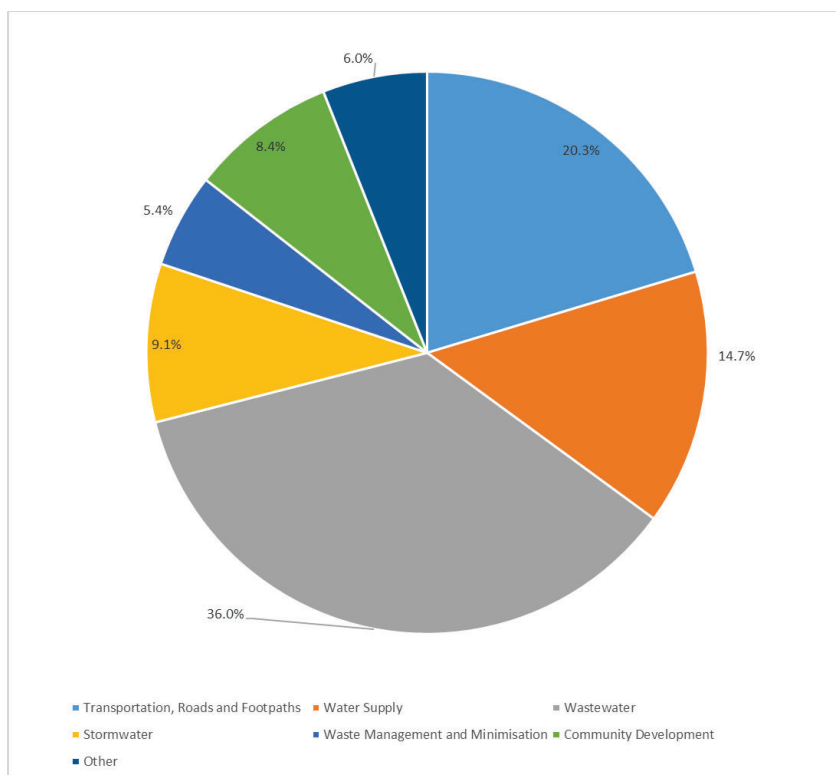
The financial information in Tasman's 10-Year Plan 2024–2034 reflects the activities and projects we plan to deliver over the coming 10 years. The planned projects are subject to review through future annual plan processes, business cases and the Long Term Plan review in 2024. As a result of these processes, projects after the 2024/2025 year of Tasman's 10-Year Plan 2024–2034 may be deferred, and/or their timing and scope changed.

WHERE THE MONEY GOES

OPERATING EXPENDITURE BY ACTIVITY



CAPITAL EXPENDITURE BY ACTIVITY



ENVIRONMENTAL MANAGEMENT

Total spend (operating and capital) 2024/2025 to 2033/2034 \$285.7 million, 10.8%

- provision of policy advice, including responses to national environmental initiatives
- development, review and implementation of resource management policies and plans
- investigating significant environmental issues affecting or likely to affect the District, and maintaining an efficient resource information base to respond to environmental hazards, providing advice on environmental conditions and issues affecting the District
- assessing and processing resource consent applications and related compliance monitoring and enforcement
- processing development contributions assessments, and
- undertaking biosecurity (pest management) responsibilities and control work in the District and maintaining indigenous biological diversity.

PUBLIC HEALTH AND SAFETY

Total spend (operating and capital) 2024/2025 to 2033/2034 \$133.3 million, 5.0%

- the provision of advice and discharging statutory functions in the areas of public health, environmental health (including liquor licensing, food safety), hazardous substances, animal control, Civil Defence and Emergency Management, parking control and maritime safety
- assessing and processing permit and registration applications, the administration of bylaws, and associated monitoring and enforcement action, and
- assessing and processing building consent applications and related compliance monitoring and enforcement.

TRANSPORTATION

Total spend (operating and capital) 2024/2025 to 2033/2034 \$420.2 million, 15.9%

- managing a transportation network that comprises approximately 1,704km of roads, (1003km sealed and 701km unsealed), 557 bridges (including footbridges), 315km of footpaths, 18km of walkways and cycleways, 22 off street car park areas, on street car parking, 3,827 streetlights, traffic signs, culverts (93km) and Tasman's Great Taste Trail, and
- operating the ebus public transport service in conjunction with Nelson City Council
- other transportation related services, for example transport planning, road safety and public transport services like the Total Mobility Scheme.

COASTAL STRUCTURES

Total spend (operating and capital) 2024/2025 to 2033/2034 \$3.5 million, 0.1%

- provision and management of coastal structures (wharves, jetties, boat ramps, associated buildings and foreshore protection walls) owned by the Council
- provision of navigational aids to help safe use of the coastal waters, and
- protection of Council property and working with the community on private property.

WATER SUPPLY

Total spend (operating and capital) 2024/2025 to 2033/2034 \$338.7 million, 12.8%

- ownership and operation of 20 water supplies and management of associated infrastructure. Water supplies include Brightwater, Collingwood, Dovedale, Eighty –Eight Valley, Hamama, Kaiteriteri/Riwaka, Māpua/Ruby Bay, Motueka, Murchison, Pōhara, Redwood Valley 1, Redwood Valley 2, Richmond, Tākaka, Tapawera, Upper Tākaka, and Wakefield
- capture, storage, and release of water from Wai-iti Community Dam (provides supplementary flow to Wai-iti River), and
- a 51% investment in conjunction with Waimea Irrigators Limited in the Waimea Community Dam.

WASTEWATER

Total spend (operating and capital) 2024/2025 to 2033/2034 \$512.7 million, 19.4%

- providing and managing wastewater collection, treatment and disposal facilities for the community connected to Council's eight wastewater networks. These networks convey wastewater to eight treatment plants, seven of which are owned and managed by the Council, and
- the largest treatment plant (Bell Island) is (owned by both Nelson and Tasman Councils on a 50:50 share basis) and is managed by the Nelson Regional Sewerage Business Unit (NRSBU).

STORMWATER

Total spend (operating and capital) 2024/2025 to 2033/2034 \$138.4 million, 5.2%

- provision of stormwater collection, reticulation, and discharge systems using drainage channels, piped reticulation networks, tide gates, detention or ponding areas, inlet structures, discharge structures and quality treatment assets, and
- activities are primarily managed within 15 Urban Drainage Areas (UDAs). Systems that are outside the UDAs include small communities with stormwater systems that primarily collect and convey road run-off to suitable discharge points.

WASTE MANAGEMENT AND MINIMISATION

Total spend (operating and capital) 2024/2025 to 2033/2034 \$235.7 million, 8.9%

- provision of a comprehensive range of waste management and minimisation services including kerbside recycling and waste collection services, five Resource Recovery Centres, processing facilities for recycling and contracting a greenwaste processor
- landfills in the region are now provided regionally through the Nelson-Tasman Regional Landfill Business Unit, which is governed by a joint committee of the Nelson City Council and Tasman District Council
- maintenance of 22 closed landfills
- transport services to haul waste materials from Resource Recovery Centres to the regional landfill and
- provision of a range of waste minimisation initiatives to reduce the production of waste and minimise harm.

RIVERS

Total spend (operating and capital) 2024/2025 to 2033/2034 \$73.2 million, 2.8%

- maintaining 285 kilometres of the District's major rivers in order to promote soil conservation and mitigate damage caused by floods and riverbank erosion, and
- provision of funding support to private landowners for control of unclassified rivers.

COMMUNITY DEVELOPMENT

Total spend (operating and capital) 2024/2025 to 2033/2034 \$352.5 million, 13.3%

- provision of 869 hectares of parks and reserves, 150 esplanade strips, 12 operating and three closed cemeteries, 61 playgrounds, 106 public toilet facilities
- provision of four libraries and associated library services
- funding for District and shared facilities such as the Saxton Field complex
- provision of 11 sports facilities, 19 community halls, two community centres, three museums. The planned development of new community facilities at Waimea South (Wakefield and Brightwater), a community hub at Tapawera and Stage 2 of the Sports, Recreation and Cultural Centre at Murchison
- Miscellaneous community buildings (e.g. Plunket rooms, former church)
- provision of eight community housing complexes (101 separate units in total)
- provision of the Richmond Aquatic Centre, three outdoor community swimming pools and the planned development of the Motueka Swimming Pool
- provision of funding and advice for community initiatives and community organisations
- provision of community recreation opportunities and events, grant funding, and partnerships between Council and its communities
- promotion and celebration of our history and diverse cultures through the support of organisations that preserve and display our region's heritage
- delivery of community and recreation activities and events, and
- providing an awareness of environmental and sustainability opportunities through environmental education programmes.

COUNCIL ENTERPRISES

Total spend (operating and capital) 2024/2025 to 2033/2034 \$100.5 million, 3.8%

- management of approximately 2,700 stocked hectares of commercial plantation forest
- provision of aerodromes in Motueka and Tākaka
- provision of a mixture of leased and managed holiday parks in Motueka, Pōhara, Collingwood and Murchison, and
- management of Port Tarakohe and various commercial property assets.

GOVERNANCE

Total spend (operating and capital) 2024/2025 to 2033/2034 \$48.4 million, 1.8%

- organisation of and preparation for Council meetings
- organisation of civic ceremonies, such as citizenship ceremonies and Anzac Day services

- support for councillors, Council and Community Boards and any other assistance required by the Mayor
- running elections and democratic processes, including community consultation, and
- making appointments to Council Controlled Trading Organisations (CCTOs) and Council Controlled Organisations (CCOs).
- funding organisations providing economic development services.

CHANGES TO RATING

In this Plan we are making some changes to how fund activities through rates.

RIVER RATING

River X and Y targeted rates will be charged based on the capital value of the properties within the defined rating areas. Previously rates were based on land value. Properties with higher capital values have a higher value asset base to protect and therefore should meet a higher portion of the rates load to cover expenditure on stop banks, erosion control and river works to protect those assets.

SETTING THE UNIFORM ANNUAL GENERAL CHARGE (UAGC) AT 15%²

The Uniform Annual General Charge (UAGC) will become a dynamic measure set at 15% of the budgeted total general rates requirement. Having the UAGC set as a percentage of the total general rates requirement stops the change, over time, between the portion of the general rates requirement collected based on the capital value of the property and the proportion collected through the fixed charge. It makes the rates burden more equitable over the whole rating base, while stopping the shift of rates burden over time from lower valued properties to medium and higher valued properties. As a result, we will see more gradual movements in the UAGC rather than larger stepped changes.

CHANGES TO AREAS WHERE STORMWATER, RIVER X AND Y, RICHMOND CENTRAL BUSINESS DISTRICT AND REFUSE AND RECYCLING RATES ARE CHARGED

Over time, the areas that the Council is responsible to provide services change. To ensure that rate payers are receiving the benefits from the availability of the service the Council supplies, and that rates are paid by the appropriate ratepayers, the mapped areas have been reviewed, and boundaries changed. This makes the rates charges more equitable for those properties receiving or having the service available.

A full set of rating maps is provided in the Funding Impact Statement which forms part of Volume 2 of Tasman's 10-Year Plan 2024-2034.

² The Uniform Annual General Charge (UAGC) is a portion of the general rate collected as a fixed charge per rateable property.

WHAT'S IN THE 10-YEAR PLAN

PROJECT AND FUNDING CHANGES

BUDGET CHANGES SINCE THE CONSULTATION DOCUMENT WAS ADOPTED

The rates revenue increase in the 2024/2025 year has changed from 9.6% in the consultation document to 11.1% in the final Plan and our debt cap has increased from 150% to 160% of revenue in the final Plan.

After the Consultation Document, concurrent consultation, and other documents were adopted the Council became aware of several factors that were increasing the costs in Tasman's 10-Year Plan or reducing revenue. These changes contributed to the increase in the rates revenue and debt cap in this adopted Plan. The changes are summarised below.

PROJECTED END OF 2023/2024 YEAR FINANCIAL POSITION

The Council carried out a forecast to the end of 2023/2024 financial year. This financial year is the starting position with which we enter the Plan 2024-2034 period. This forecast was not carried out earlier to inform the figures in the Consultation Document because the staff required to provide the information were occupied with delivering important services to the community and carrying out the work needed to prepare this Plan. Had we carried out the reforecast earlier, we would have been aware of the likely size of the operating deficit for the 2023/2024 financial year and have been able to have reflected this in the information provided in the Consultation Document.

We now have a projected worst-case unbudgeted increase in our operating deficit of \$8.3 million at 30 June 2024. This is made up of deficits in the following areas:

ACTIVITY	FORECAST OPERATING DEFICIT
Transportation	\$3.8 million*
Building Assurance	\$1.8 million
Water	\$1.2 million
Wastewater	\$0.7 million
Reserves and facilities	\$0.8 million
Total	\$8.3 million

*New Zealand Transport Agency Waka Kotahi (NZTA) may fund 51%.

We plan to pay off the forecast deficit balances over the next five years.

We also intend to review spend in these areas as part of the next Annual Plan to see if further savings can be made to offset the deficit balances more quickly.

COST INCREASES SINCE THE CONSULTATION DOCUMENT WAS ADOPTED

WATER SUPPLY OPERATING COSTS

During the preparation of the Plan a risk/opportunities matrix was applied to all budgets to help moderate the rates increases. Most of budgets not scoring above a threshold were excluded from

the draft Plan budget. This process was undertaken in a short timeframe and in some cases, we made close calls about which budgets to include or exclude.

The projected deficit in the water supply activity in the 2023/2024 year highlighted several areas where the proposed maintenance budgets were inadequate in subsequent years. The consistent provision of high quality drinking water supplies is a particularly important service to our community. Taking into account the level of expenditure in the 2023/2024 it was considered prudent to increase the water supply budgets by \$329,000 in the Plan. Had we carried out the reforecast of our financial position at the end of 2023/2024 earlier we would in all likelihood have identified that the water supply operating budgets reflected in the Consultation Document were too low.

WAIMEA COMMUNITY DAM COSTS

After the Consultation Document was adopted, we were informed by Waimea Water Limited of higher than budgeted operational costs for the Waimea Community Dam. These higher costs were primarily for servicing the debt associated with the Dam in a higher interest rate environment. We are responsible for funding around \$500,000 per annum i.e. 51% of these increased costs. In addition, Waimea Water Limited is in a dispute with one of the contractors involved in building the Dam. During the consultation process the dispute resolution process progressed and it was considered prudent to make some financial provision for additional project costs associated with resolving this dispute.

BUILDING CONSENT VOLUMES

During the 2023/2024 year it has become evident that activity in the construction industry has been declining and with it the quantity of work in our building control activity. This was identified by Council staff working in this activity but due to a disconnect within the organisation was not reflected in the budgets in the Consultation Document.

We reviewed the expected activity in the Plan during the consultation period. As a result, expected revenue and some expenditure (where possible) was reduced in the Plan. The net impact was an increase in net costs of \$1.7 million in 2024/2025.

INCREASED INSURANCE COSTS

While the consultation was underway, we were advised by our insurance brokers that we will require an additional \$360,000 for insurance costs given the current market conditions, to maintain an adequate level of insurance. The impact of this is on our below ground assets and our excess for some claims has also increased which creates additional costs for us.

OTHER MINOR BUDGETARY CHANGES SINCE CONSULTATION ADOPTION

Several other minor budgetary changes and adjustments were required during the consultation process for the Plan. These sorts of modest alterations generally occur at the latter stages of developing a plan of this sort which covers a wide range of services and activities over the next decade. There are many moving parts. We will review our processes for preparing Tasman's 10-Year Plans with a view to avoid a similar situation arising for future editions of the Plan.

POST CONSULTATION BUDGET CHANGES

Changes have been made since the submission period concluded as follows:

REPHASING OF THE DIGITAL INNOVATION PROGRAMME (DIP)

The DIP is progressing however there have been some timing changes in the spending for this work that mean the budget can now be rephased.

SAXTON FIELD ACCESSIBLE PLAYGROUND AND SKATEPARK

There was strong support from submitters for the inclusion of accessible play facilities and a skatepark within Saxton Field. The Saxton Field Committee recommended \$600,000 plus inflation be spent on an inclusive playground facility at Saxton Fields, with the funding to be shared between Nelson City Council and Tasman District Council. We have agreed to this funding and taking on board the high level of interest, we have agreed to fund an additional \$900,000 plus inflation in the 2026/2027 year to help make this a destination playground for the region. We also received requests for skateparks and will spend \$90,000 between 2024/2025 and 2027/2028 for a skatepark at Saxton Field.

ADDITIONAL ELECTRICAL INFRASTRUCTURE AT THE MOTUEKA SPORTS PARK

A number of submitters requested funding for improved electrical infrastructure to provide for electricity for the proposed Huia clubrooms and future installation of floodlights at the Motueka Sports Park. We understand that Network Tasman have identified part of the infrastructure for upgrade if the project goes ahead. We have agreed to spend \$88,583 for the additional electrical infrastructure in 2027/2028.

MĀPUA HALL CARPARK RESEALING AND DECK REPAIRS

We recognise the wide use of the Māpua car park by hall users and others. In response to a request from the Māpua Hall Committee, we have agreed to fund \$55,000 for resealing of the carpark and will contribute 50% of the costs to repair the hall deck in the 2025/2026 year.

PUBLIC TRANSPORT SERVICE COSTS

The Joint Nelson-Tasman Regional Transport Committee reported cost increases to provide public transport services due to road user charges, likely congestion delaying services needing to allow for driver rests, and NZTA funding uncertainty. As a result the public transport budgets have been increased across the ten years to provide for these increased costs.

WARMER HEALTHIER HOMES

The Warmer Healthier Homes Te Tau Ihu Charitable Trust (WHH) sought support for their insulation programme, and we have agreed to fund \$20,000 per annum for three years, and to continue to work closely with them as this programme is rolled out. This level of funding will enable approximately seventy qualifying homes to be insulated per year.

WAKEFIELD DEVELOPMENT CONTRIBUTIONS AREA MAP CHANGES

Development Contributions area maps are based on the location of properties which are expected to connect to and/or benefit from network infrastructure. We agreed with suggestions we received asking to change the Wakefield Development Contributions area maps. We will broaden the stormwater map to include properties north of Faulkner Bush Reserve and south of Pyke Place and remove properties at 120 and 132 Whitby Road from the wastewater map in order to be consistent with our water maps.

WAI-ITI DAM WATER AUGMENTATION PIPELINE PROJECT

The Wai-iti Dam Committee requested \$1.2 million towards the Wai-iti Dam Water Augmentation Pipeline project. This project had been in our early draft work plans but rescheduled due to other priorities. Recent regional droughts highlighted its importance in augmenting existing natural water surface and increasing water storage security. We recognise the sufficient benefit this will provide stakeholders and agreed to fund \$1,307,121 between 2025/2026 and 2027/2028. The costs will be funded by a targeted rate on Wai-iti Dam shareholders and will not affect ratepayers at large.

WASTE MINIMISATION INVESTIGATIONS

Submitters were supportive of minimising waste, particularly soils and clean fill, and exploring ways to do this. The Nelson Tasman Regional Land Fill Business Unit (NTRLBU) is currently undertaking investigation of diverting soils from York Valley Landfill. We have agreed to reallocate \$25,000 from within existing budgets, to support the investigation and to find solutions to diversion of soils and clean fill.

WASTE MINIMISATION SUPPORT

We manage a grants application process, to provide funding to organisations that provide waste minimisation services or infrastructure in the region. The total annual budget for these grants in the proposed Plan was \$100,000 for 2024/2025 to 2026/2027 funded through the Waste Disposal Levy (provided by the Ministry for the Environment). In order to support these requests, we will reallocate \$75,000 within the waste minimisation activity to increase budgets for these grants to \$175,000 per annum. This will enable the Community Grants Subcommittee to consider and approve larger grant applications where they have clear waste minimisation benefits.

WASTE MANAGEMENT WHEELIE BINS

We recognise the value of the provision of waste management wheelie bins for households to be able to manage wastes. We manage the replacement of these bins to ensure they are in an appropriate condition. Having reviewed our plans to replace these bins we have reduced the planned cost of their replacement in 2027/2028 to 2029/2030 by 50%.

CAPITAL PROGRAMME SCHEDULE

We have undertaken a thorough reassessment to prepare our Capital Programme Schedule. We have now accommodated a forecast capital carryover for 2024/2025 and changed the scheduling to improve the deliverability of several large projects whilst ensuring sufficient time and budget is available to undertake design, consenting, and tendering activities prior to construction. This has moved approximately \$7.5 million of capital expenditure out of the first three years of this Plan.

SALARY LAG

We have decided to intentionally delay recruitment for certain roles by between three and nine months and for the currently approved new vacancies from between three and nine months. Whilst this should generate \$250,000 savings, it will mean certain projects won't be progressed and it will place additional pressure on staff to cover those roles.

CONSULTANCY BUDGETS

We have reviewed the budget for consultancy across the organisation and now consider it prudent to remove the built in inflationary allowance in the 2024/2025 year. This results in \$167,000 savings in that year. From 2025/2026 onwards the inflationary adjustment will be reintroduced.

SECURING GOVERNMENT FUNDING FOR FLOOD PROTECTION

We are members of the New Zealand River Managers Group that submitted the proposal "Before the Deluge 2.0" to Central Government to jointly fund critical flood protection infrastructure projects. One of the projects we put forward is to continue stopbank strengthening along the Lower Motueka and Brooklyn Rivers. To meet our 40% contribution and secure \$7.5 million of Government funding, we reallocated \$2.2 million from existing planned debt-funded river work, including rock and stopbank work, and added an additional \$2.8 million of debt (\$1.3 million in the 2025/2026 year and \$1.5 million in 2026/2027 year) to the Rivers Activity budget. The interest costs from this additional debt will be paid from the existing Rivers Activity budget for the next three years.

MINOR CHANGE TO REFUSE RECYCLING RATING AREA

We have become aware of the practical difficulty of servicing the end of Horton Road and therefore amended the Refuse Recycling Rating, and service area map accordingly.

ABBNEYFIELD RATES RELIEF

We received submissions from the Abbeyfield housing providers in Motueka and Golden Bay seeking relief from the wastewater rates (pan charges) they pay given the configuration of these homes. We have decided to provide \$3,000 per annum in rates relief grants for each of the Abbeyfield homes in Takaka and Golden Bay for the 2024/2025 to 2026/2027 years.

TE MATATINI 2027

We have been working with Te Taihū o te Waka– ā-Māui Cultural Council to hold kapa haka across the region and to prepare for Te Matatini: the national kapa haka festival in 2027. This event will bring significant economic benefits and host many visitors to our District. Nelson City Council and Tasman District Council each fund 0.5 of a full time position to work on preparations for the event and will continue this through until 2027. We will continue to explore ways to support Te Taihū o te Waka-ā-Māui Cultural Council to successfully deliver Te Matatini 2027 and have agreed to fund them \$50,000 in each of the 2025/2026 and 2026/2027 years.

LEVELS OF SERVICE

Levels of service are what we have agreed to deliver to, and on behalf of, our communities. They are attributes for each activity that describe the service from our customers' perspective.

Levels of service are set through Tasman's 10-Year Plan, sometimes in response to community desire, and sometimes in response to statutory requirements.

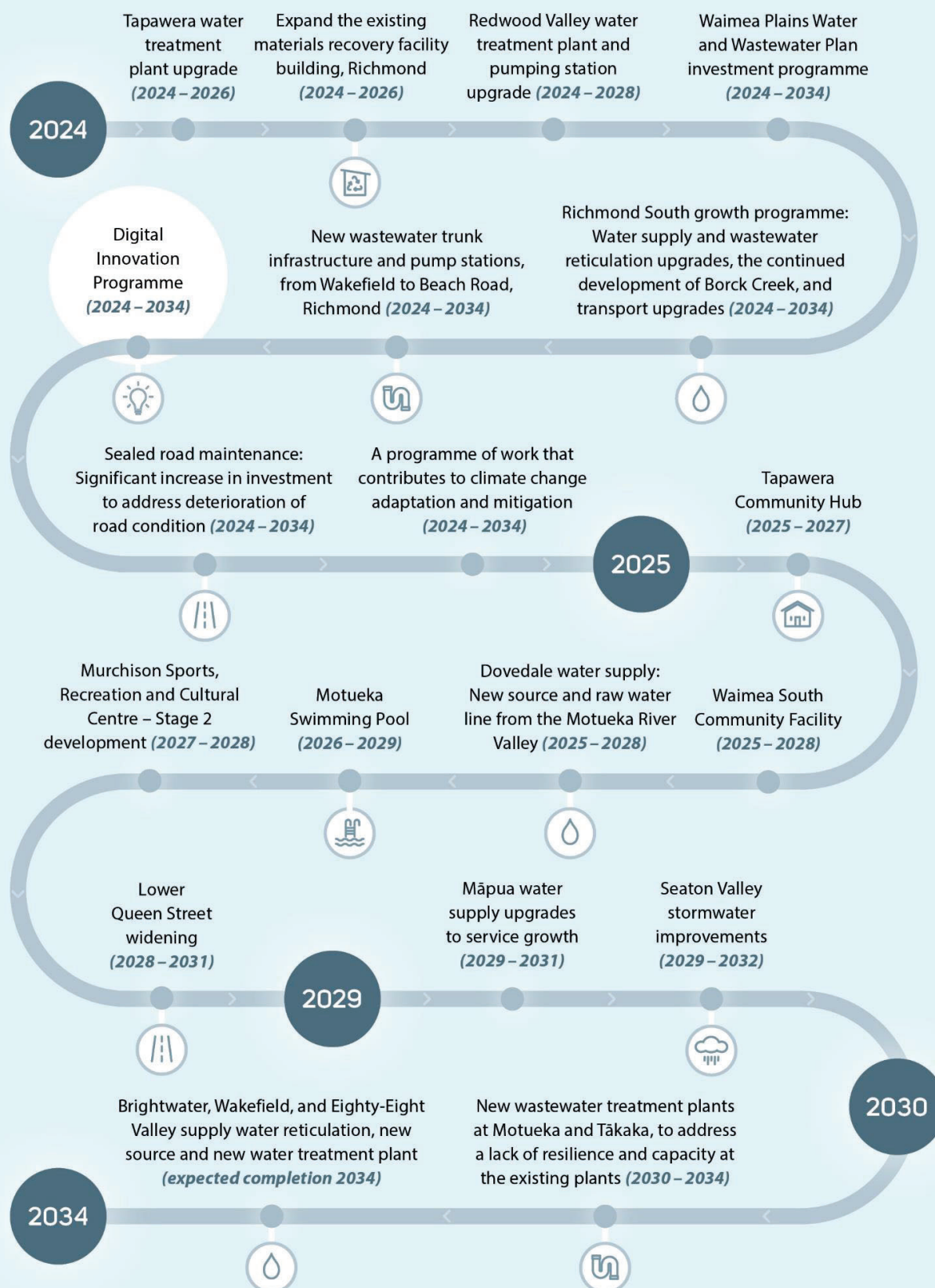
Due to our self-imposed financial limits, there is little scope for us to significantly increase levels of service targets over the next 10 years. We have had to focus investment on meeting existing levels of service targets and making improvements due to statutory requirements.

The following table summarises where we have planned works to achieve agreed levels of service targets or increase levels of service.

ACTIVITY	TYPE OF CHANGE	DESCRIPTION
Water	Improve compliance with the Taumata Arowai drinking water regulatory system	Invest in meeting the requirements of the Taumata Arowai new drinking water regulatory system. This will include the upgrade of existing Water Treatment Plants (WTPs) and building new WTPs.
	Reduce water loss from the network	Invest in proactive leak detection and repairs, and on-going pipe renewal.
	Provide new and upgrade the Waimea Trunk Main	Provide for upgraded and new water infrastructure from Wakefield, Brightwater to Richmond to ensure resilience of the pipe network and to provide for future growth in these settlements.
Wastewater	Reduce incidences of wastewater overflows into waterways	Invest in pipe and pump station upgrades.
	Improve network resilience	Invest in new Wastewater Treatment Plants for Motueka and Tākaka with relocation away from coastal and river inundation, flooding hazards and sea level rise.
	Provide for growth and network resilience	Upgrade and renewal of the Waimea Trunk Main to provide for growth in the Wakefield, Brightwater, Richmond areas and improving trunk main pipework/infrastructure.
Stormwater	Improve Level of Service	Progressive upgrades to overland flowpaths, pipes and catchpit inlet capacity to address existing issues and facilitate housing intensification.
	Improve Stormwater Quality	Retrofitting of treatment devices.
Transportation	Increase the number of people using cycling and	Maintain the recently improved cycling facilities.

ACTIVITY	TYPE OF CHANGE	DESCRIPTION
	walking as a mode of transport	
	Increase the number of people using public transport	Maintain the recently expanded public transport services.
	Increase the length of sealed road resurfacing	Increase investment in routine road resurfacing.
Waste Management and Minimisation	Reduce waste going to landfill	New Material Recovery Facility including plant, equipment and construction.
Rivers	Restore the agreed level of service of the Motueka River stopbanks	Continue to invest in reconstruction and strengthening of priority areas of stopbank on the Motueka River.
Reserves and Community Facilities	Improve aquatic facility provision	Invest in Motueka Community Pool.
	Improve community facilities provision	Invest in Waimea South Community facilities, Tapawera Community Hub and Murchison Sport, Recreation and Cultural Centre Stage 2.
	Provide cemetery capacity	Development of joint regional cemetery with Nelson City Council.
Environmental Management	Improve Resource Management planning	Review of the Future Development Strategy and changes to the Regional Policy Statement and Tasman Resource Management Plan to address urban growth, natural hazards, freshwater, outstanding natural landscapes and port master planning.
	Review and replacement of the Regional Policy Statement (RPS) and the Tasman Resource Management Plan (TRMP)	Multi-year programme to be recommenced once the resource management legislative changes are in place.

Projects we have planned for our community between 2024 and 2034 include:



SHARED SERVICES WITH NELSON CITY COUNCIL

Nelson City Council is our neighbour and many residents who live in Tasman work in Nelson city and vice versa. It is important that both Councils work closely together to provide joint community benefit. In 2015 our Councils jointly developed our Community Outcomes. Today they remain virtually identical, indicating that we are both striving to achieve the same goals for our communities.

We collaborate closely with Nelson City Council, which benefits the wider Region and results in the provision of better services to ratepayers, improved efficiency and/or cost savings.

Examples of shared services, projects and programmes include:

- joint ownership for example, of Infrastructure Holdings Limited which owns Port Nelson and Nelson Airport
- joint capital funding, such as for the development of Saxton Field
- co-funding of services and activities, such as the Nelson Provincial Museum
- aligning service delivery, for example shared library services
- co-ordinated strategic planning such as a shared Future Development Strategy and the development of consistent engineering standards
- the provision of services, like those in place for some hydrological and biosecurity functions
- a joint business unit operating and managing regional landfills; the Nelson Tasman Regional Landfill Business Unit (NTRLBU)
- a joint business unit operating and managing the Bell Island Wastewater Treatment Plant and the pump stations and wastewater reticulation that collect and deliver wastewater to Bell Island; the Nelson Regional Sewerage Business Unit (NRSBU), and
- a Joint Waste Management and Minimisation Plan that both Councils separately give effect to.

Some Region-wide programmes are led by one Council because it has the particular expertise, and so specialist skills do not have to be duplicated.

In other cases, a shared approach benefits customer service, for example the reciprocal lending agreement allows the community to use libraries in both Council areas. We also work with other Councils, including Marlborough District Council on a range of issues and in areas like the Top of the South Marine Biosecurity Partnership.

Some joint Nelson Tasman projects, programmes and services are described below, under broad operational headings.

ENGINEERING/INFRASTRUCTURE

Interconnected water supply services provide enhanced security of supply for both Councils, especially during an emergency.

Nelson City Council can currently provide a small proportion of Tasman’s water supply needs but lacks the infrastructure to supply large volumes. We provide water and wastewater services to some Nelson residents on the Nelson side of Champion Road, and some business premises in Nelson’s Wakatū Industrial Estate.

Both Tasman District and Nelson City Councils operate a Joint Nelson Tasman Regional Transport Committee, which also includes a member from the New Zealand Transport Agency Waka Kotahi (NZTA). The Joint Regional Transport Committee is responsible for developing the Regional Land Transport Plan, which tells a regional story and is a joint document involving the two Councils, Department of Conservation and NZTA. Nelson City and Tasman District Councils operate a joint public transport service (eBus). Strategic planning for this service is done through the Regional Public Transport Plan, which is developed by the Joint Regional Transport Committee.

Nelson City and Tasman District Councils share a joint regional landfill business unit. The Nelson Tasman Regional Landfill Business Unit (NTRLBU) manages and operates the York Valley Landfill as the regional landfill and manages the closed landfill at Eves Valley.

The Nelson Regional Sewerage Business Unit (NRSBU) is operated jointly by our Council and Nelson City Council to treat the municipal waste (mainly domestic sewage) from Nelson City, and Richmond, Wakefield, Brightwater (the Waimea Basin) and Māpua in the Tasman District.

There is some co-ordination of bylaws where issues span Council boundaries, including the Trade Waste Bylaws.

The Government is proposing changes to delivery of three waters services through its Local Water Done Well reforms. Given the interconnectedness of water supply and wastewater services across Nelson and Tasman, it is possible that the two Councils will need to work together during the reform process and possibly on the reform outcomes.

IWI/MĀORI

Kia Kotahi Te Taihu Together Te Taihu – A Partnership Agreement for a Stronger Te Taihu was signed in December 2023 by Ngā Iwi o Te Taihu (the Top of the South Iwi) and Ngā Kaunihera o Te Taihu (Nelson City Council, and Tasman and Marlborough District Councils). The partners under the agreement are driven by a shared desire to realise the full potential of Te Taihu o Te Waka-a-Māui, to protect and enhance the taonga of Te Taihu and give effect to principles and practices of Te Tiriti o Waitangi within the region. The Agreement recognises the important and unique roles that both Iwi and Councils play in the cultural, social, environmental and economic wellbeing of Te Taihu. It seeks to weave these aspirations together more closely, to strengthen our position as Te Taihu and deliver shared aspirations more effectively.

- Together Te Taihu has the following moemoeā (vision):

“We are the people of Te Taihu. Together, we care for the health and wellbeing of our people and our places. We will leave our taonga in a better state than when it was placed in our care, for our children and the generations to come.

Tūpuna Pono – Being Good Ancestors”

COMMUNITY DEVELOPMENT

Saxton Field is a good example of how the development of one regional facility benefits residents of both Tasman and Nelson. With Nelson, we have invested significantly in developing this facility, and have signalled commitments to future development in our respective 10-Year Plans. A joint committee oversees the development, management and marketing of the Saxton Field complex.

The Nelson Regional Development Agency (NRDA), funded by both Councils, manages the 'It's On' website which showcases events in the Nelson/Tasman Region.

Tasman Public Libraries work with Nelson and Marlborough Public Libraries on "The Prow" website, which details historical and cultural stories across the Te Taihū region. Tasman District Libraries are part of partnerships with Marlborough District Libraries, Nelson Public Libraries and other public libraries in the South Island for the purchase of e-books and other digital resources and are part of Kotui, the shared library management system provided and managed through the National Library of New Zealand. The three Councils provide free reciprocal lending to residents of the Te Taihū. Tasman District Libraries, Nelson Public Libraries and Nelson Historical Society have helped fund the digitisation of the Nelson Mail newspaper as part of the National Library's Papers Past service.

Other shared activities in this area include the Positive Ageing Expo, Positive Ageing Forum, Summer Events Guide and the Found Community Directory. The Skate Park tour occurs annually and involves a series of skateboarding competitions across Nelson and Tasman. This is organised by Tasman District Council with funding support from Nelson City Council.

Both Councils are involved with a range of other agencies on various forums and projects, including: Nelson Tasman Settlement Forum with the Department of Internal Affairs (DIA) and Multicultural Nelson Tasman; Nelson Tasman Funders Forum; Te Taihū Community Development establishment process with Marlborough District Council (MDC); Te Taihū iwi and business sector representatives; Welcoming Communities with MDC; Nelson Tasman Disability Forum with DIA; Te Whatu Ora and various community service providers; Te Taihū annual youth hui with MDC and Kaikoura District Council; and the Strengthening Communities working group with central government agencies.

ENVIRONMENT/PLANNING/REGULATION ACTIVITIES

We are a partner with Nelson City Council in the Nelson Tasman Civil Defence Emergency Management Group (CDEM). The CDEM Group is jointly resourced by the Councils and operates a regional Emergency Operations Centre based in Richmond. The current Civil Defence Emergency Management Plan for the Nelson Tasman Region was developed in 2018. It is being reviewed and will be consulted on in the 2024 calendar year.

Together we also co-ordinate coastal oil spill contingency planning, training and management. Councils have a statutory responsibility under the Maritime Transport Act 1994 to conduct a Tier 2 or regional response to marine oil spills that occur within the Coastal Marine Area. We hold a joint Nelson/Tasman Regional Marine Oil Spill Contingency Plan. This plan covers the entire coastal marine area as defined under the Resource Management Act for Nelson City Council and Tasman District Council. The current plan was approved in 2021 and is now under review and due for renewal this year.

The two Councils work together on aligning monitoring programmes, including estuarine monitoring and industrial land needs. From July 2024 Nelson will have sole responsibility for its hydrometric network and associated data management. However, a regional flood warning service across the two Councils will continue to be run by Tasman and hence the two networks will remain closely aligned.

Marlborough District Council also shares services with Tasman District Council with a rainfall site at Red Hills and is proposing a new rainfall site in the Te Hoiere catchment.

Both Councils work together in jointly procuring population projections and business land needs and in forecasting dwelling demand. We also work together on the management of growth in our region including combined monitoring and reporting on housing and business trends, as well as assessments of capacity to meet demand, all required under the National Policy Statement for Urban Development. In addition, the Councils work together on the joint Future Development Strategy for the Nelson Tasman region and its implementation. The latest Strategy was adopted in 2022 and identifies the location, timing and sequencing of future development capacity over the long term for urban development. In 2023 an implementation plan for the Future Development Strategy was prepared and adopted jointly.

Along with Marlborough District Council and Nelson City Council, we are a partner with the Ministry of Primary Industries (MPI) and Greater Wellington Regional Council in the Top of the South Marine Biosecurity Partnership. The main aim of this partnership is to prevent the introduction, and minimise the spread, of damaging marine species throughout the Top of the South and Greater Wellington regions by coordinating actions of all partners.

Under the Joint Waste Management and Minimisation Plan, the Councils collaborate on a range of community engagement programmes, events and activities such as Secondhand Sunday and programmes to reduce construction and demolition waste. The purpose of this plan is to enable the whole community to reduce waste.

There are a variety of regional environmental forums that both Councils participate in, such as the Waimea Inlet Coordination Group, the Mount Wilding Conifer Stakeholder Group, and the Kotahitanga mō te Taiao Alliance, along with other partners including Marlborough District Council.

CORPORATE AND ECONOMIC ACTIVITIES

Marlborough, Nelson and Tasman Councils have jointly procured insurance including for building assets.

With Nelson City Council, we are part of the Aon South Island collective, which is a local government scheme insuring water supply, wastewater, stormwater, and flood protection assets.

We share our planning and asset information, including the preparation of our Long Term Plans and Strategic plans.

Top of the South Maps is a joint initiative between both Councils to provide common geographic and map information to the public.

The Nelson Regional Development Agency (NRDA) is owned by Nelson City Council, but funding is provided from both Councils. The NRDA facilitates and assists in economic development and promotional activities across Nelson and Tasman. It works with key sectors and stakeholders to develop various strategies and priorities with regional focus.

Both Nelson City and Tasman District Councils have been working with iwi partners to undertake a Regional Climate Change Risk Assessment for both the Tasman and Nelson regions. This project aims to evaluate and communicate climate change risks, as well as cascading risks and impacts. The outcome is a risk and resilience explorer, a 'living' platform-that can be used by Councils, iwi, businesses, organisations and communities for climate adaptation planning, asset and spatial planning, and emergency planning.

COUNCIL ACTIVITIES SUMMARIES

OVERVIEW

The following sections describe each of the groups of activities that contain our service delivery. This includes the overall budget for each section, the statements of service provision, the contributions to our community outcomes, and the cost and how we intend to fund the provision of the service.

SUMMARY OF REVENUE AND EXPENDITURE BY GROUP OF ACTIVITY

Activities	Sources of operating income		Applications of operating funding	Sources of capital funding		Applications of capital funding		Funding Balance
	Rates	Non Rates		Debt Movement	Non-Debt Related Funding	Capex Additions	Movement in Reserves and Investments	
Environmental Management	220,619	63,036 -	279,195	3,169	- -	6,501 -	1,128	-
Public Health and Safety	41,228	94,190 -	131,958	834	- -	1,347 -	2,947	-
Transportation, Roads and Footpaths	249,658	110,177 -	217,457 -	48,495	108,322 -	202,749	544	-
Coastal Structures	3,351	88 -	3,422 -	1,124	- -	90	1,197	-
Water Supply	265,428	26,289 -	192,085	11,242	32,547 -	146,574	3,153	-
Wastewater	217,250	37,248 -	154,168	148,006	57,246 -	358,559	52,977	-
Stormwater	84,068	1,406 -	47,536 -	27,414	47,099 -	90,838	33,215	-
Solid Waste	40,588	177,645 -	181,672	22,044	5,480 -	54,060 -	10,025	-
Flood Protection and River Control Works	43,863	11,000 -	48,157	11,095	7,500 -	25,106 -	195	-
Community Development	253,819	42,553 -	268,562 -	264	42,048 -	83,933	14,339	-
Governance	41,979	1,475 -	48,427 -	17	-	-	4,990	-
Council Enterprises	4,503	109,864 -	73,961	5,083	- -	26,592 -	18,897	-

The above table shows the totals for the next 10 years by each group of activity, in \$000s.

Within each group of activities there may be a number of smaller activities, for example Public Health and Safety includes Building Assurance, Environmental Health, Animal Control, Civil Defence Emergency Management, Maritime Safety and Parking Control. Support services are described in the final section, but we do not report on these as a separate group of activities.

Detailed information on each group of activities is contained in their respective Activity Management Plans. These are available to download from our website, www.tasman.govt.nz

ENVIRONMENT AND PLANNING

The Environment and Planning section is broken down into two groups of related activities

- Environmental Management
- Public Health and Safety

The 10-year operating budgets for the Environment and Planning activities are outlined in the following table along with the 2023/2024 budgets for comparison.

ENVIRONMENTAL AND PLANNING	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
Environmental Management	26,506	27,723	28,787	30,886	32,000	32,883
Public Health and Safety	12,712	13,109	13,598	14,738	15,171	15,589
Total Costs	39,218	40,832	42,385	45,624	47,171	48,472

ENVIRONMENTAL AND PLANNING	Plan 2023/24 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000
Environmental Management	25,276	24,734	24,961	24,919	25,796
Public Health and Safety	10,679	11,205	11,601	11,893	12,342
Total Costs	35,955	35,939	36,562	36,812	38,138

Details of each of these groups of activities are outlined in the following pages. These pages cover the activity goal, what we do in relation to each activity group, why we do it, the contribution of the activities to the community outcomes, any key issues, how we will measure our performance, any assumptions we have made, and a snapshot of our key projects over the next 10 years.

ENVIRONMENTAL MANAGEMENT

OUR GOAL

Our goal is to effectively promote the sustainable management of our District's natural and physical resources.

WHAT WE DO

Our Environmental Management functions and responsibilities include:

- Providing of environmental policy advice, including responses to national environmental initiatives such as new legislation and regulations.
- Developing, review and implementation of resource management policies and plans.
- Monitoring and reporting on key environmental indicators.
- Investigating significant environmental issues affecting or likely to affect the District and maintaining an efficient resource information base to respond to environmental hazards, and to provide advice on environmental conditions and issues affecting the District.
- Assessing and processing resource consent applications and related compliance monitoring and enforcement and processing development contributions assessments.
- Undertaking biosecurity (pest management) responsibilities and control work in the district, maintaining and where possible enhancing indigenous biological diversity.

WHY WE DO IT

Our responsibility is to understand and promote the sustainable management of our District's resources, and to manage the consequences of human activity on the environment and other people. Many of our policies and plans are statutory documents required under legislation.

Our state of the environment monitoring and information work monitors progress on environmental outcomes; helps target planning controls, consent conditions and education programmes, identifies new issues, and provides information for farmers, businesses, and the public.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive and resilient	<p>We have a planning framework that ensures the right developments are in the right places, and people and homes are not placed where they are at risk to natural hazards.</p> <p>Our processes protect the community's health and well-being by ensuring use of resources and human activities do not degrade quality of life or the environment. This includes monitoring recreational bathing water quality for toxic algae, and surveying groundwater resources for drinking water suitability.</p> <p>We also maintain an effective flood warning system, monitor air quality, and identify contamination risk, to ensure safety of people and community well-being, now, and for future residents.</p>	<p>Actions and decisions may result in adverse media coverage that may be regarded as being a negative effect. In such cases, we will manage this risk by properly assessing options and the implications to clearly justify decisions. The Council aims to balance the needs and wants of many people, as a result there may be some decisions which will not align with the needs and wants of some individuals or groups.</p>
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	<p>We work with landowners and the broader community to protect biodiversity, soil and water sustainability, including the use of targeted spending to ensure effective riparian and waterway management on farms, and education to encourage responsible environmental behaviours.</p> <p>Consent approvals, for the development and use of the environment promote sustainable management of natural and physical resources. Where necessary, we will impose and monitor conditions to minimise any unfavourable impact on the environment and resources.</p> <p>We strategically plan for growth so our communities' living environments are appropriate in location and scale, are pleasant, safe, and sustainably managed, and the activities of others do not adversely impact on them. This allows current and future generations to continue to enjoy and access our natural environment.</p>	<p>The costs of providing these services will continue to increase as legislative requirements continue to increase.</p> <p>Compliance and enforcement activities can generate both positive and negative responses within the community. Some landowners may perceive the cost of pest control or the mapping of wetlands as significant and the need to obtain resource consents as unnecessary.</p>

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
		<p>We monitor and investigate the state of our environment and identify trends, risks, and pressures our environment faces, particularly in relation to land, soils, water, air and the coast. We use natural hazards and contaminations risks information to make better decisions and ensure we can meet future needs in our District's planning.</p> <p>We work to educate people and provide information to enable more sustainable and resilient living.</p>	
Social Well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	<p>Our planning and consenting processes ensure recreational opportunities are provided when land is subdivided. New developments are designed to provide social infrastructure and opportunities for connection; this is help prevent social isolation.</p> <p>We have a recreational bathing water quality network and cyanobacteria monitoring programme to ensure waterbodies are suitable for use and limits inappropriate development of valued spaces.</p> <p>We take an advocacy role to promote environmental awareness in the community.</p>	
Economic Well-being	Our region is supported by an innovative and sustainable economy	<p>Policies, plans, models, and resource information helps us identify opportunities, and potential hazards and constraints. This ensures that economic development, in the use and development of resources, benefit current, and future, generations.</p> <p>Our land and sea biosecurity activities protect primary production activities from pests that could damage our economy.</p> <p>Development approvals can facilitate economic development opportunities.</p> <p>Compliance monitoring can ensure fair and equal opportunities for all.</p>	

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
		We actively encourage people to adopt best practice in relation to their use of land, water, air, and the coast resources.	
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	<p>Our effective resource planning processes help other Council activities meet this community outcome. This ensures appropriate and efficient infrastructure is provided to meet the demands of our community.</p> <p>We make hazard information available to promote best practice design, development, and use of important utility services.</p> <p>We provide a highly valued, District-wide telemetry linked network. This allows us to measure and understand the quality of our environment and to manage the quantity of the water resources available for allocation.</p>	
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	<p>We develop and review policies and plans, and design guides that maintain and improve our environment, promoting sustainable management of our natural and physical resources.</p> <p>We monitor and regulate activities that could, over time, put pressure on our environment and resources, and take preventative action through education and enforcement.</p> <p>We work with iwi and engage with our community via advocacy, and local catchment and regional scale initiatives to maintain and enhance our natural and productive landscape.</p>	
Cultural Well-being	Our communities have opportunities to celebrate and	Our planning framework protects and enhances these community outcomes, ensuring that identified heritage buildings, iconic landscapes, important sites to iwi and of significance to our District, are considered when planning decisions are made.	

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
	explore their heritage, identity and creativity	We work with landowners to enhance biodiversity, helping to protect our natural heritage values.	
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	<p>We provide opportunities for public participation in the processes of developing and administering policies and plans under the Resource Management and Biosecurity Acts. We actively seek to work with stakeholder communities.</p> <p>We work with iwi as Treaty partners. Our relationship continues to evolve as new legislation evolves. We are committed to increasing the capability and capacity of local iwi to engage in policy and plan development.</p> <p>We work in partnership when developing policies and plans. For example, the Kotahitanga mō te Taiao partnership with top of the south iwi, Department of Conservation (DOC) and Councils demonstrates leadership across boundaries. We encourage 'best management practices' in productive landscapes, and work with community networks to help fulfil these responsibilities.</p> <p>We make information and advice available to applicants, landowners and community groups to help them make sound decisions.</p> <p>We advocate to Central Government and other public agencies where their actions will impact on the interests of our District.</p>	Central Government does not financially support iwi to meet new legislated obligations. We are supportive of helping iwi to build capability and capacity. However, this requires additional resourcing that only in recent years, we have had to factor in.

KEY ISSUES

Key issues facing Environmental Management are:

- **Rapid population growth** – Tasman is a popular place to live in. We need to ensure recreational opportunities, residential and business spaces, and productive land are provided for through our plans and consenting processes.
- **Freshwater** – A new Water Conservation Order and ongoing changes to the National Policy Statement for Freshwater Management mean we need to reassess processes and resources to implement these amended regulations.
- **Biodiversity and biosecurity** – We are working with tangata whenua and the community, to develop the Tasman Bio Strategy. Biosecurity and biodiversity will be considered in a holistic manner and feed into the Tasman Environment Plan (TEP).
- **Climate change and natural hazards** – Our policies relating to managing land use, hazards, and the impacts of climate change will need to prepare for increasing risks associated with changing temperature or habitat-related pest incursions, sudden and severe weather events, and drought and seawater inundation of low-lying coastal land.
- **Changes in legislation and planning documents** – We are seeking to review Tasman’s resource management plans to update and modernise them over the coming 6-10-years. This is set against a backdrop of large volumes of new national policy direction from Government and a reversal of the repeal and replacement of the Resource Management Act (RMA) with three separate pieces of new legislation. The current coalition Government has indicated its intention to replace the RMA in its term of Government. This is creating a lot of uncertainty and cost for us and our community while slowing down the review of the current resource management plans.

The impact of these key issues on the Environmental Management activity, the effect on the current scale and mode of delivery is discussed in detail in the Environmental Management Activity Management Plan.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW IT WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024 - 2034

LEVELS OF SERVICE	PERFORMANCE MEASURE WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
We ensure the sustainable management* of the District's natural and physical resources, to protect and enhance our unique environment and promote healthy and safe communities.	The Council meets the Air Quality National Environmental Standard (NES). As measured at designated air quality monitoring site(s) for the previous calendar year.	Met NES, with 0 days where the limit in particulate matter was breached.	Meet the NES	Meet the NES	Meet the NES	Meet the NES
We ensure the sustainable management* of the District's natural and physical resources, to protect and enhance our unique environment and promote healthy and safe communities.	Swimming beaches and rivers are suitable for contact recreation, all or most of the time. As measured using samples from our core sampling sites.	Fine weather samples: 94.5% All weather samples: 93.4%	Fine weather: 98% All weather: 92%	Fine weather: 98% All weather: 92%	Fine weather: 98% All weather: 92%	Fine weather: 98% All weather: 92%
We ensure the sustainable management* of the District's natural and physical resources, to protect and enhance our unique environment and promote healthy and safe communities.	All active dairy farms in the district receive at least one inspection/audit for compliance with the rules controlling dairy effluent disposal.	<i>New Measure</i>	100%	100%	100%	100%

LEVELS OF SERVICE	PERFORMANCE MEASURE WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
We ensure the sustainable management* of the District's natural and physical resources, to protect and enhance our unique environment and promote healthy and safe communities.	An annual Operational Plan and Report is shared with the Council or a Committee meeting, as outlined in the Regional Pest Management Plan and the requirements of the Biosecurity Act.	17 November 2022	Plan and report provided to the Council.	Plan and report provided to the Council.	Plan and report provided to the Council.	Plan and report provided to the Council.
We provide a responsive and efficient process for assessing resource consent applications and ensuring compliance obligations are fairly and appropriately enforced.	At least 80% of survey respondents rate their satisfaction with Council's resource consent processing work as fairly satisfied or better.	52%	80%	80%	80%	80%
We provide a responsive and efficient process for assessing resource consent applications and ensuring compliance obligations are fairly and appropriately enforced.	Consent applications are processed within statutory timeframes (where they exist). <i>*We have an end-to-end review of our procedures underway, with the aim of achieving our targets for processing resource consent applications within statutory timeframes. One area we are focusing on is how we can achieve the necessary</i>	Notified consents: 71%	100%	100%	100%	100%
		Non-notified consents: 60%	100%	100%	100%	100%
		Limited notified consents: 30%	100%	100%	100%	100%

LEVELS OF SERVICE	PERFORMANCE MEASURE WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
	<i>advice from a range of internal technical experts in a more streamlined and timely way.</i>					

* **sustainable management** as defined in S5 of the Resource Management Act, means managing the use, development and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic, and cultural well-being and for their health and safety while:

- (a) sustaining the potential of natural and physical resources (excluding minerals) to meet the reasonably foreseeable needs of future generations; and
- (b) safeguarding the life-supporting capacity of air, water, soil, and ecosystems; and
- (c) avoiding, remedying, or mitigating any adverse effects of activities on the environment.

KEY CHANGES TO ACTIVITY OR SERVICE

The Levels of Service from the previous 10-year plan have been retained without any significant changes. The first level of service has been amended slightly to make it more succinct, however, it essentially remains the same. The first performance measure below has been removed:

“Residents’ satisfaction for those residents who are aware of the Council’s role in resource management policy and planning work, is measured by the annual residents’ survey.”

The rationale for removing this is that resident satisfaction with policy and planning process is not an indicator of whether we are achieving our objective of protecting and enhancing our unique environment and promoting healthy and safe communities.

Some performance measures which are considered part of standard day-to-day operations have been removed. Minor wording changes have and been made so that levels of service and performance measures are more succinct and meaningful to the community. The previous measure regarding compliance of dairy farms has been updated to reflect the work that we do and what we have control over.

There are no other significant changes to how the Environmental Management activity will be managed since the Tasman 10-year Plan 2021 – 2031.

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made a number of assumptions in preparing the Tasman 10-Year Plan. The most significant assumption and uncertainty for environmental management is that future budgets require a similar level of effort and resources to respond to the demands of this activity. With population growth and increasing demand over resource use, we expect a slow to medium level of increase in aggregate effort over the 10-year period.

INVESTMENTS

The following are key environmental management investments for the next 10 years.

NAME	DESCRIPTION
Assisting with improved land management	Managing the use and development of land resources including subdivisions, discharges, and land use.
Monitoring quality and quantity of our region’s water resources	Monitoring the quality and quantity of our water resources, in the ground and in our rivers and streams. This is for both productive use and environmental protection, including flood management.
Compliance monitoring	Investing in equipment to improve our monitoring of compliance.
Review and replacement of Tasman’s current Regional Policy Statement and Resource Management Plan	This is a 6-10-year multi-million-dollar project to update the plans that is required by legislation.

FUNDING IMPACT STATEMENT AND FUNDING SOURCES FOR THE ENVIRONMENTAL MANAGEMENT GROUP OF ACTIVITIES

Actual 2023 \$000		Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING											
13,171	General rates, uniform annual general charges, rates penalties	16,690	18,448	19,511	20,649	21,302	22,117	23,070	25,099	26,260	27,061
121	Targeted rates	104	101	86	48	12	12	12	12	12	13
3,164	Subsidies and grants for operating purposes	2,259	860	55	56	58	59	60	62	63	65
3,896	Fees and charges	4,157	4,479	4,600	4,730	4,853	4,974	5,099	5,221	5,346	5,474
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
763	Local authorities fuel tax, fines, infringement fees, and other rec	822	1,013	1,019	1,025	1,030	1,156	1,162	1,167	1,053	1,059
21,115	Total operating funding	24,032	24,901	25,271	26,508	27,255	28,318	29,403	31,561	32,734	33,672
APPLICATIONS OF OPERATING FUNDING											
13,200	Payments to staff and suppliers	14,382	13,864	13,606	14,015	14,184	14,771	15,146	15,440	15,850	16,238
53	Finance costs	149	202	224	261	297	312	324	342	362	380
8,159	Internal charges and overheads applied	10,203	10,895	11,089	11,520	12,025	12,640	13,317	15,104	15,788	16,265
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
21,412	Total applications of operating funding	24,734	24,961	24,919	25,796	26,506	27,723	28,787	30,886	32,000	32,883
(297)	Surplus/(deficit) of operating funding	(702)	(60)	352	712	749	595	616	675	734	789
SOURCES OF CAPITAL FUNDING											
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
917	Increase (decrease) in debt	1,372	463	373	268	20	(2)	160	269	215	31
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
917	Total sources of capital funding	1,372	463	373	268	20	(2)	160	269	215	31
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
150	- to improve the level of service	109	233	236	281	166	99	318	324	416	225
185	- to replace existing assets	777	338	482	526	417	294	244	392	289	335
285	Increase (decrease) in reserves	(216)	(168)	7	173	186	200	214	228	244	260
0	Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
620	Total applications of capital funding	670	403	725	980	769	593	776	944	949	820
297	Surplus/(deficit) of capital funding	702	60	(352)	(712)	(749)	(595)	(616)	(675)	(734)	(789)
0	Funding balance	0	0	0	0	0	0	0	0	0	0

PUBLIC HEALTH AND SAFETY

OUR GOAL

We aim to provide cost effective and sustainable Public Health and Safety that meets a high standard of safety, design, and operation with minimum negative impact and public nuisance. Our provision of a good regulatory service aims to ensure permit and licensing systems are administered fairly and efficiently and in a way, that will protect and enhance our unique environment, promote healthy and safe communities, and support business and enterprise.

We also aim to provide excellent customer service in providing information on development and other opportunities.

WHAT WE DO

We provide advice and discharge statutory functions in the areas of public health, building, environmental health (including liquor licensing, food safety), hazardous substances, animal control, civil defence and emergency management, parking control and maritime safety. It involves assessing and processing permit and registration applications, the administration of bylaws, and associated monitoring and enforcement action.

WHY WE DO IT

The work we do keeps people and their properties safe and protects them from nuisance whilst enabling people to carry out activities in a manner that does not affect their safety or the safety of others. We regulate people's activities so that the use of public areas is available in a fair and equitable manner.

Our processing of consent applications and undertaking of inspections ensures accordance and compliance with the various statutory requirements and we undertake enforcement where necessary to ensure compliance with statutory obligations.

Our work in Civil Defence Emergency Management (CDEM) helps build a self-reliant community that has reduced vulnerabilities to emergency events and has the ability to respond and recover.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive and resilient	<p>We protect our community's health and well-being by ensuring standards are met for construction, food safety, and registered premises operation. We also respond and enforce alcohol sale and consumption, and dogs and stock, so as not to adversely affect our community's quality of life.</p> <p>Our civil defence and emergency management system promotes safety of people and a resilient community.</p> <p>We ensure recreational boating is safe, keeping Tasman special.</p>	<p>Various actions and decisions may result in negative media coverage that may be regarded as being a negative effect. In such cases we will manage this risk by properly assessing options and implications to justify our decisions.</p> <p>Compliance and enforcement activities can generate both positive and negative responses within the community.</p>
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	We ensure buildings are well constructed, safe and weather-tight, leading to living environments that are people-friendly, and accessible to all.	
Economic Well-being	Our region is supported by an innovative and sustainable economy	Our regulatory practices are good and contribute to the economic well-being in our communities.	<p>Various actions and decisions may result in negative media coverage that may be regarded as being a negative effect. In such cases, we will manage this risk by properly assessing options and implications to justify our decisions.</p> <p>Compliance and enforcement activities can generate both positive and negative responses within the community.</p>

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	We ensure that time-restricted parking facilities are available for the public to access urban retailers and services.	The costs of providing the public benefit component of the service increases, to reflect changes in legislation and community expectation.
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	<p>We have an effective education and dog control programme, limiting negative effects on native fauna.</p> <p>We remove abandoned vehicles, preventing damage to our environment.</p>	<p>Various actions and decisions may result in negative media coverage that may be regarded as being a negative effect. In such cases, we will manage this risk by properly assessing options and implications to justify our decisions.</p> <p>Compliance and enforcement activities can generate both positive and negative responses within the community.</p>
Cultural Well-being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity	We provide safety support to events, such as waka racing and classic boats, assisting the community to hold safe heritage events.	
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	<p>We encourage residents to make civil emergency preparations, including arrangements to cope in the face of climatic or natural hazard events.</p> <p>We work with Maritime NZ to provide a maritime oil response service.</p>	

KEY ISSUES

Key issues facing the Public Health and Safety activity are:

- **Population and economic growth, and demographic change** – Population growth places demands on the services we provide. Over time we may require extra resources or change systems to cope with additional activity and demand for these services. The predicted increase in the median age of the community will result in more people being at their residences during the day. This will likely result in more complaints about issues such as noise and other nuisance from neighbours. We have developed a robust growth model to forecast residential and business demands and opportunities to supply the level of demand expected.
- **Changes in community expectations** – Some members of our community want us to undertake more work in this area, however others want less regulation and control. Changing expectations may lead to a need to increase or decrease levels of service. Movement of urban populations into rural areas may have a significant effect on service expectations e.g., reduced tolerance and reverse sensitivities.
- **Changes in legislation and policies** – These can be driven by government legislation or policy, or by changes in our organisation policies.
- **Changes in the environmental risk profile** – Changing weather patterns or the occurrence of natural hazards will affect our work, particularly in the civil defence and building assurance activities. Climate change, causing sea level rise, which in turn can raise the groundwater table affecting subdivisions and existing properties.
- **Industrial practices and technological change** – Both industrial practices and technological change have the ability to impact on the scope of services and the manner of delivery of our work. We do not expect any changes to have a significant effect on our activities in the medium term, although new construction methods may have some impact on building assurance activities.
- **Inability to recruit suitably qualified staff in technical roles** - Staff turnover has resulted in the need for fully qualified replacements, particularly in Building Assurance. Unfortunately, we have been unsuccessful in recruiting fully and now have had to employ trainees with limited capability due to inexperience. This results in reliance on contractors which results in significant cost.
- **Litigation risk relating to Swimming Pool barriers** – Due to increased litigation risk relating to swimming pool barriers we have undertaken training of our processing and inspector staff. Final inspection will be undertaken by the inspector and be accompanied by the pool inspector and therefore future three yearly audits will be complying.
- **Difficulty meeting statutory timelines for processing resource consent application** - In recent years we have been unable to achieve our target

The impact of these key issues on the Public Health and Safety activity, and the effect on the current scale and mode of delivery is discussed in detail in the Public Health and Safety Activity Management Plan.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW IT WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024 – 2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
We provide building control services in a professional and timely manner, to ensure buildings are constructed in accordance with the New Zealand Building Code and therefore safe and healthy.	98% of applications for building consent are processed within statutory timeframes (20 working days).	99%	98%	98%	98%	98%
We provide building control services in a professional and timely manner, to ensure buildings are constructed in accordance with the New Zealand Building Code and therefore safe and healthy.	98% of applications for code compliance certificates are processed within statutory timeframes (20 working days).	99%	98%	98%	98%	98%
We provide building control services in a professional and timely manner, to ensure	We maintain Building Consent Authority Accreditation.	Accreditation maintained	Accreditation maintained	Accreditation maintained	Accreditation maintained	Accreditation maintained

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
buildings are constructed in accordance with the New Zealand Building Code and therefore safe and healthy.						
We provide building control services in a professional and timely manner, to ensure buildings are constructed in accordance with the New Zealand Building Code and therefore safe and healthy.	At least 80% of survey respondents rate their satisfaction with Council's building control work as fairly satisfied or better.	72%	80%	85%	85%	85%
Protect the health and safety of the community by licensing and monitoring medium and high risk alcohol premises.	Compliance monitoring visits of all medium and high-risk premises will be undertaken annually. .	<i>New Measure</i>	100%	100%	100%	100%
We will provide an environmental health service that ensures that food provided for sale is safe, free from contamination and	All food premises that are the responsibility of the Council to audit will be visited at the frequency required by the Ministry of Primary Industries (MPI).	100%	100%	100%	100%	100%

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
prepared in suitable premises.						
We will provide animal control services to minimise the danger, distress, and nuisance caused by dogs and wandering stock and to ensure all known dogs are recorded and registered.	All known dogs are registered or otherwise accounted for annually by 30 June.	100%	100%	100%	100%	100%
We will provide animal control services to minimise the danger, distress, and nuisance caused by dogs and wandering stock and to ensure all known dogs are recorded and registered.	We respond to high priority dog complaints within 60 minutes, 24 hours a day, seven days a week.	100%	100%	100%	100%	100%
A civil defence and emergency management system that is designed to promote the safety of people and a resilient community in the event that emergencies occur.	We will maintain a set number of ITF* intermediate level staff trained and available for emergency event management. *Integrated Training Framework	<i>New Measure</i>	110	110	110	110

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
We maintain our navigation aids.	Percentage of malfunctioning or missing navigation aids (including seasonal floats) that are replaced within 3 days of the Harbour master's office being notified.	<i>New Measure</i>	80%	80%	80%	80%

KEY CHANGES TO ACTIVITY OR SERVICE

Our activities are primarily demand and legislation driven and therefore all changes are not obvious until the need arises.

Some performance measures have been adjusted to align with statutory timeframes. Due to difficulties in measuring controlled purchase operations for the detection of selling alcohol to minors, this measure has now been changed to reflect timely processing of alcohol licensing applications. A change has also occurred in how we measure performance in Civil Defence Emergency Management from measuring customer satisfaction to ensuring we have enough trained staff to meet emergency event management needs.

The following are key changes for our Public Health and Safety activity since the 10-year plan 2031 - 2031.

KEY CHANGE	REASON FOR CHANGE
Increased maritime policing of the district's waters	<p>The introduction of a large ship monitoring system to improve safety around such vessels anchoring in our waters is now possible. The marine Automatic Identification System, which tells us what ships over 500tn are in our waters is being accessed. Seabed surveys in three anchoring areas have been carried out and the areas set up. Fees and charges for this service have been included in the schedule.</p> <p>We are working with Nelson City Council to get a consistent "Top of the South" approach. Once we have clarified this with Nelson City Council, we will carry out a Section 82 Consultation with affected parties.</p>

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made a number of assumptions in preparing the Tasman 10-year plan. The most significant assumptions and uncertainties for Public Health and Safety are:

- Population growth exceeds expectations** - Most of our District's population growth is driven by net migration, which is the least predictable component of population change. The growth strategy generally provides for enough development capacity to meet demand across the Tasman District for the ten years of this plan, as well as for future demand in later years. Should the need arise for additional resourcing, we will request such support.
- Significant changes in legislation put additional responsibilities on the Council which cannot be met** – We believe there is usually a reasonable amount of notice before legislation is changed, and if it does, we will seek additional resourcing as required.
- Changes in customer expectations** could for example include urban populations moving into formerly rural areas increases complaints. Any time the community faces change, e.g., new legislation or new environments, there are some people who struggle to adapt and anticipate we will be able to address their concerns. Through a process of education using media both social (Facebook, twitter etc.) and paper based (Newsline, local newspapers), we will endeavour to keep people informed and we will ensure our actions reflect the realities of dealing with any complaints as they arise.

- **Significant unexpected staff turnover** - Most of our staff in this activity are technical specialists and would be difficult to replace at short notice. In some areas gaps could be covered by use of contractors, however, this is not always possible and can be expensive. If we were to have unexpected vacancies that we could not be covered, we would deal with work on a priority basis.

INVESTMENTS

The following are key public health and safety investments for the next 10 years.

NAME	DESCRIPTION
Alcohol control	Investment in our alcohol operating fees and bylaws work.
Freedom camping	Investment in our Freedom Camping enforcement costs and new signage.
Harbour Master building	Investing in the ongoing operations of the Harbour Master building complex in Motueka.
Building Control	Investment in our building assurance operations, consultancy, and equipment costs.
Public Health awareness	Investment in new Public Health awareness materials and training.
Parking Control	Meeting legal and consultancy fees.
Maritime Safety	In conjunction with Nelson City Council maintaining a fully trained response team to deal with any maritime oil spill events. Investment in regulatory maritime regulations consultancy and boat maintenance and repairs.
Animal Control	Ensuring adequate resource to meet Animal Control training costs and purchasing equipment.
Stock Control	Covering Stock Control consultancy fees.

FUNDING IMPACT STATEMENT AND FUNDING SOURCES FOR THE PUBLIC HEALTH AND SAFETY GROUP OF ACTIVITIES

Actual 2023 \$000		Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING											
2,106	General rates, uniform annual general charges, rates penalties	4,439	4,010	3,797	3,604	3,282	3,166	3,934	4,816	5,003	5,177
0	Targeted rates	0	0	0	0	0	0	0	0	0	0
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
5,844	Fees and charges	6,087	6,899	7,441	8,102	8,820	9,050	8,777	9,009	9,247	9,490
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
812	Local authorities fuel tax, fines, infringement fees, and other rec	942	1,066	1,087	1,109	1,132	1,151	1,166	1,185	1,205	1,225
8,762	Total operating funding	11,468	11,975	12,325	12,815	13,234	13,367	13,877	15,010	15,455	15,892
APPLICATIONS OF OPERATING FUNDING											
5,993	Payments to staff and suppliers	5,980	6,153	6,315	6,585	6,759	6,900	7,090	7,298	7,450	7,663
23	Finance costs	9	17	17	18	21	23	33	32	29	32
4,285	Internal charges and overheads applied	5,216	5,431	5,561	5,739	5,932	6,186	6,475	7,408	7,692	7,894
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
10,301	Total applications of operating funding	11,205	11,601	11,893	12,342	12,712	13,109	13,598	14,738	15,171	15,589
(1,539)	Surplus/(deficit) of operating funding	263	374	432	473	522	258	279	272	284	303
SOURCES OF CAPITAL FUNDING											
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
(410)	Increase (decrease) in debt	222	(4)	(24)	48	(43)	226	(34)	(58)	(58)	559
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
(410)	Total sources of capital funding	222	(4)	(24)	48	(43)	226	(34)	(58)	(58)	559
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- to improve the level of service	0	0	0	0	0	0	0	0	0	0
45	- to replace existing assets	256	41	19	92	3	275	27	4	4	626
(1,994)	Increase (decrease) in reserves	229	329	389	429	476	209	218	210	222	236
0	Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
(1,949)	Total applications of capital funding	485	370	408	521	479	484	245	214	226	862
1,539	Surplus/(deficit) of capital funding	(263)	(374)	(432)	(473)	(522)	(258)	(279)	(272)	(284)	(303)
0	Funding balance	0	0	0	0	0	0	0	0	0	0

ENGINEERING

The Engineering section is broken down into seven groups of related activities:

- Transportation
- Coastal Assets
- Water Supply
- Wastewater
- Stormwater
- Waste Management and Minimisation
- Rivers

The 10-year operating budgets for the Engineering activities are outlined in the following table along with the 2023/2024 budgets for comparison.

COMMUNITY INFRASTRUCTURE	Plan 2023/24 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000
Transportation, Roads and Footpaths	16,655	19,166	19,846	20,788	21,393
Coastal Assets	566	620	335	217	360
Water Supply	20,488	15,624	16,325	16,999	18,018
Wastewater	7,588	10,363	11,295	11,543	12,363
Stormwater	3,401	3,812	4,193	4,476	4,559
Waste Management and Minimisation	12,389	15,778	16,480	16,862	17,503
Rivers	3,644	3,806	4,200	4,293	4,655
Total Costs	64,731	69,169	72,674	75,178	78,851

COMMUNITY INFRASTRUCTURE	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
Transportation, Roads and Footpaths	21,912	22,022	22,532	23,121	23,259	23,418
Coastal Assets	229	377	236	392	253	403
Water Supply	19,316	20,101	20,742	21,522	21,768	21,670
Wastewater	13,399	14,699	16,172	17,891	20,848	25,595
Stormwater	4,640	4,597	4,688	5,077	5,757	5,737
Waste Management and Minimisation	17,586	17,885	18,088	19,304	20,531	21,655
Rivers	4,863	4,917	5,082	5,290	5,464	5,587
Total Costs	81,945	84,598	87,540	92,597	97,880	104,065

Details of each of these groups of activities are outlined in the following pages. These pages cover the activity goal, what we do in relation to each activity group, why we do it, the contribution of the activities to the community outcomes, any key issues, how we will measure our performance, any assumptions we have made, and a snapshot of our key projects over the next 10-years.

TRANSPORTATION

The Transportation activity area manages how the Council's Transportation activity and associated assets in an efficient, costs effective and sustainable manner.

OUR GOAL

Our goal is to provide cost effective and sustainable Transport services that enable people and goods to get to where they need to go, within communities and around the District, safely and efficiently.

WHAT WE DO

The Council manages a range of transportation services and assets to facilitate transport in the Tasman District, ranging from routine removal of debris through to planning, designing, and constructing major infrastructure.

We provide public transport services, and provide, manage, and maintain transport infrastructure, including roads, footpaths, cycleways, carparks, public transport infrastructure to enable people and goods to get to where they need to go safely and efficiently.

The transport assets include 1000kms of sealed roads, 700kms of unsealed roads, 557 bridges, 10,000 culverts, 300kms of footpaths, 180kms of cycleways/shared paths, and 3800 streetlights.

WHY WE DO IT

Providing a transport network, facilities and services is one of our core activities and something we have always provided. Our transport activity provides many public benefits and the community considers it to be beneficial and necessary. We undertake the planning, implementation, and maintenance of the transport network to assist and provide economic, social, environment, and cultural well-being of our District's communities.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive and resilient	We ensure the District has a safe and resilient transport system.	Road users could be involved in crashes, causing damage, injury, or death. Vehicle emissions can cause respiratory illness and death. The noise created by vehicles can have detrimental health impacts on nearby residents.
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	We aim to provide a transport network that is safe to use and accessible to all.	Busy roads can act as barriers, limiting accessibility for pedestrians and cyclists, particularly those with limited mobility. Street lighting can spill beyond the immediate area and onto neighbouring properties. Air quality can be adversely affected by dust from vehicles travelling on unsealed roads.
Social Well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	We ensure our transport network is maintained to enable access to social, educational and recreational activities.	Busy roads can act as barriers, limiting accessibility for pedestrians and cyclists, particularly those with limited mobility.
Economic well-being	Our region is supported by an innovative and sustainable economy	We provide a transport system that enables movement of goods and services and employment which enables the economy to thrive and grow.	Increasing traffic volumes may result in vehicle congestion. Traffic congestion causes delays to the road users and has the potential to affect the cost of freight and services.

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	We consider the immediate and long-term costs and benefits when making investment decisions for our transport network.	
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	We routinely sweep roads, clean sumps, remove litter and enhance fish passages.	Vehicles using the road network produce greenhouse gas emissions. Discharges from motor vehicles could diminish water quality in nearby streams from surface water run-off from roads.
Cultural Well-being	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	We are committed to strengthening partnerships with iwi and Māori of Te Taihū and providing opportunities for Māori involvement in decision-making processes in a meaningful way. We work alongside a variety of stakeholders and partners to share knowledge and views, make the most of resources and achieve shared goals. Our Significance and Engagement Policy is designed to guide expectations of the relationship we have with the Tasman community.	The provision of roads and transportation services could affect historic and wahi tapu sites.

KEY ISSUES

Key issues facing the Transportation activity are:

- **Deterioration of road networks and resilience** – Traffic growth combined with reducing maintenance spend has resulted in a growing deterioration in the condition of our transport network. We have planned for a constrained increase in funding for maintenance and renewals.
- **Congestion and delays and environmental impacts** – Vehicle kilometres travelled (VKTs) have increased by over 40% over the past twenty years resulting in growing congestion, delays, and queues in certain locations, particularly state highways, local arterial and collector roads. Alongside this the vehicle use in our District is growing faster than our population growth which is leading to increased greenhouse gas and other harmful emissions and discharging heavy metals and harmful substances into water ways. To help address this we will continue active and public transport improvements as outlined in the Richmond Programme Business Case. Many of these are included in the Streets for People and Transport Choices programmes. This will include carrying out several initiatives including expanding bus services, maintaining the Streets for People projects, repairing and providing new footpaths.
- **Safety** – In order to help reduce transport crashes and improve safety across our transport network we improve infrastructure at locations with high crash rates. We will also implement several initiatives identified in the Nelson Tasman Speed Management Plan and continue providing road safety promotion events like Ride Forever motorcycle training, driver licence programmes, cycle education, speed, fatigue and distraction awareness campaigns.

The impact of these key issues on the demand for transportation and the effect on the current scale and mode of delivery is discussed in detail in the Transportation Activity Management Plan.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW WE WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024 - 2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Safety Our transportation network is becoming safer for its users.	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number. (DIA Mandatory Measure 1)	-1 (From 16 to 15)	<0	<0	<0	<0
Safety Our transportation network is becoming safer for its users.	Proportion of residents who perceive the road environment to be safe, for each mode. As measured through the annual residents' survey. (Custom Safety Measure)	Vehicles:83% Cycling:46% Walking: 72%	Vehicles: 70% Cycling: 70% Walking: 70%	Vehicles: 70% Cycling: 70% Walking: 70%	Vehicles: 70% Cycling: 70% Walking: 70%	Vehicles: 70% Cycling: 70% Walking: 70%
Accessibility Our transportation network enables the community to choose from various modes of travel.	The annual growth in use of cycle routes exceeds specified levels. Measured using daily cycle counts on selected routes per capita.	-0.38%	Per capita measure increasing	Per capita measure increasing	Per capita measure increasing	Per capita measure increasing

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Accessibility Our transportation network enables the community to choose from various modes of travel.	The annual growth in use of passenger transport exceeds specified levels. Measured using annual boarding per capita (Nelson and Tasman).	+41%	Per capita measure increasing	Per capita measure increasing	Per capita measure increasing	Per capita measure increasing
Value for money Our transportation network is maintained cost effectively and whole of life costs are optimised.	The percentage of sealed local road that is resurfaced each financial year. (DIA Mandatory Measure 3)	3.2%	5% - 7%	5% - 7%	5% - 7%	6% - 8%
Amenity The travel quality and aesthetics of our transportation network is managed at a level appropriate to the importance of the road and satisfies	The percentage of footpaths within the Tasman District are maintained to a condition of fair or better. As measured through the triennial footpath condition rating survey. (Mandatory measure 4)	2023 survey results not available at time of writing	No survey planned	No survey planned	≥95%	No survey planned

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
the Community's expectations.	The proportion of travel undertaken on the sealed road network meets the specified comfort levels. Known as Smooth Travel Exposure (STE). (DIA Mandatory Measure 2)	Arterial 81% Primary Collector 92.3% Secondary Collector 93.5% Access 93.0% Low Volume 94.5%	Arterial ≥ 85% Primary Collector ≥ 90% Secondary Collector ≥ 95% Access ≥ 90% Access (LV) ≥ 90%	Arterial ≥ 85% Primary Collector ≥ 90% Secondary Collector ≥ 95% Access ≥ 90% Access (LV) ≥ 90%	Arterial ≥ 85% Primary Collector ≥ 95% Secondary Collector ≥ 95% Access ≥ 90% Access (LV) ≥ 90%	Arterial ≥ 95% Primary Collector ≥ 95% Secondary Collector ≥ 95% Access ≥ 90% Access (LV) ≥ 90%
	Residents are satisfied with the Council's roads and footpaths in the District. As measured through the annual residents' survey.	Roads: 45% Footpaths: 68% Cycle paths: 68%	Roads ≥ 70% Footpaths ≥ 70% Cycle paths ≥ 70%	Roads ≥ 70% Footpaths ≥ 70% Cycle paths ≥ 70%	Roads ≥ 70% Footpaths ≥ 70% Cycle paths ≥ 70%	Roads ≥ 70% Footpaths ≥ 70% Cycle paths ≥ 70%

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
	(Custom Amenity Measure)					
	Customer Service Requests relating to the transportation network and activities are completed on time. ³ (DIA Mandatory Measure 5)	94%	≥ 90%	≥ 90%	≥ 90%	≥ 90%

³ As measured by the maintenance contractor's compliance with fault response time requirements (using RAMM Contractor), and the percentage of requests assigned to Council staff which are attended to within 5 days (using NCS).
One Network Road Classification Safety – PM7.

KEY CHANGES TO ACTIVITY OR SERVICE

Technical details of the performance measures are now being included in footnotes. Some targets have been adjusted to be more aspirational, and one measure has been removed as it was very similar to one of the mandatory measures.

There was an increased emphasis on public and active transport in the three years from 2021 to 2024.

The Streets for People and Transport Choices programmes were Central Government initiatives which enabled us to obtain subsidies of up to 95% for walking and cycling infrastructure projects. A number of projects identified in the walking and cycling strategy were brought forward and supported through these programmes.

In addition, 2023 saw a significant change in public transport provision which was achieved in partnership with Nelson City Council. Routes were extended to Berryfields and Richmond South, new routes were added to Motueka and Wakefield, bus frequency was increased, and electric buses were introduced.

We have generally met the Levels of Service measures outlined in the Tasman 10-Year Plan 2021-2031 with some exceptions.

The annual growth in the use of cycle routes decreased by 0.38% in 2022 and 2023. This is likely to be due to construction occurring to a number of new cycle routes which may have discouraged some cyclists.

Due to financial constraints, we have not been able to meet the target percentage of sealed roads being resurfaced for several years. Because of this we have also not been able to meet Smooth Travel Exposure targets and renewals as outlined in the Tasman 10-Year Plan 2021-2031.

The May 2023 resident survey findings showed a significant decline in customer satisfaction with transport activities since 2022.

The following are key changes for our Transportation activity since the Tasman 10-Year Plan 2021-2031:

KEY CHANGE	REASON FOR CHANGE
<p>Safety</p> <p>Performance Measure:</p> <p>There is a downward trend in the number of serious and fatal injury crashes occurring on our road network.</p>	<p>This measure is very similar to the mandatory measure of the number of fatalities and serious injury crashes and serious injury crashes reducing.</p> <p>Therefore, we will continue to monitor this internally but not to report on this in the Tasman 10-Year Plan 2024-2034.</p>
<p>Amenity</p> <p>Performance Measure (Previous):</p> <p>The proportion of travel undertaken on the sealed road network meets the specified comfort levels. Known as Smooth travel Exposure (STE). Smooth Travel Exposure is defined as the proportion of vehicle kilometers travelled on roads with roughness below the following thresholds. AS reported through RAMM, based on traffic count and roughness survey data.</p> <p>(Mandatory Measure 2)</p> <p>Performance Measure:</p> <p>Residents are satisfied with the Council's roads and footpaths in the District. As measured through the annual resident's survey.</p>	<p>This has changed to read:</p> <p>The proportion of travel undertaken on the sealed road network meets the specified comfort levels. Known as Smooth Travel Exposure.⁴</p> <p>The definition is now outlined as a footnote.</p> <p>The general status quo for this measure is retained but the cycle path sub target has been increased from 20% to 70% to align with targets for footpaths and road targets and considering Audit NZ feedback. The previous 20% was not considered meaningful.</p>

KEY CHANGE	REASON FOR CHANGE
<p>Performance Measure:</p> <p>Previous:</p> <p>Customer Service requests relating to the transportation network and activities are completed on time.</p> <p>As measured by the Maintenance Contractor’s compliance with fault response time requirements (using RAMM Contractor) and the percentage of requests assigned to Council staff which are attended to within five working days (using NCS).</p> <p>One Network Road Classification Safety -PM7 Mandatory Measure five)</p> <p>current:</p> <p>Customer Service requests relating to the transportation network and activities are completed on time.</p>	<p>The details regarding this Performance Measure will be included in a footnote as needed.</p>

⁴ Smooth travel exposure is defined as the proportion of vehicle kilometres travelled on roads with roughness below the following thresholds. As reported through RAMM, based on traffic count and roughness survey data.

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made several assumptions in preparing the Transport Activity Management Plan and the most significant assumptions and uncertainties are outlined below.

- Whilst we assume our District will experience ongoing population growth over the next 30 years but that the rate of growth will slow down over time, we do know that forecasting growth is inherently uncertain and involves many assumptions. The actual growth will vary depending on actual birth and death rates, as well as net migration. If the District's growth varies significantly from what was forecast, it could impact on our plans. If growth is higher than forecast additional infrastructure including transport provision could be required.
- We had assumed that transport projects would receive a full 51% subsidy from New Zealand Transport Agency Waka Kotahi (NZTA). However, following release of the draft 2024 Government Policy Statement on Transport (GPS) we are less confident that full funding will be available for all projects. If the originally anticipated funding is not received it is likely that some transport projects could be deferred, which could impact levels of service.
- Continued greenhouse gas emissions will cause further warming and changes in all parts of the climate system. The level of continued emissions of greenhouse gases and the effectiveness of worldwide efforts to reduce them are not known at present. As such the timing and full extent of climate change impacts are uncertain. We have assumed it is not possible to reduce mid-century warming and that because of climate change, natural disasters will occur with increasing frequency and intensity. It is likely that low lying land across our District will be inundated from the sea and that damage to our infrastructure, including transport networks, will increase. Should a significant natural hazard occur our wider programme of work would be superseded by recovery works.
- The Climate Change Commission (He Pou a Rangi) has identified actions needed to reach net carbon zero emissions by 2050, and it is recognised that under current policy settings, New Zealand is unlikely to reach this 2050 target. We have assumed that reductions plans or legislation would require faster adoption of zero emissions vehicles, public transport and active transport. We have planned for this but recognise more significant actions may be needed.

INVESTMENTS

The following are key transportation investments for the next 10 years.

NAME	DESCRIPTION
Sealed road resurfacing and rehabilitation	Resurfacing and rehabilitation of sealed roads and pavements.
Bridge renewals	Renewal of subsidised road bridges.
Cycle path resurfacing	Resurfacing of subsidised cycleways.
Traffic services	Renewal of road signs and streetlights.
Road safety improvements	Addressing emerging road safety issues, including hazards adjacent to high speed roads.
McShane/Lower Queen Street intersection upgrade	Upgrade of the intersection at McShane Road and Lower Queen Street to cater for residential and commercial growth in Richmond West.
Speed Management Plan	Implementation of the Speed Management Plan.
New and rehabilitation of footpaths	District wide footpath renewal along with new and shared footpaths.
Seaton Valley Road improvements	Road improvements in Seaton Valley to cater for new residential zoning.
New Residential greenways (Richmond, Wakefield, Mapua, Motueka)	Creation of new slow speed residential areas in townships.
District Land purchases	District wide land purchase for transport improvements.
Lower Queen Street widening	Improvement to Lower Queen Street to cater for traffic associated with commercial and residential development.
Rural Development, road improvements	Improvements to rural roads to cater for rural residential growth.
Bird Lane improvements	Improvements to the Bird Lane including SH6 intersection to enable projected residential growth.
McShane Road upgrade 2021	Road improvement to align with adjacent residential development.

FUNDING IMPACT STATEMENTS AND FUNDING SOURCES FOR THE TRANSPORTATION GROUP OF ACTIVITIES

Actual 2023 \$000		Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING											
13,476	General rates, uniform annual general charges, rates penalties	17,778	19,269	21,271	23,262	25,538	27,268	27,793	29,120	29,185	29,174
0	Targeted rates	0	0	0	0	0	0	0	0	0	0
10,509	Subsidies and grants for operating purposes	8,001	8,281	8,801	9,174	9,443	9,644	9,858	10,084	10,246	10,463
201	Fees and charges	175	188	193	198	203	209	214	219	224	230
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
1,229	Local authorities fuel tax, fines, infringement fees, and other rec	1,183	1,351	1,373	1,395	1,417	1,438	1,460	1,482	1,504	1,526
25,415	Total operating funding	27,137	29,089	31,638	34,029	36,601	38,559	39,325	40,905	41,159	41,393
APPLICATIONS OF OPERATING FUNDING											
19,356	Payments to staff and suppliers	14,770	15,294	16,245	16,846	17,343	17,616	18,001	18,470	18,754	19,147
1,430	Finance costs	1,407	1,430	1,352	1,305	1,223	993	712	328	(94)	(537)
2,261	Internal charges and overheads applied	2,989	3,122	3,191	3,242	3,346	3,413	3,819	4,323	4,599	4,808
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
23,047	Total applications of operating funding	19,166	19,846	20,788	21,393	21,912	22,022	22,532	23,121	23,259	23,418
2,368	Surplus/(deficit) of operating funding	7,971	9,243	10,850	12,636	14,689	16,537	16,793	17,784	17,900	17,975
SOURCES OF CAPITAL FUNDING											
6,640	Subsidies and grants for capital expenditure	9,253	8,435	8,157	8,439	9,429	16,033	10,957	11,742	10,407	10,227
1,073	Development and financial contributions	496	496	496	548	556	556	556	342	342	855
97	Increase (decrease) in debt	(86)	(2,116)	(3,302)	(3,397)	(4,439)	(5,355)	(6,738)	(7,484)	(7,295)	(8,283)
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
7,810	Total sources of capital funding	9,663	6,815	5,351	5,590	5,546	11,234	4,775	4,600	3,454	2,799
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
1,285	- to improve the level of service	721	736	889	909	929	949	969	929	947	965
12,344	- to replace existing assets	15,685	14,038	13,914	15,717	17,920	30,677	20,921	22,464	23,187	19,283
(3,451)	Increase (decrease) in reserves	1,228	1,284	1,398	1,600	1,386	(3,855)	(322)	(1,009)	(2,780)	526
0	Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
10,178	Total applications of capital funding	17,634	16,058	16,201	18,226	20,235	27,771	21,568	22,384	21,354	20,774
(2,368)	Surplus/(deficit) of capital funding	(7,971)	(9,243)	(10,850)	(12,636)	(14,689)	(16,537)	(16,793)	(17,784)	(17,900)	(17,975)
0	Funding balance	0	0	0	0	0	0	0	0	0	0

COASTAL ASSETS

OUR GOAL

We aim to ensure access to the sea can be enjoyed by all whilst managing the effects of the sea on property.

WHAT WE DO

We own, provide, maintain, and improve coastal assets (wharves, jetties, boat ramps, associated buildings and foreshore protection walls) on behalf of our ratepayers, as well as provide navigational aids to help the safe use of coastal waters. As part of the Coastal Assets' activity, we protect our property and we work with the community on private property.

Some of the assets managed by this group of activities include:

- Wharves at Riuwaka and Māpua, that we own or manage
- Jetties, boat ramps, navigational aids and moorings
- Coastal protection works at Ruby Bay and Mārahau
- Navigation aids associated with harbour management.

Port Tarohe is not a part of this group of activities. It is included in the Council Enterprises group.

WHY WE DO IT

Coastal assets have significant public value, enabling access to and use of coastal areas for commercial, cultural, and recreational purposes. The Council ownership and management of coastal assets ensures they are retained for our community, enhances community well-being, and improve our District's coastal commercial and recreational assets. We are responsible, as a Regional Authority, for the management of the coastal assets we own or that have no other identifiable owner. Therefore, we plan, implement, and maintain coastal assets across the District in accordance with legislative requirements.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive, and resilient.	Coastal assets provide recreational opportunities to improve health and well-being. Coastal protection assets and services provide protection for residents and community resilience from storm events.	Loss of life either through extreme waves or associated debris, injury and death may result from storm events.
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible, and sustainably managed.	We ensure our built environments are functional, pleasant, and safe. Coastal assets are operated without causing public health hazards and provide attractive recreational and commercial facilities.	The structures may appear visually out of character with the coastal environment. There may be increased traffic and noise from both commercial and recreational users of coastal facilities.
Social Well-being	Our communities have access to a range of social, cultural, educational, and recreational facilities and activities.	Coastal protection seeks to preserve reserves and other recreational activities from erosion of the ocean for the benefit of our whole community.	Localised flooding and erosion may occur in built up areas and cultural sites and affect the well-being of the general community.
Economic Well-being	Our region is supported by an innovative and sustainable economy.	Tourism is, and will continue to play, a large part in our District. Access to the water and to recreational/commercial activities will be key to its continued growth.	Economic: localised flooding can have significant immediate and ongoing economic consequences on local business.
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs.	We provide commercial and recreational facilities to meet community needs at an affordable level, contributing to the growth and prosperity of our District. The facilities are also managed sustainably.	The cost of providing the services will vary significantly depending on storm events.

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed.	We manage coastal assets, so their impact does not affect the health and cleanliness of our environment.	There may be changes to the natural coastal process due to the placement of coastal assets. This may include loss of natural sand dunes.
Cultural Well-being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity.	Travelling by sea is a large part of the history of our District. Many of our remaining coastal assets have a connection with our history of moving people and goods between the sea and land. This activity preserves many of these historical structures.	Coastal assets may affect wahi tapu sites relating to local iwi.
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement.	We provide expertise and guidance to our community to assist with problems along our coastal environment.	Lack of effective consultation may result in detrimental impacts relating to iwi and community interests

KEY ISSUES

Key issues facing the Coastal Structures activity are:

- **Managing coastal hazards with coastal protection structures** - The demand for new or upgraded coastal protection structures is influenced by a range of factors, including urban development, the extent and rate of coastal erosion, and potential inundation from sea level rise associated with climate change. One of the core uncertainties facing our work is how we should respond to long-term sea level rise and the escalation of coastal hazards. Considering this uncertainty, we have adopted an interim coastal protection policy to maintain our existing Council-owned structures but not to provide any new structures or increased level of protection at existing structures. This interim approach maintains current levels of service while our teams develop resource management policies to manage growth and risk in coastal hazard areas, in tandem with emerging Central Government policy on natural hazard decision-making.
- **Boat facilities** - Boating is a highly popular recreation activity in the District, with over 67 boat access locations along our coast. However, access to the water can be difficult, in part due to the high tidal range (3.5 to 4.0 metres), to the relatively shallow bays along Tasman coast, and to the variable size and quality of available boat launch facilities: for example, approximately 50% of the 67 boat access locations are unformed, 50% are beach-access only, and 75% are suitable for dinghies and small boats only. The existing higher-capacity launch facilities at Nelson, Motueka, and Kaiteriteri are very busy at peak times and have car/trailer parking capacity issues.
- **Public safety around council-owned coastal structures** - Coastal structures are often a focal point for recreational activities along our coastlines. Where we own the structures our aim is to make them safe for the public to use. This could mean installing information and warning signage, or ensuring the structures are maintained in good operable condition.
- **Marine structures** - The Tasman area is also home to many marine structures that we do not own but are of high interest to parts of our community (as a vessel mooring, or for aesthetic or photographic opportunities) and also pose a potential safety risk to the general public. Many of these are derelict structures that have been abandoned and have deteriorated to a point that they pose a navigational or safety hazard, and most have not been formally identified in any asset register. Legal advice is that the Department of Conservation (DOC) should have responsibility for these abandoned structures.
- **Asset data and communication**- currently there is no single database of all the Council owned coastal assets and there is also limited visual representation of both public and private assets to assist staff and the public.

The impact of these key issues on the Coastal Assets activity, and the effect on the current scale and mode of delivery, is discussed in detail in the Coastal Assets Activity Management Plan.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW WE WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024 - 2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Protection The Council maintains the existing level of coastal protection for our communities.	The Council-owned coastal erosion structures are maintained to a standard ⁵ that fulfils their intended purpose.	100%	100%	100%	100%	100%
Safety The Council Coastal Structures are safe for the public to use	The Council Structures that are intended for public use, are maintained to a safe level to allow prudent use by the general public. Percentage of structures deemed ‘safe’ are measured through a routine annual inspection.	100%	100%	100%	100%	100%

⁵ Tasman District Council employs experienced coastal engineers with sufficient expertise to assess the condition and performance of coastal erosion structures. During the 2024/2025 year we will develop a comprehensive listing of the intended purpose of Council-owned coastal erosion structures to inform this level of service for inclusion in the Coastal Assets AMP by June 2025. The condition of coastal assets will be assessed against the purpose stated in this list on an annual basis.

KEY CHANGES TO ACTIVITY OR SERVICE

The following are key changes for the coastal assets activity since Tasman's 10-Year Plan 2021-2023.

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made a number of assumptions in preparing the Tasman 10-Year Plan. The most significant assumptions and uncertainties for coastal assets are:

- We cannot predict when and where extreme weather events will occur, or the damage that may be done. During large events, there is a risk that coastal assets could be damaged. The annual budgets only allow for minor clean-up and repair which may be sufficient for many events. Where larger events occur there will be not be enough funds available to undertake full repairs, and the Council will decide how to rectify the critical damages through reprioritisation of other activities, or increasing borrowing.

INVESTMENTS

The following are key coastal asset investments for the next 10 years.

NAME	DESCRIPTION
Torrent Bay sand replenishment and planting	Maintaining sand and plantings as a barrier to limit erosion in Torrent Bay.
Maintenance of sea walls, wharves, and jetties	Maintaining existing coastal assets Extension of the sand replenishment at Mārahau to avoid erosion of the footpath.
Boat access improvements	Improvements of Mapua boat launching facilities to support access to Tasman Bay.
Maintenance of navigational aids	Maintaining existing navigation aids.

FUNDING IMPACT STATEMENTS AND FUNDING SOURCES FOR THE COASTAL STRUCTURES GROUP OF ACTIVITIES

Actual 2023 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING										
26 General rates, uniform annual general charges, rates penalties	132	128	138	334	338	341	357	364	370	396
69 Targeted rates	69	67	66	64	63	52	18	18	18	18
0 Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
0 Fees and charges	0	0	0	0	0	0	0	0	0	0
0 Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
7 Local authorities fuel tax, fines, infringement fees, and other rec	7	9	9	9	9	9	9	9	9	9
102 Total operating funding	208	204	213	407	410	402	384	391	397	423
APPLICATIONS OF OPERATING FUNDING										
179 Payments to staff and suppliers	509	248	120	259	125	273	132	285	137	296
14 Finance costs	11	7	3	(2)	(8)	(15)	(22)	(29)	(35)	(43)
23 Internal charges and overheads applied	100	80	94	103	112	119	126	136	151	150
0 Other operating funding applications	0	0	0	0	0	0	0	0	0	0
216 Total applications of operating funding	620	335	217	360	229	377	236	392	253	403
(114) Surplus/(deficit) of operating funding	(412)	(131)	(4)	47	181	25	148	(1)	144	20
SOURCES OF CAPITAL FUNDING										
0 Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0 Development and financial contributions	0	0	0	0	0	0	0	0	0	0
(60) Increase (decrease) in debt	(94)	(98)	(109)	(109)	(137)	(124)	(107)	(106)	(105)	(135)
0 Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0 Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0 Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
(60) Total sources of capital funding	(94)	(98)	(109)	(109)	(137)	(124)	(107)	(106)	(105)	(135)
APPLICATIONS OF CAPITAL FUNDING										
Capital expenditure										
0 - to meet additional demand	0	0	0	0	0	0	0	0	0	0
0 - to improve the level of service	0	0	0	0	0	0	0	0	0	0
(12) - to replace existing assets	5	15	5	33	5	5	5	5	6	6
(162) Increase (decrease) in reserves	(511)	(244)	(118)	(95)	39	(104)	36	(112)	33	(121)
0 Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
(174) Total applications of capital funding	(506)	(229)	(113)	(62)	44	(99)	41	(107)	39	(115)
114 Surplus/(deficit) of capital funding	412	131	4	(47)	(181)	(25)	(148)	1	(144)	(20)
0 Funding balance	0	0	0	0	0	0	0	0	0	0

WATER SUPPLY

OUR GOAL

We aim to provide secure water supply systems that deliver safe water to our communities.

WHAT WE DO

Water is a fundamental community requirement. We provide potable and non-potable water to about 13,600 properties (approximately 30,000 people) throughout Tasman District. About 55% of our population is serviced by one of our managed water supplies.

Our water supply services include:

- on demand metered supply – no restriction is placed on the supply and the urban property has a meter
- restricted supply – a set amount of water per day is made available to the property, this typically occurs on our rural schemes
- firefighting – our supply meets the firefighting water supplies (FW2) standard in our urban metered supply areas
- capture, storage, and release from Wai-iti Dam (provides supplementary flow to Wai-iti River); and
- an investment in conjunction with Waimea Irrigators Limited in the Waimea Community Dam (WCD).

We own and operate 19 water schemes and manage the associated infrastructure. Water schemes include Brightwater, Collingwood, Dovedale, Eighty –Eight Valley, Hamama, Kaiteriteri/Riwaka, Māpua/Ruby Bay, Motueka, Murchison, Pōhara, Redwood Valley 1, Redwood Valley 2, Richmond, Tākaka Firefighting, Tapawera, Upper Tākaka, 51% of the Waimea Community Dam (WCD) and Wakefield.

In addition to these water supply schemes, we manage the Wai-iti storage dam to provide supplementary water into the Lower Wai-iti River and aquifer. This enables sustained water extraction for land irrigation at times of low river flows.

We are a majority shareholder in the WCD which has a final completion anticipated to be in the first half of 2024. Once operational, the WCD will deliver a secure water source into the Waimea River (and related aquifers) and will ensure a sustainable source of water for our community's water supplies in the long term.

WHY WE DO IT

The provision of a safe, secure and reliable water supply is a fundamental community requirement and one of our core activities. We aim to provide ready access to high quality drinking water in our urban schemes and fit-for-purpose water supply in our rural schemes to enhance the health and well-being of our community.

Safe, secure and reliable water supply also facilitates economic growth and enables the protection of property through the provision of firefighting needs. The service provides many public benefits, and we consider it necessary and beneficial to the community to plan, implement and maintain our water supply services in the District. Territorial authorities have numerous legislative responsibilities relating to the supply of water, including the duty to improve, promote, and protect public health within the District.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive and resilient	We aim to provide water that is safe to drink, available for firefighting purposes and delivered and supported by resilient infrastructure.	
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	We consider water supply to be an essential service to our community and our schemes are designed to be efficiently managed to meet current and future needs. Our networks also provide a means for firefighting consistent with the national firefighting standards.	The investment required to continue managing and maintaining our water supply networks is becoming increasingly more expensive
Social Well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	Water is an essential service that underpins other facilities and activities.	
Economic Well-being	Our region is supported by an innovative and sustainable economy	Water underpins the economy by providing for our communities enabling them to function. We aim to provide sustainable supplies that are built to cater for the future.	
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	We aim to efficiently provide water to meet the demands of existing and future customers in a cost-effective way.	To ensure our networks remain functional and capable of meeting future demand is costly and requires significant investment in upgrades and new infrastructure

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Environmental Well-Being	Our unique natural environment is healthy, protected and sustainably managed.	All our water schemes take water from our environment (via surface or groundwater) and require a resource consent. We aim to manage water takes so the impact does not prove detrimental to our surrounding environment.	Water extraction has an impact on the natural water body it is sourced from, particularly during periods of dry weather. We aim to comply with our consent requirements, manage water resources and minimise this impact.
Cultural Wellbeing	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement.	<p>We take opportunities to partner with Nelson City Council where possible, including agreements to supply some of their customers with water.</p> <p>The Te Tauihu Intergenerational Strategy (2022) and Kia Kotahi te Tauihu – Together Te Tauihu (signed by the three Councils of Te Tauihu and eight iwi in December 2023) are two key strategic documents that are influential in determining our community outcomes.</p>	

KEY ISSUES

Key issues facing the Water Supply activity are:

- Government reform and legislation changes** – Central Government identified concerns about the delivery of drinking water, stormwater and wastewater services (the Three Waters) across the Country in recent years. In 2022 and 2023, the Government legislated changes through the Affordable Waters programme, but this has now largely been repealed by the new Government. Three waters services remain within Council ownership, although the new Government has signalled that we will need to submit a Water Services Delivery Plan by mid-2025. This Plan is to outline the Council's intended model for managing three waters in the future. This model has yet to be determined but could include the status quo or a new entity such as a Council Controlled Organisation, potentially owned collectively with other Councils.
- Water services regulation** – The Water Services Regulator - Taumata Arowai – oversees, administers and enforces drinking water standards across New Zealand. Thirteen of our 15 water treatment plants do not meet the compliance requirements of Taumata Arowai or of some aspects of our resource consents. The main reason for these non-compliances is our current lack of protozoa treatment. To address this, we need to upgrade existing and build new Water Treatment Plants (WTPs), some of which are already underway and some we have planned. Along with establishing water safety focus groups we have also developed a Water Safety Policy and in the next three years will have completed all of the Water Safety Plans required for all our schemes.
- Rural water supplies** – We manage three rural water supplies in Dovedale, Eighty-Eight Valley and Redwood Valley, each with a closed financial account. Recipients of other Council managed water supplies are in what we call an Urban Water Club. Dovedale, Eighty-Eight Valley and Redwood Valley do not meet the criteria to be exempt from needing to treat water to meet drinking water quality assurance rules. To spread the cost of having to meet these rules we propose bringing them under the Urban Water Club which would spread the cost fairly.
- Meeting growth needs** – Tasman's population is expected to continue to grow, and essential water infrastructure needs to be planned for approximately 7400 new residents. The key areas of development in Richmond, Motueka, Māpua, Brightwater, and Wakefield will require significant investment to meet the growth demand. This can be met through a combination of using existing infrastructure where there is capacity, upgrading existing infrastructure, and providing new infrastructure where required.
- Climate change and resilience** – The Tasman region is susceptible to a wide range of natural hazards, some exacerbated by climate change, and we need to plan for these hazards and determine whether adaptation, mitigation, or retreat is appropriate. We need to ensure robust planning is in place and provide infrastructure that is resilient. The impact of climate change on assets is complex and further opportunities will be developed to assess the vulnerability of water supply assets to natural hazards and consider the impacts of climate change. Some work has been undertaken to assess the vulnerability of critical utility lifelines to natural hazards through the Nelson Tasman Engineering Lifelines group and we will continue and build on this work.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW WE WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024-2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Our water takes are sustainable.	<p>Compliance with resource consent is achieved, as measured by the number of:</p> <ul style="list-style-type: none"> • abatement notices • infringement notices • enforcement orders • convictions <p>received in relation to those resource consents.</p>	<p>Abatement notices: 0</p> <p>Infringement notices: 0</p> <p>Enforcement notices: 0</p> <p>Convictions: 0</p>	0	0	0	0
Our water takes are sustainable.	<p>The volume and percentage of real water loss from the network is less than the target.³</p> <p>(Mandatory measure 2)</p>	22%	≤25%	≤25%	≤25%	≤25%
	<p>The average urban consumption of drinking water per day per resident is less than the target.</p> <p>(Mandatory measure 5)</p>	232L	<250L per person/day	<250L per person/day	<250L per person/day	<250L per person/day

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Our water is safe to drink.	We comply with Part 4 (bacterial compliance criteria) of the Drinking Water Standards, as measured by the number of schemes with: plant compliance, and zone compliance As determined by the Ministry of Health Annual Drinking Water Survey. (Mandatory measure 1)	Plant Compliance: Jul to Dec 2022: 6/13 46% Jan to Jun 2023: 2/15 13% Zone Compliance: Jul to Dec 2022: 14/14 100% Jan to Jun 2023: 13/16 81%	Plant compliance 100% compliance	Plant compliance 100% compliance	Plant compliance 100% compliance	Plant compliance 100% compliance
	We comply with Part 5 (protozoal compliance criteria) of the Drinking Water Standards. As measured by a number of schemes with compliant protozoa treatment determined by the Drinking Water Assessor. ⁶ (Mandatory measure 1) *Note that water treatment plant upgrades are included in this plan to achieve compliance in this mandatory measure. The target	Jul to Dec 2022: 1/13 8% Jan to Jun 2023: 1/15 7%	100% compliance	100% compliance	100% compliance	100% compliance

⁶ Changes in legislation mean this will be measured by the Water Services (Drinking Water Standards for New Zealand) Regulations 2022 and the Drinking Water Quality Assurance Rules 2022.

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
	remains 100%, given that the upgrades will be implemented during this Plan timeframe.					
Our water supply systems provide fire protection to a level that is consistent with the National Standard.	Annually test and achieve at least 95% compliance with FW2 standards of a selection of hydrants across the district. ⁷	96%	95%	95%	95%	95%
Our water supply systems are built, operated and maintained so that failures can be managed and responded to quickly.	Planned service interruptions do not exceed 8 hours ⁸ , as required by section 25 (4) of the Water Services Act 2021. As measured through the Maintenance Contract reporting.	100%	<8 hours	<8 hours	<8 hours	<8 hours
Our water supply activities are managed at a level that the community is satisfied with.	Percentage of customers (who receive a service) are satisfied with the water supply. Measured through the annual residents' survey.	85%	≥80%	≥80%	≥80%	≥80%

⁷ FW2 (Fire water classification number 2) standards definition

⁸ unless prior approval has been obtained from Taumata Arowai and has taken all practicable steps to advise affected consumers of the interruption

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Our water supply activities are managed at a level that the community is satisfied with.	Number of complaints about the drinking water's clarity, taste, odour, pressure or flow, continuity of supply, and supplier responsiveness, expressed per 1000 connections (Mandatory measure 4)	15.4%	<20	<20	<20	<20
Our water supply activities are managed at a level that the community is satisfied with.	Median resolution times are within targets for urgent callouts (<24 hours).	2022/23: resolution times of 6.5 hours for urgent callouts and 30 hours for non-urgent callouts.	<24 hours	<24 hours	<24 hours	<24 hours
	Median resolution times are within targets for non-urgent callouts (<8 working days). (Mandatory measure three)		< 3 working days	< 3 working days	< 3 working days	< 3 working days
Our water supply activities are managed at a level that the community is satisfied with.	Median response times are within targets for urgent callouts (<2 hours).	Achieved 2022/23: response times of 1.5 hours for urgent callouts, and 3.5 hours for non-urgent callouts.	<2 hours	<2 hours	<2 hours	<2 hours
	Median response times are within targets for non-urgent callouts (<48 hours). (Mandatory measure 3)		<48 hours	<48 hours	<48 hours	<48 hours

KEY CHANGES TO ACTIVITY OR SERVICE

The most recent residents' survey was undertaken in May 2023, and it asked if residents were satisfied with the Water Supply activity. The survey included residents that had a service we manage, as well as residents not on one of our services and 81% of respondents were Fairly or Very Satisfied.

Technical details of some performance measures have now been removed and included as footnotes. A measure which did not provide useful additional information when compared to others was removed. Some measures have had minor updates to reflect changes in legislation.

There is some uncertainty about assessing compliance against drinking water standards as the Department of Internal Affairs (DIA) measures are now out of date and Audit NZ have advised use of a third-party assessor.

The new water services regulator Taumata Arowai and the Drinking Water Quality Assurance Rules have generally increased the level of compliance and requirements relating to reporting of performance measures. Taumata Arowai has reinforced the requirement for Protozoa treatment.

These requirements will be integrated into existing levels of service and will result in increased operational cost, and additional capital expenditure to implement the required treatment upgrades, for example, to meet the mandatory protozoa treatment requirements.

The following are key changes for Water Supply activity since the 10-year plan 2021 - 2031.

KEY CHANGE	REASON FOR CHANGE
Meeting drinking water quality assurance rules and managing urban and rural water supplies.	Due to the increased costs and complexity of meeting the drinking water quality assurance rules and to manage our urban and rural water supply schemes we are now reviewing how we manage and structure the schemes. We will be engaging with the community to identify the most appropriate ways to do this.
Responding to growth.	<p>We have adopted the 2023 Nelson Tasman Future Development Strategy which sets out where future housing and businesses are intended to develop. However, where they do develop may differ to what was anticipated in terms of location, timing, type, scale, and rate of change.</p> <p>The key areas of development in Richmond, Motueka, Māpua, Brightwater and Wakefield require significant investment in water infrastructure to meet the water demand as a result of this growth. This can be achieved through a combination of; using existing infrastructure where there is sufficient capacity (infill); upgrading existing infrastructure; and providing new infrastructure where required.</p>
Responding to Climate Change and Natural Hazard events.	We need to ensure our water infrastructure can withstand the effects of climate change and natural hazard events. To do this, we plan to continue to invest in water security. There are a number of initiatives which enable this including the Waimea Community Dam, new bores, filtration systems, supplementary sources and reservoirs.

KEY CHANGE	REASON FOR CHANGE
Waimea Community Dam (WCD).	<p>The WDC is one of the District’s most important infrastructure projects and the largest dam built in New Zealand for over 20 years. The WCD will secure the District’s water supply in the Waimea Plains for the next 100 years and more. It will also:</p> <ul style="list-style-type: none"> • improve water quality to provide a better environment for people, plants, fish and animals. • provide our community with water security and support a growing population, particularly in the face of climate change. • strengthen the economy through the success of horticulture and farming industries and the subsequent growth of associated secondary and tertiary industries. • enable household, commercial and industrial investment and development resulting in job and associated economic activity. • provide an estimated economic benefit to our District of \$600 to \$900m in the first 25 years. <p>Waimea Water Ltd (WWL) is a Council Controlled Organisation (CCO) set up to own and operate the WCD. The WWL has two shareholders – Tasman District Council and Waimea Irrigators Ltd.</p> <p>In December 2023 the estimated project completion cost was \$198.2m. The full costs of operating the WCD will start in July 2024, and we are going to meet 51% of these costs and WWL will meet the other 49%.</p>

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made a number of assumptions in preparing the Tasman 10-year plan 2004-2034, and the most significant assumptions and uncertainties for water supply are:

- As part of ongoing Water Reforms the new 2023 Government announced it would be repealing many aspects of the reforms and related legislation. Therefore, we have assumed the Three Waters assets and management remains with the Council, and therefore no significant immediate change with delivery of water supply services.
- Network residual disinfection has become mandatory for Councils, so we are continuing to include the ability to apply chlorination treatment in new and upgraded water treatment plants where this is required.
- Whilst we can’t be sure about the future quantity of water industrial users will require, we have assumed the demand will be similar to historic use. We have not planned for any additional wet industrial usage and any actual consumption that is significantly different to this will affect our budgets and planning.
- We are uncertain about requirements that Central Government will place on us to fluoridate our drinking water supplies but at present have assumed our supplies will not have to be fluoridated. Any mandate to do so would add to our capital and operational expenditure costs.

- We cannot be certain how long each of our assets will last but have assumed an average expected life for each type of asset. Whilst some may fail earlier than this, and some later, we are assuming such variances can be managed within existing budgets by adjusting the annual renewals works carried out.

INVESTMENTS

The following are key water supply investments for the next 10 years.

NAME	DESCRIPTION
Brightwater and Wakefield Water Treatment Plant	A new Clover Road Water Treatment Plant that in the medium and long term will meet growth needs for Brightwater and Wakefield.
Dovedale Water Treatment Plant, reticulation and new main water pipeline	Renewing the reticulation within the Dovedale scheme and implementing a new source and raw water line from the Motueka River Valley. Upgrades to the Dovedale Water Treatment Plant.
Redwoods Water Treatment Plant	New Water Treatment Plant site and building in order to meet new water standards to replace the O'Connor's Creek and Golden Hills Water Treatment Plants with a new combined Water Treatment Plant near River Road.
Tapawera Water Treatment Plant	Instalment of two new bores, construction of a new Water Treatment Plant building with filtration and electrical systems, additional ultraviolet (UV) treatment and reusing existing pH and chlorination equipment at the Tapawera Water Treatment Plant to improve water quality assurance and resilience.
Murchison Water Treatment Plant	Upgrading the Murchison Water Treatment Plant to include updated electrical systems, additional ultraviolet (UV), filters, ultraviolet transmittance (UVT) measurement and new valves to improve water quality assurance and resilience.
Waimea Community Dam operations	Consolidating the Waimea Community Dam operating costs.
Richmond South Reservoirs and Reticulation	Developing concrete tanks and reservoir tanks to provide storage for development in Richmond West and the low levels of Richmond South, and a new rising main and pump station from the new low level reservoir to a higher level reservoir, along with a trunk water main replacement to provide increased capacity.
Urban Water Club reticulation	Renewing the valves, meters and reticulation within the Urban Water Club schemes.
Water source improvements	Programme to improve water source capacity and security for networks including Richmond, Wai-iti Dam and Redwood Valley.
Maintenance of water supply schemes	Water supply network maintenance including reactive and routine activities.
Water safety improvements	Upgrade existing treatment plants and develop new treatment plants to meet Drinking Water Quality Assurance Rules and Water Services Act 2021 requirements.

NAME	DESCRIPTION
Eighty-Eight Valley network improvements	Extend urban water supply to part of Eighty-Eight Valley including new water mains and pump station upgrades
Water pipe capacity upgrades	Projects to increase water supply capacity in Richmond and Brightwater.
Water pipe replacements	Replacement of aged pipes in poor condition.
Waimea water network capacity upgrades	Programme of work to upgrade capacity of bores, treatment plant, trunk mains, reticulation, pump stations and reservoirs to support growth and improve resilience.
Motueka West water reticulation	New water mains to enable development of Motueka West.
Demand, flow and leakage investigations	Leak detection, flow monitoring and network modelling.

FUNDING IMPACT STATEMENTS AND FUNDING SOURCES FOR THE WATER SUPPLY GROUP OF ACTIVITIES

Actual 2023 \$000		Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING											
359	General rates, uniform annual general charges, rates penalties	866	865	317	317	317	315	315	315	315	315
15,862	Targeted rates	19,562	20,744	22,328	23,861	25,879	26,915	28,591	29,966	31,013	32,312
258	Subsidies and grants for operating purposes	200	0	0	0	0	0	0	0	0	0
1,202	Fees and charges	1,496	1,570	1,644	1,706	1,784	1,813	1,880	1,922	1,945	1,978
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
832	Local authorities fuel tax, fines, infringement fees, and other rec	319	633	920	921	923	924	926	927	928	930
18,513	Total operating funding	22,443	23,812	25,209	26,805	28,903	29,967	31,712	33,130	34,201	35,535
APPLICATIONS OF OPERATING FUNDING											
8,485	Payments to staff and suppliers	7,668	8,003	8,505	8,728	8,946	9,159	9,369	9,582	9,792	10,003
4,385	Finance costs	5,386	5,703	5,627	6,221	6,949	7,253	7,362	7,318	7,140	6,844
2,113	Internal charges and overheads applied	2,570	2,619	2,867	3,069	3,421	3,689	4,011	4,622	4,836	4,823
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
14,983	Total applications of operating funding	15,624	16,325	16,999	18,018	19,316	20,101	20,742	21,522	21,768	21,670
3,530	Surplus/(deficit) of operating funding	6,819	7,487	8,210	8,787	9,587	9,866	10,970	11,608	12,433	13,865
SOURCES OF CAPITAL FUNDING											
153	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
2,654	Development and financial contributions	2,819	2,819	2,819	3,410	3,410	3,410	3,410	3,424	3,424	3,602
31,500	Increase (decrease) in debt	5,284	10,821	6,993	9,005	2,025	(197)	(2,990)	(4,573)	(6,671)	(8,455)
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
34,307	Total sources of capital funding	8,103	13,640	9,812	12,415	5,435	3,213	420	(1,149)	(3,247)	(4,853)
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
946	- to meet additional demand	361	4,340	3,234	0	0	0	0	0	0	0
17,236	- to improve the level of service	1,583	408	437	317	344	175	179	183	87	89
2,130	- to replace existing assets	10,858	18,571	16,551	23,838	16,047	14,716	14,335	9,863	6,308	3,750
1,307	Increase (decrease) in reserves	2,120	(2,192)	(2,200)	(2,953)	(1,369)	(1,812)	(3,124)	413	2,791	5,173
16,218	Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
37,837	Total applications of capital funding	14,922	21,127	18,022	21,202	15,022	13,079	11,390	10,459	9,186	9,012
(3,530)	Surplus/(deficit) of capital funding	(6,819)	(7,487)	(8,210)	(8,787)	(9,587)	(9,866)	(10,970)	(11,608)	(12,433)	(13,865)
0	Funding balance	0	0	0	0	0	0	0	0	0	0

WASTEWATER

OUR GOAL

We aim to provide cost-effective and sustainable wastewater systems to protect public health whilst meeting environmental standards.

WHAT WE DO

We provide and manage wastewater collection, treatment, and disposal facilities for our residents connected to our nine wastewater networks. There are approximately 15,335 connections to our wastewater networks. These networks convey wastewater to eight treatment plants, seven of which we own and manage. The largest treatment plant (Bell Island) is owned by both Nelson and Tasman Councils on a 50:50 share basis and is managed by the Nelson Regional Sewerage Business Unit.

WHY WE DO IT

The provision of wastewater services is a core public health function of local government and something we have always provided. The service provides many public benefits and is considered necessary to the community, so we undertake the planning, implementation, and maintenance of wastewater services across our District. This is one of our key duties as required by the Health Act 1956.

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CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive and resilient	<p>We aim to provide a service that is safe for our communities. We provide quality treatment, minimise overflows, and ensure our infrastructure is resilient.</p> <p>We ensure wastewater is collected and treated without causing a hazard to public health or unpleasant odours.</p>	Blockages and overflows can cause distress and are a public health risk.
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed		<p>Odour can cause distress to residents. It can impact on how our residents live their lives, having to keep windows closed, and restrict outdoor activities.</p> <p>Non-compliant treated wastewater discharge may result in the degradation of water quality, preventing the use of groundwater, nearby rivers and beaches for 'all year-round bathing', and preventing the collection of shellfish.</p>
Social Well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	Wastewater is an essential service that supports other facilities and activities.	
Economic Well-being	Our region is supported by an innovative and sustainable economy	Wastewater supports our regional economy by providing and managing wastewater collection, treatment, and disposal. Sustainability is a key driver of our future planning.	

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	We consider the wastewater activity to be an essential service that should be provided to properties within the urban areas and be sufficient in size and capacity.	<p>Businesses, schools, and hospitals may need to close if they are unable to provide sanitary facilities or use the wastewater system because of disruption in the form of repairs, blockages, faults, or overflows.</p> <p>Odour can cause distress to local businesses as it may put off customers.</p> <p>Non-compliant wastewater treatment discharge may result in the degradation of water quality, preventing the use of groundwater or surface water for irrigation and preventing the harvest of shellfish from marine farms.</p> <p>Improving the level of service delivered can result in an increase in rates.</p>
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	All wastewater in Council-owned schemes is treated and discharged into our environment. We sustainably manage this, so the impact of the discharges does not adversely affect the health and cleanliness of the receiving environment.	Untreated wastewater overflowing to our environment could result in health risks, contamination of waterways and/or beach closures, and could threaten natural habitats.
Cultural Well-being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity		<p>Operation, maintenance and construction of wastewater assets can potentially affect historic and culturally sensitive sites.</p> <p>The location of some wastewater assets, particularly through estuarine environments, is culturally offensive to iwi.</p>

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	<p>We have a regional partnership with NCC for the management of the Nelson Regional Sewerage Business Unit.</p> <p>We collaborate with iwi and site neighbours to identify issues and concerns; and when the opportunity arises, engage with communities for facility open days and plantings days.</p>	

KEY ISSUES

Key issues facing the Wastewater activity are:

- **Ground and rainwater in the network** – Ground and rainwater entering the network is a significant issue in some settlements. Heavy or prolonged rainfall could overload our pipe networks and wastewater treatment plants. In turn, this restricts residential and commercial growth because it uses up available network capacity. We then pump, convey and treat the extra water, resulting in additional and unnecessary costs. Excessive levels may also dilute wastewater and lower the performance of our treatment plants.
- **Swimming pools** – The capture of rainfall and discharge to wastewater networks can cause wastewater overflows.
- **Infrastructure for new homes and businesses** – We expect that over the next 10 years our population will grow by approximately 7400 residents. To accommodate this growth, new houses will need to be built, most of which will need to be supplied with wastewater. We can supply some of this new demand where there is capacity in our existing infrastructure. Where capacity is not available, or if the infrastructure does not exist, we will need to provide upgraded or new infrastructure to enable growth.
- **Climate change and resilience** – Investment is required to ensure our infrastructure can withstand the effects of climate change and natural hazard shock events. Sea level rise means some coastal wastewater infrastructure will become increasingly vulnerable to inundation, for example the Motueka Wastewater Treatment Plant. We need to optimise our wastewater treatment plant's performance as wastewater treatment processes are our largest source of greenhouse gas (GHG) emissions and biggest consumer of electricity.
- **National Environmental and Freshwater Management 2020 legislation** and as amended December 2022 and January 2024 (minor amendment/s) as the National Policy Statement for Freshwater Management 2020 Amendment No 1. - Legislation provides direction to improve freshwater management this will require wastewater treatment Plants to improve discharge quality. The discharge of wastewater to water is offensive to Māori.
- **The Three Waters National Reforms – Affordable Water** (previously Three Waters) Reform and new regulations, have now been repealed by the Water Services Acts Bill 2024, the first stage of the Coalition Government's 'Local Water Done Well' programme.

The impact of these key issues on the Wastewater activity, and the effect on the current scale and mode of delivery, is discussed in detail in the Wastewater Activity Management Plan.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW WE WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024-2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Our wastewater systems do not adversely affect the receiving environment	<p>Compliance with resource consents for discharges from wastewater systems is achieved. As measured by the number of:</p> <ul style="list-style-type: none"> • abatement notices • infringement notices • enforcement orders • convictions. <p>received in relation to those resource consents.</p> <p>(Mandatory measure two)</p>	0 notices, orders, or convictions.	0 notices, orders, or convictions	0 notices, orders, or convictions	0 notices, orders, or convictions	0 notices, orders, or convictions
Our wastewater systems reliably take out wastewater with a minimum of odours, overflows or disturbance to the public.	<p>The total number of complaints received about:</p> <ul style="list-style-type: none"> • Odour • System faults • System blockages 	0.5 complaints received (per 1,000 connections)	<35	<35	<35	<35

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
	<ul style="list-style-type: none"> Council's response to issues with its wastewater system. (Expressed per 1,000 connections.) Measured by the number of contract job request. (Mandatory measure four)					
Our wastewater systems are built, operated and maintained so that failures can be managed and responded to quickly.	The number of dry weather overflows from the Council wastewater system (expressed per 1,000 connections to wastewater system) is less than the target. ⁹ Measured by the number of contract job request. (Mandatory measure one)	0.9 dry weather overflows (per 1,000 connections)	<5	<5	<5	<5

⁹ Dry weather is defined as a continuous 96 hours with less than 1mm of rain within each 24-hour period.

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Our wastewater activities are managed at a level that satisfies the community.	Percentage of customers (who receive a service) are satisfied with the wastewater service. Measured through the annual residents' survey.	92%	>80%	>80%	>80%	>80%
Our wastewater systems are built, operated and maintained so that failures can be managed and responded to quickly	Overflows resulting from a blockage or other fault in the wastewater system are attended and resolved within the target timeframes. ¹⁰ Measured by attendance and resolution times recorded in Confirm. (Mandatory measure three)	Median Attendance time – 119 mins Median Resolution time – 8.4 hours	Median Attendance time ≤60 mins Median Resolution time ≤9 hrs	Median Attendance time ≤60 mins Median Resolution time ≤9 hrs	Median Attendance time ≤60 mins Median Resolution time ≤9 hrs	Median Attendance time ≤60 mins Median Resolution time ≤9 hrs

¹⁰ Attendance time - from the time Council receives notification to the time that service personnel reach the site.

Resolution time - from the time Council receives notification to the time that the service personnel confirm resolution of the blockage or other fault.

KEY CHANGES TO ACTIVITY OR SERVICE

The Levels of Service from the previous Tasman 10-year plan have been retained without any significant changes. Minor reframing of measures to improve public understanding were made, along with the removal of a measure which did not have any implications on improving performance. Technical details were removed and included in footnotes.

The following are key changes for the Wastewater activity since the 10-Year Plan 2021-2031.

KEY CHANGE	REASON FOR CHANGE
Motueka Wastewater Treatment Plant Earlier membrane replacement schedule	<p>There was a catastrophic membrane failure at the Motueka Wastewater Treatment Plant in October 2023 and a resource consent was applied for the potential non-compliance with the consent conditions of RM1414088 where partially treated wastewater from oxidation ponds would enter the fresh or coastal waters.</p> <p>A controlled discharge to the former soakage beds prevented an uncontrollable discharge to freshwater or coastal water.</p> <p>The consent was anticipating a long lead in time for replacement membranes to arrive and be installed however this situation was avoided and a full repair with new membranes was achieved with no uncontrolled overflows to water by November 2023.</p> <p>The schedule for replacement of membranes has been shortened and provision for earlier replacement of membranes has been made.</p>
Reduction in our ability to meet levels of service	<p>Low lying properties, either built or being built on, are subject to inundation from increasing frequency and size of storms and the associated flooding.</p> <p>Maintaining levels of service for wastewater is becoming increasingly challenging.</p>
Budget pressure for wastewater infrastructure.	<p>Wastewater infrastructure budgets are constrained. Work programs that are not critical are being deferred.</p>

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made a number of assumptions in preparing the Tasman 10-year plan and the most significant assumptions and uncertainties for wastewater infrastructure are:

- Central Government identified concerns about the delivery of drinking water, stormwater, and wastewater services (the three waters) across the country in recent years and in 2022 and 2023 legislated changes through the Affordable Waters programme. There has been significant uncertainty about the impact of amendments or repeal of the Three Waters legislation, but we understand these assets remain under our control, but ownership may move to a yet to be determined model.

- Ongoing inflow and infiltration issues can utilise capacity in pipe networks and overwhelm wastewater treatment plants. This results in uncertainties about funding levels being able to deliver required improvements to networks to reduce the likelihood of wastewater overflows to the receiving environment.
- The effects of climate change could have consequential impacts on inflow to and subsequent inundation of the network. This could result in increased wastewater overflows to the receiving environment.
- Any delayed network upgrades to aging infrastructure could result in needing to implement reactive maintenance which would impact our budgets.
- Due to the uncertainty about how long each asset will last, we have assumed an average expected lifetime for our wastewater assets. While some of these may last longer than this, others may not last as long. We have assumed unplanned renewals will be able to be funded within our existing budgets.

INVESTMENTS

The following are key wastewater investments for the next 10 years.

NAME	DESCRIPTION
Maintenance and renewals of wastewater schemes	Maintenance of wastewater networks including treatment plants, pump stations and reticulation. This includes reactive and routine activities.
Wastewater power, rates and insurance costs	Covering wastewater schemes power costs and insurance cover for any damage to wastewater infrastructure.
Inflow and infiltration work	Initiatives to identify sources of inflow and infiltration.
Nelson Regional Sewage Business Unit (NRSBU)	Covering our quota costs for the Nelson Regional Sewage Business Unit (NRSBU).
Low pressure household systems maintenance	Routine maintenance of the low-pressure pump systems.
Sludge removal	Where testing meets acceptable conditions, the re-use of sludge on site. Where testing standards are not met then sludge is disposed to landfill if it cannot be used as soil conditioner.
Stafford Drive pump station	A new pump station with storage and odour control at 69 Stafford Drive.
Rising main across the Mapua Channel	Directional drill of a new 315 internal diameter high density polyethylene (idhdpe) ¹¹ pipe from the Mapua wharf area to Rabbit Island.
Motueka Wastewater Treatment Plant	Secure the designations and land, and construction of a new Wastewater Treatment Plant in Motueka.

¹¹ 315 ID HDPE is the acronym for Internal Diameter High Density Polyethylene

NAME	DESCRIPTION
	The removal of nitrogen at the existing plant.
Brightwater upgrade and Rising Main	The Brightwater pump station and new rising main to accommodate for growth.
Replacements of manhole lids	A district wide replacement of manhole lids.
Richmond South	Network reticulation to accommodate growth.
Seaton Valley Road pump station and rising main	A new pump station and rising main to accommodate future growth along Seaton Valley Road.
Jeffries Road Growth Area	A new pump station and rising main to accommodate for growth.
Wakefield pump station	A new pump station and increased capacity to accommodate for growth.
Burkes Bank to Beach Road pressure main	A new pressure main along Burkes Bank and Beach Road.
Collingwood Wastewater Treatment Plant	Upgrades to the Collingwood Wastewater Treatment Plant.
Murchison upgrades and new rising main	Murchison Hotham Street upgrades and a new Rising Main.
Takaka Wastewater Treatment Plant	New relocation of the Takaka Wastewater Treatment Plant.
St Arnaud to Alpine Lodge Wastewater Treatment Plant	Wastewater Treatment Plant Pressure Main Upgrade.
Takaka Park Avenue to Fresh Choice Wastewater Treatment Plant	Pressure main upgrade and new disposal system and treatment upgrade.
Wastewater Treatment Plant nutrient removal	A district wide removal of wastewater treatment nutrients
Richmond West reticulation	Reticulation at Richmond West to service increased commercial activity and industry.
Richmond South Bateup Road and Whites Roads reticulation	New reticulation at Bateup Road to Whites Road.

FUNDING IMPACT STATEMENTS AND FUNDING SOURCES FOR THE WASTEWATER GROUP OF ACTIVITIES

Actual 2023 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING										
0 General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0
10,599 Targeted rates	12,694	15,086	16,573	17,841	19,677	21,947	24,071	25,896	29,083	34,382
0 Subsidies and grants for operating purposes	5	0	0	0	0	0	0	0	0	0
270 Fees and charges	291	313	321	330	338	347	356	364	373	382
0 Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
2,973 Local authorities fuel tax, fines, infringement fees, and other rec	3,099	2,905	2,915	3,082	3,187	3,220	3,435	3,850	3,956	4,179
13,842 Total operating funding	16,089	18,304	19,809	21,253	23,202	25,514	27,862	30,110	33,412	38,943
APPLICATIONS OF OPERATING FUNDING										
9,683 Payments to staff and suppliers	7,943	8,520	8,772	9,366	9,768	10,078	10,783	11,630	12,183	13,022
1,103 Finance costs	1,242	1,602	1,700	1,994	2,376	2,940	3,338	3,723	5,158	7,906
931 Internal charges and overheads applied	1,178	1,173	1,071	1,003	1,255	1,681	2,051	2,538	3,507	4,667
0 Other operating funding applications	0	0	0	0	0	0	0	0	0	0
11,717 Total applications of operating funding	10,363	11,295	11,543	12,363	13,399	14,699	16,172	17,891	20,848	25,595
2,125 Surplus/(deficit) of operating funding	5,726	7,009	8,266	8,890	9,803	10,815	11,690	12,219	12,564	13,348
SOURCES OF CAPITAL FUNDING										
46 Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
3,504 Development and financial contributions	5,396	5,396	5,396	5,658	5,658	5,658	5,658	5,650	5,650	7,126
2,116 Increase (decrease) in debt	9,020	574	1,388	1,316	9,237	6,558	2,499	20,210	44,034	53,170
0 Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0 Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0 Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
5,666 Total sources of capital funding	14,416	5,970	6,784	6,974	14,895	12,216	8,157	25,860	49,684	60,296
APPLICATIONS OF CAPITAL FUNDING										
Capital expenditure										
889 - to meet additional demand	257	786	1,607	1,643	0	0	0	0	0	373
1,591 - to improve the level of service	14,721	6,054	8,115	16,735	28,240	24,192	18,438	28,880	21,972	29,770
5,611 - to replace existing assets	1,911	2,088	4,628	1,827	3,124	3,258	4,698	21,493	56,353	57,396
(300) Increase (decrease) in reserves	3,343	4,326	1,263	(3,766)	(6,666)	(4,419)	(3,289)	(12,294)	(16,077)	(13,764)
0 Increase (decrease) in investments	(90)	(275)	(563)	(575)	0	0	0	0	0	(131)
7,791 Total applications of capital funding	20,142	12,979	15,050	15,864	24,698	23,031	19,847	38,079	62,248	73,644
(2,125) Surplus/(deficit) of capital funding	(5,726)	(7,009)	(8,266)	(8,890)	(9,803)	(10,815)	(11,690)	(12,219)	(12,564)	(13,348)
0 Funding balance	0	0	0	0	0	0	0	0	0	0

STORMWATER

OUR GOAL

We aim to provide cost-effective and sustainable stormwater systems that reduce flooding and meet environmental standards.

WHAT WE DO

Our stormwater activity encompasses the provision of stormwater collection, reticulation, and discharge systems in the District. The assets used to provide this service include drainage channels, piped reticulation networks, tide gates, detention or ponding areas, inlet structures, discharge structures and quality treatment assets.

The stormwater sumps and road culvert assets are generally owned and managed by the Council's transportation activity or by New Zealand Transport Agency Waka Kotahi (NZTA), depending whether they are located on a local road or state highway. This stormwater activity does not include land drains or river systems as they are covered under the Council's Rivers activity. Nor does it cover stormwater systems in private ownership.

We manage our stormwater activities primarily within 15 Urban Drainage Areas (UDAs). Systems that are outside the UDAs include small communities with stormwater systems that primarily collect and convey road run-off to suitable discharge points.

WHY WE DO IT

The provision of stormwater drainage to urban areas provides many public benefits and is considered necessary and beneficial to the community.

We undertake stormwater activity to minimise the risk of flooding of buildings and property from surface runoff and small urban streams. We enable the safe and efficient conveyance and disposal of stormwater from the urban drainage areas, which improves the economic and social well-being of our District by reducing the risk and impact to people and property from surface flooding.

We have a duty of care to ensure that the effects of any runoff from our properties is remedied or mitigated. Because most of this property is mainly in the form of impermeable roads in developed areas, this generally means that some level of reticulation system is constructed. The presence of this system means it also becomes the logical network for dealing with private stormwater disposal.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	POTENTIAL NEGATIVE EFFECT
Social Well-being	Our communities are healthy, safe, inclusive and resilient	Our priority is to safely transfer stormwater runoff through urban areas to minimise harm and property damage. We also capture and convey rainfall away from urban areas and roads so that people can move safely throughout our community during wet weather.	Loss of life either through extreme flood flows or debris flows, injury and death may result from storm events.
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	We convey stormwater while reducing the risk to people property, businesses, and essential infrastructure. We aim to ensure urban areas remain accessible by capturing and conveying rainfall.	Localised flooding may occur in residential areas due to under capacity of the stormwater system and affect the well-being of our community.
Social Well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	We take opportunities to provide multi-purpose facilities where possible. Our urban streams convey stormwater towards the coast and are ecological corridors that are enjoyed by our communities from the cycle paths and recreational spaces that often run along them.	Discharges have an adverse effect on receiving environments and how these can be used by our community.

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	POTENTIAL NEGATIVE EFFECT
Economic Well-being	Our region is supported by an innovative and sustainable economy	Our stormwater system supports the economy by enabling homes and businesses to exist with a low exposure to flood risk and damage. We consider climate change in our designs to provide adequately for the future.	Localised flooding can have significant immediate and ongoing economic consequences on local business.
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	We aim to provide properties within urban drainage areas with appropriate stormwater system size and capacity. Our stormwater infrastructure provides value for ratepayers' money.	Inevitably a larger-than-design event will occur, and homes and businesses will suffer damage that may not have been anticipated.
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	We aim to manage stormwater so that the impact of any discharges does not adversely affect the health and quality of the natural environment;	Increased stormwater flows can cause erosion of streambanks and loss of aquatic habitat. The discharge of untreated stormwater has an adverse effect on our environment.
Cultural Well-being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity	We protect natural waterways that have high cultural, recreational, and biodiversity interests.	Ecological and cultural values can be reduced where natural waterways are modified or piped to allow for urban development.

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	POTENTIAL NEGATIVE EFFECT
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	<p>We engage with tangata whenua iwi and community groups to enhance our natural waterways and education programmes.</p> <p>New developments take a water sensitive design approach to integrate multiple values such as ecology, amenity and cultural aspects.</p>	<p>Physical works may have an adverse effect on cultural heritage sites.</p> <p>Uncontrolled stormwater may erode sites.</p>

KEY ISSUES

Key issues facing the Stormwater activity are:

- **Government reform and legislation changes** – Central Government identified concerns about the delivery of drinking water, stormwater and wastewater services (the Three Waters) across the Country in recent years. In 2022 and 2023, the Government legislated changes through the Affordable Waters programme, but this has now largely been repealed by the new Government. Three waters services remain within Council ownership, although the new Government has signalled that we will need to submit a Water Services Delivery Plan by mid-2025. This Plan is to outline the Council's intended model for managing three waters in the future. This model has yet to be determined but could include the status quo or a new entity such as a Council Controlled Organisation, potentially owned collectively with other Councils.
- **Growth** - Meeting residential and commercial growth demand is a challenge in some key areas. Several projects are planned that are driven by the need to cater for future growth, such as Borck Creek and Poutama Drain in Richmond and Motueka West development area. To undertake some of the stormwater capital works, we will need to acquire land to enable the works to proceed.
- **Stormwater discharge** - To address the effects of stormwater discharges on our receiving environment, developers are required to implement water sensitive design principles within their developments, based on the following principles:
 - Protection and enhancing the values of our natural ecosystems.
 - Addressing the effects from stormwater as close to source as possible.
 - Mimicking natural systems and hydrological processes for stormwater management.
- **Catchments** - Catchment Management Plans (CMPs). CMPs are being developed to assist us in identifying integrated solutions for the key issues by taking a holistic approach on a catchment wide basis. CMPs will be developed for each Urban Drainage Area, providing an overview of the current state of the network, objectives, issues and integrated solutions.
- **Network capacity** – existing primary and secondary networks have insufficient capacity. Many of our stormwater pipes and drains are too small to cope with the intense rainfall events experienced over the past few years. It is not affordable to improve all the existing pipes and drains. A better option is to make some strategic investment in the primary network (the pipes) alongside the predominant work to protect and improve secondary flowpath, so that when the intense rainfall events happen the stormwater travels overland in areas where it does not risk lives and minimises damage to built and natural assets.
- **Climate change** – Increased rainfall and rising sea levels results in increased risk of flooding. Rising sea levels and increased rainfall will continue to put further strain on the already limited capacity of our networks. Our coastal communities in particular will experience increased risk of flooding, as high tides affect stormwater discharges. Increased rainfall intensities, rising sea level and storm surges will make this issue increasingly more difficult to deal with in future. In some areas the coastal fringe land is also subsiding, exacerbating the climate effects.

The expected impact of climate change on flooding will be further investigated with the help of innovative flood modelling techniques. We will develop flood strategies to determine appropriate responses to these increased flood risks.

In some areas, especially low-lying areas close to the coast, we have to accept that affordable and sustainable solutions may not be available. Our flood strategies will focus on minimising damage to properties and hazard to life, as well as acceptance and adaption to nuisance flooding.

The impact of these key issues on the Stormwater activity, and the effect on the current scale and mode of delivery, is discussed in detail in the Stormwater Activity Management Plan.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW IT WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024-2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027-2034
Stormwater flooding We have measures in place to respond to and reduce flood damage from stormwater to property and risk to the community	The number of flooding events that occur in the District. For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the territorial authority's stormwater system). ¹² (Mandatory measure one)	0.7	<1 habitable floor flooded per event (expressed per 1,000 properties connected)	<1 habitable floor flooded per event (expressed per 1,000 properties connected)	<1 habitable floor flooded per event (expressed per 1,000 properties connected)	<1 habitable floor flooded per event (expressed per 1,000 properties connected)
Stormwater flooding We have measures in place to respond to and reduce flood damage from stormwater to property and risk to the community	The median response time to attend a flooding event, measured from the time that council receives notification to the time that service personnel reach the site. (Mandatory measure three) As recorded through the Operations and Maintenance contract (July 2017)	35 minutes	<2 hours	<2 hours	<2 hours	<2 hours

¹² Habitable floor refers to a floor of a building (including a basement) but does not include ancillary structures such as stand-alone garden sheds or garages.
A flooding event means an overflow of stormwater from the Council's stormwater system that enters a habitable floor.

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027-2034
Stormwater flooding We have measures in place to respond to and reduce flood damage from stormwater to property and risk to the community	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system. (Mandatory measure four)	8.2	<20	<20	<20	<20
Customer satisfaction Our stormwater activities are managed at a level which satisfies the community	Percentage of customers (who receive the service) that are satisfied with the stormwater service. As measured through the annual residents' survey	82%	80%	80%	80%	80%
The environment Our stormwater systems do not adversely affect or degrade the receiving environment.	Compliance with Council's resource consents for discharge from its stormwater system, measured by the number of: abatement notices (target ≤1) infringement notices (target 0) enforcement orders (target 0) successful prosecutions (target 0) (Mandatory measure two)	a) 0 b) 0 c) 0 d) 0	a) ≤1 b) 0 c) 0 d) 0	a) ≤1 b) 0 c) 0 d) 0	a) ≤1 b) 0 c) 0 d) 0	a) ≤1 b) 0 c) 0 d) 0

KEY CHANGES TO ACTIVITY OR SERVICE

The Levels of Service from the previous 10-Year Plan have been retained without any significant changes. Minor changes were made to the stormwater flooding Mandatory Performance Measure 1 to move the definitions to footnotes and to Mandatory Performance Measure 4 simplify the wording to align with that provided by the Department of Internal Affairs.

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made a number of assumptions in preparing the Stormwater Activity Management Plan and the most significant assumptions and uncertainties for stormwater infrastructure are:

- Central Government reforms regarding the three-waters will not significantly delay our programmed works. Should there be any unpredicted changes we will adjust our work plans as required.
- Growth will occur in line with our forecasts, and we will be able to focus on stormwater infrastructure in relevant locations across the District. If growth is greater or less, or occurs in different locations than forecast, we will need to readjust work priorities accordingly.
- Modelling results provide a reasonable indication of locations that are likely to be impacted by floods.
- Key secondary flow infrastructure can be installed prior to major flood events.

INVESTMENTS

We will invest in minimizing flood hazards and damage to property. This means that a level of nuisance flooding is considered acceptable, and that nuisance flooding may be experienced more frequently in the future of increased rainfall.

The following are key stormwater investments for the next 10-years.

NAME	DESCRIPTION
Motueka discharge system and sump works	Improved discharge system works at Motueka West to increase levels of service and address growth. Installing a stormwater system to convey stormwater from the development area across High Street to growth areas north of King Edward Street and to the east of SH60. A programme for the Motueka sump upgrade.
Motueka flood mitigation	Upgrades to the green corridor and pipes at the Greenwood/Clay/Moffatt Street area to reduce flood risk.
Māpua stormwater detention programme	Works on the Māpua stormwater detention programme to address growth.
Stormwater quality improvements	Implementation of measures to improve the quality of stormwater at strategic locations across the District.
Drains, creeks and detention dams works	Operations and maintenance of drains, creeks and detention dams across the District.
Consents monitoring	Monitoring of consents across the District.

NAME	DESCRIPTION
Secondary flowpath improvements	District wide improvements to overland flowpaths to reduce flood risks.
Takaka stormwater improvements	Stormwater improvements at Lake Killarney.
Borck Creek works	<p>Upgrade and widening of the final section of Borck Creek from Reed Avenue to SH6.</p> <p>Upgrade the capacity of Borck Creek between SH60 and Reed/Andrews, and between Lower Queen Street and the estuary.</p> <p>Replacing the existing culvert with a bridge spanning the increased width of Borck Creek.</p>
Richmond flood mitigation	Richmond flood mitigation at the Reservoir Creek, Eastern Hill Whites Road, and Upper Borck Creek catchments.
Richmond stormwater preparation and improvements	<p>Purchase of land to enable construction of new stormwater assets for Richmond.</p> <p>Improving the conveyance of stormwater under the deviation towards the coast to prevent flooding. Upgrading the existing culvert and constructing a new culvert under SH6 at the Richmond deviation.</p> <p>Allowing for stormwater capacity increases in response to Richmond intensification.</p> <p>Programming work for the Richmond South stormwater channel.</p>
Jeffries Road stormwater detention	Stormwater detention work at the Jeffries Road growth area.
Bateup Road drain works	<p>Increasing the capacity of the Reed/Andrews drain to cater for increased flows in the Bateup Drain, widening of the existing drain and construction of an environmental strip along Bateup Drive from Arizona. Replacing the existing culvert under SH6 with a bridge to match the increased flow capacity of the drain.</p> <p>Replacing the existing culvert to provide increased capacity associated with adjacent developments at the Bateup drain and Paton Road culvert under SH6 with a bridge to match increased flows.</p>
Pipe and manhole renewals	District wide renewal of pipes and manholes that are in poor quality.

FUNDING IMPACT STATEMENT AND FUNDING SOURCES FOR THE STORMWATER GROUP OF ACTIVITIES

Actual 2023 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING										
0 General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0
4,914 Targeted rates	6,390	6,959	7,621	7,923	8,294	8,776	9,255	9,431	9,508	9,911
0 Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
0 Fees and charges	0	0	0	0	0	0	0	0	0	0
0 Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
132 Local authorities fuel tax, fines, infringement fees, and other rec	115	142	142	143	143	143	144	144	145	145
5,046 Total operating funding	6,505	7,101	7,763	8,066	8,437	8,919	9,399	9,575	9,653	10,056
APPLICATIONS OF OPERATING FUNDING										
2,206 Payments to staff and suppliers	2,005	2,064	2,142	2,115	2,178	2,212	2,260	2,334	2,397	2,459
922 Finance costs	969	1,042	1,045	1,049	993	859	653	423	204	(26)
380 Internal charges and overheads applied	838	1,087	1,289	1,395	1,469	1,526	1,775	2,320	3,156	3,304
0 Other operating funding applications	0	0	0	0	0	0	0	0	0	0
3,508 Total applications of operating funding	3,812	4,193	4,476	4,559	4,640	4,597	4,688	5,077	5,757	5,737
1,538 Surplus/(deficit) of operating funding	2,693	2,908	3,287	3,507	3,797	4,322	4,711	4,498	3,896	4,319
SOURCES OF CAPITAL FUNDING										
0 Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
2,673 Development and financial contributions	3,806	3,806	3,806	4,940	5,073	5,073	5,073	5,061	5,061	5,400
888 Increase (decrease) in debt	1,211	(164)	(1,835)	(3,023)	(3,215)	(4,031)	(4,425)	(3,962)	(3,761)	(4,209)
0 Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0 Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0 Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
3,561 Total sources of capital funding	5,017	3,642	1,971	1,917	1,858	1,042	648	1,099	1,300	1,191
APPLICATIONS OF CAPITAL FUNDING										
Capital expenditure										
4 - to meet additional demand	16	0	0	0	0	0	0	0	0	0
47 - to improve the level of service	521	500	674	689	704	719	734	749	831	847
5,256 - to replace existing assets	11,904	9,089	6,041	4,325	4,469	7,920	11,731	17,953	6,002	4,420
(208) Increase (decrease) in reserves	(4,731)	(3,039)	(1,457)	410	482	(3,275)	(7,106)	(13,105)	(1,637)	243
0 Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
5,099 Total applications of capital funding	7,710	6,550	5,258	5,424	5,655	5,364	5,359	5,597	5,196	5,510
(1,538) Surplus/(deficit) of capital funding	(2,693)	(2,908)	(3,287)	(3,507)	(3,797)	(4,322)	(4,711)	(4,498)	(3,896)	(4,319)
0 Funding balance	0	0	0	0	0	0	0	0	0	0

WASTE MANAGEMENT AND MINIMISATION

OUR GOAL

We aim to provide cost effective and sustainable Waste Management and Minimisation services that avoid the creation of waste, improve the efficiency of resource use, and reduce the harmful effects of waste. (Goals from the Joint Nelson Tasman Waste Management and Minimisation Plan 2019)

The Joint Nelson Tasman Waste Management and Minimisation Plan 2019 aims to eliminate unnecessary waste to landfill and has a target of reducing waste to landfill by 10% per person by 2030.

WHAT WE DO

Our waste minimisation and management activities operate as part of a much wider waste and resource recovery system which is represented by other government, private and community entities in the Nelson-Tasman region and beyond.

The main activities we provide include:

- The Whakaarohia Rethink Waste programme that engages with the community to promote waste avoidance and minimisation, increase resource recovery and minimise harm from waste
- Provision of Resource Recovery Centres (RRC) for residents, businesses, and commercial waste operators to drop-off recyclables and recoverable materials and waste
- Kerbside recycling and waste collection services
- A materials recovery facility (MRF) to process recycling
- Transportation of green waste from Resource Recovery Centres to commercial composting facilities within the District through a contracted service
- Haulage of waste and recovered materials from Resource Recovery Centres to specified destinations through a contracted service
- Management of public place recycling bins and illegal dumping, and
- Management of closed landfills.

In addition, the Nelson-Tasman Regional Landfill Business Unit (governed by a joint committee of Nelson City Council and Tasman District Council), is responsible for operating the region's landfill at York Valley, in Nelson, and manages the temporarily closed Eves Valley Landfill near Brightwater. The activities that the Business Unit are responsible for are covered by an Activity Management Plan prepared by the NTRLBU Unit.

Management and clearance of litter bins, other litter and detritus from roads and reserves are services provided by council's transportation and reserves and facilities teams. Liquid or gaseous wastes directly emitted to the air, land or water are not included as management of these wastes are addressed by the Resource Management Act 1991 (or replacement) and through other council strategies and plans.

WHY WE DO IT

Our activities seek to enable and promote avoidance of waste being generated in the first place, while providing ways to reduce waste and minimise the social, cultural, and environmental harm of managing residual wastes. A range of positive outcomes for our community come about from providing these waste minimisation and management activities.

The Waste Minimisation Act 2008 requires us to “*promote effective and efficient waste management and minimisation*” and to have a Waste Management and Minimisation Plan (WMMP). The Act requires a WMMP to “*have regard to the NZ Waste Strategy*”. In March 2023, Central Government released a revised NZ Waste Strategy – Te Rautaki Para - which replaces earlier versions.

We have a joint WMMP with Nelson City Council as our two Councils face many of the same waste management issues and share key waste services and infrastructure that cross council boundaries. The Joint WMMP was adopted in 2019 and must be reviewed every six years.

The NZ Waste Strategy (NZWS) provides high-level direction for the future of waste minimisation and management activity in Aotearoa New Zealand, including identifying priority areas for action and investment. It sets the vision: “*By 2050, Aotearoa New Zealand is a low-emissions, low-waste society, built upon a circular economy. We cherish our inseparable connection with the natural environment and look after the planet’s finite resources with care and responsibility*”.

Local authorities have critical roles to enable waste management and minimisation activities that protect our community’s health and natural environment, both now and in the future, while seeking to create safe and resilient communities. These activities help extend the life of our region’s landfills, while seeking to reduce greenhouse gas emissions and environmental impacts associated with materials and wastes created through all stages of the value chain – from resource extraction through to end-of-life disposal.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	POTENTIAL NEGATIVE EFFECTS
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	<p>Rubbish and recycling collection services ensure our built urban and rural environments are functional, pleasant and safe.</p> <p>Our Resource Recovery Centre (RRC) facilities are convenient, clean and safe.</p> <p>We promote the sustainable use of resources and provide sustainable alternatives to landfill disposal.</p>	<p>Loose kerbside recycling and broken rubbish bags may become windblown litter and odorous if not collected promptly.</p> <p>Disruption to kerbside waste collection can cause public health risks and negatively impact the wellbeing of our communities if they are not collected promptly.</p> <p>Resource Recovery Centres and recycling processing facilities can become odorous, dusty and give rise to windblown litter if not managed well.</p>
Economic Well-being	Our region is supported by an innovative and sustainable economy	<p>The Council supports the ‘circular economy’ - a strategic goal of government policy - by enabling various waste minimisation activities (e.g. reuse, repair, recycling), including the provision of grants and subsidies.</p> <p>Our Resource Recovery Centres and kerbside services provide sustainable waste disposal and resource recovery options for our Region.</p> <p>The Council’s waste minimisation activities help develop the operations of local commercial organisations and social enterprises that work across the waste/resource recovery sectors, as well as extend the life of the region’s landfills.</p> <p>We partner with businesses and other stakeholders to provide waste minimisation services.</p>	<p>The loss of viable markets for recovered materials can have a negative effect on the economic viability of recycling.</p> <p>Rising waste disposal costs could negatively impact businesses in our District.</p>

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	POTENTIAL NEGATIVE EFFECTS
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	<p>We operate our facilities and services safely and efficiently. We have contingency plans and design our facilities so that essential services are able to continue during emergency events.</p> <p>We plan to provide waste and recycling services that our community is satisfied with, now and for the future.</p>	<p>Failure to open Resource Recovery Centres or provide kerbside services can prevent businesses operating and create public health and safety risks.</p>
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	<p>We protect our natural environment by providing comprehensive waste disposal services for our community, as well as managing and monitoring closed landfills and dealing with wastes generated during disasters.</p> <p>We reduce the impact of landfill disposal by providing a wide range of other services to divert waste from landfill and reduce waste production and associated emissions.</p> <p>Our facilities comply with resource consents, and we ensure that we have operational plans for our services and site management plans for the facilities we operate.</p>	<p>There is the possibility of air, land, or water contamination if Resource Recovery Centres and collection services are not managed well.</p> <p>If closed landfills are not capped off and vegetated correctly, they may release additional solid waste or leak into our environment.</p> <p>Rising waste disposal costs could see an increase in illegal disposals in our Region, harming our environment.</p>

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	POTENTIAL NEGATIVE EFFECTS
Cultural Well-being	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	<p>We work with NCC to promote waste minimisation and to provide regional services.</p> <p>We advocate to central government for more sustainable waste management practices.</p> <p>We plan to improve our engagement with iwi and with businesses.</p> <p>Waste reduction and effective resource recovery shows good kaitiakitanga (stewardship) of our natural resources.</p>	Waste generation and poor management of resource recovery centres or closed landfills may degrade the mauri (quality and vitality) of natural resources and ecosystems.

KEY ISSUES

Our limited influence to reduce waste and build a circular economy - Our 2019 Joint Waste Plan has a target to reduce waste to landfill by 10% per person by 2030 and the 2023 NZ Waste Strategy sets a long term vision of a low-waste, low emissions society by 2050. Waste is generated by everyone and influenced by numerous factors, many of which are outside council control. We will continue to draw on accumulated and ongoing waste levy funds (received from Central Government) to support waste minimisation activities in our region. This will include prioritizing work more likely to attract additional funding from external sources and/or collaborations with willing partners. We will also advocate to Central Government and industry for effective methods that support waste minimisation, such as implementing mandatory product stewardship for priority products (e.g. plastic packaging, e-waste, tyres). Our waste minimisation activities will continue to support specific communities and key sectors, with a focus on certain products and wastes, such as:

- Organic wastes (food scraps and garden waste)
- Construction and demolition wastes
- Business waste - including commercial recyclables
- Reuse of products/packaging and repair services
- Household hazardous waste, rural wastes and illegal dumping.

The 2024 review of the Joint Waste Plan will provide opportunity to engage with iwi/Māori, industry and community to strengthen relationships and prioritise actions.

Key issues facing the Waste Management and Minimisation activity are:

- **Kerbside services** - Uncertainty regarding central government regulations to standardise council kerbside collection services and introduce minimum performance standards – We meet new government regulations (which came into force on 1 February 2024) requiring Councils to provide a standardised kerbside recycling collection service for households in urban areas. The updated 2023 NZ Waste Strategy indicates a requirement for Councils to provide a separate food scraps collection service (plus optional garden waste) for households by 2030, and to achieve minimum performance standards. At the time of writing, no regulations are confirmed to make these mandatory requirements for Councils, however. We are developing a detailed business case together with Nelson City Council to inform the decision-making process as to whether to provide a food scraps collection to households. The business case is predominately funded by a grant from Central Government.

We continue with community engagement and enforcement programmes to ensure compliance with standardized kerbside services and will investigate methods required to obtain necessary waste data to report to government on proposed minimum performance standards.

- **Food scraps** -No budget allocation has been included in the Tasman 10-year plan 2024-2034 for a new food scraps collection service, however the next 10-year plan will review budget allocations based on outcomes of the detailed business case and government's legislation reforms and regulations.
- **Government requirements** – We continue with community engagement and enforcement programmes to ensure compliance with standardized kerbside services and will investigate

methods required to obtain necessary waste data to report to government on proposed minimum performance standards.

Uncertainty regarding the reform of key waste legislation (Waste Minimisation Act 2008 and Litter Act 1979) – We are keeping a watching brief on proposed development of new waste legislation, while continuing to work within existing enabling and regulating Acts of Parliament.

- **Waste Levies** – We continue to advocate for local government to maintain its current share of waste levy funding and for the implementation of product stewardship schemes to help shift costs of certain waste minimisation initiatives from ratepayers to the producers and consumers where possible. Any roles/responsibilities that new legislation requires of Councils must be appropriately resourced.
- **Capital Projects** -We also continue to take a cautious approach to our capital programme and prioritise key projects that support our existing levels of service, and to work with Nelson City Council, the Landfill Business Unit, and engage with central government to seek opportunities to fund regional waste minimisation infrastructure.
- **Suppliers** - New contracts for all key services from 2025 - We have completed review under Section 17a of the Local Government Act (LGA) of council waste services and developed a procurement strategy. This forms the basis of seeking suppliers, through a competitive tendering process, to continue the provision of council services. We will allow for flexibility in the new contracts to enable shared services and/or align with new government regulations should these be required.
- **Material Recovery Facility (MRF)** - Upgrade of Materials Recovery Facility (MRF) and managing risks relating to recyclable markets - A new contract for the operation of the regional MRF presents an opportunity to further explore shared services and investment collaboration with Nelson City Council. Upgrading the MRF will help future proof its capacity and capabilities. We will seek opportunities to obtain external funding for MRF investment through the Central Government Waste Minimisation Fund or other possibilities. We will continue to monitor recycling commodity markets and trends, utilise local markets where possible, and build in risk/revenue sharing mechanisms into a new MRF operating contract to allow for recyclable commodity price fluctuations and support budget planning.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW IT WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024-2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
We enable effective waste minimisation activities and services.	Reduce waste going to landfill from the Nelson-Tasman region. As measured by Nelson – Tasman total tonnage per capita recorded at Class 1 landfill*, excluding special wastes** ¹³	576 kg per person	<576kg	<576kg	<576kg	<557kg
	The incidence of illegal dumping does not increase over time. As measured by the number of reports of illegal dumping per annum in parks, rivers and road reserve.	New Measure	Less than 100	Less than 100	Less than 100	Less than 100
Our kerbside services are reliable, easy to use.	Customer satisfaction with kerbside recycling services. As measured through residents' survey of those	92%	At least 90% satisfaction with kerbside recycling	At least 90% satisfaction with kerbside recycling	At least 90% satisfaction with kerbside recycling	At least 90% satisfaction with kerbside recycling

¹³ *The only Class 1 landfill currently operating in the region is at York Valley.

**Special wastes are materials disposed to landfill which are difficult to handle and/or potentially hazardous, including sludges, medical wastes, and potentially contaminated soils

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
	provided with the Council's kerbside recycling collection services.					
Our resource recovery centres are easy to use and operated in a reliable manner, to divert waste and ensure the safe disposal of residual waste.	<p><u>Maintain a high percentage of customer satisfaction. As</u> Percentage of customer satisfaction. As measured by annual customer on-site surveys at Resource Recovery Centres (RRCs) who are very satisfied or fairly satisfied.</p>	98%	At least 95% customer satisfaction at our RRCs	At least 95% customer satisfaction at our RRCs	At least 95% customer satisfaction at our RRCs	At least 95% customer satisfaction at our RRCs

KEY CHANGES TO ACTIVITY OR SERVICE

The previous 10-year plan set out three Levels of Service and these have been retained with wording amendment to one. There are changes to performance measures for each Level of Service and the measures all align with waste indicators in the Joint Waste Plan. Where measures were very similar these have been reduced to a single measure. Language has been simplified and measures considered to be standard operational practices have been removed to be monitored internally. A new measure has been introduced to monitor incidences of illegal dumping do not increase over time.

KEY CHANGE	REASON FOR CHANGE
Minor addition to rating areas	In response to developers and requests from the community we have extended our services to some areas

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made a number of assumptions and recognised uncertainties in preparing the 10-year plan, the most significant are:

- Based on trends, total municipal waste (excluding special wastes) disposed to landfill is not expected to increase significantly over the next 10-years, but there is a high level of uncertainty regarding special waste demand, particularly contaminated soils.
- We have an ambition of eliminating unnecessary waste to landfill and a target of 10% reduction per capita by 2030. Meeting this target is likely to require ongoing effort and investment. With waste disposal costs increasing, and national policy direction set in the updated 2023 NZ Waste Strategy, we are expecting demand for waste diversion and waste minimisation initiatives to grow in coming years. We have assumed that waste diversion capacity could be provided by the Council(s), as well as by commercial or community organisations involved in the waste and resource recovery sector.
- Disposal of soil and other excavated materials is becoming a significant issue with a lack of consented disposal facilities and tightening controls on disposal of material to land.
- Responses to the impacts of climate change will continue to influence waste activities – including actions to reduce emissions (diverting organic waste from landfill and reducing waste generated) and measures to adapt to changes (asset resilience and disaster waste planning).
- Ongoing legislative reform may further influence industry/consumer behaviours, including changing the roles and responsibilities of local government.

INVESTMENTS

New capital expenditure for the Waste Management and Minimisation activity over the 10-year plan is modest, following recent improvements at the Resource Recovery Centres (RRCs) which have lifted levels of service. Expenditure in the short to medium term is primarily related to the purchase of the Materials Recovery Facility (MRF), and a proposed extension to the MRF building and equipment upgrades. In later years, capital expenditure will be dominated by renewals and improvements at the RRC sites. Other nominal waste minimisation capital expenditure will be prioritised based on outcomes from a trial of construction waste diversion at the Richmond RCC, and from the review of the Joint Waste Plan in 2024/2025. In addition, a detailed business case into a households' food scraps collection scheduled to be completed in 2024/2025 and proposed reform of government waste legislation will also influence potential future operational and/or capital budget requirements. These will be incorporated into the next 10-Year Plan processes as required.

The following are key waste management and minimisation investments for the next 10-years.

NAME	DESCRIPTION
Materials Recovery Facility	<p>The purchase of a new Richmond Material Recovery Facility (MRF) including plant, equipment, investigation and construction of expanded building and equipment (subject to external funding).</p> <p>Following the award of new service contracts and pending government legislative reforms, investment in the new facility to increase capacity and capabilities (pending external funding).</p>
Resource Recovery Centres	Low cost investment to renew assets at Resource Recovery Centres to make them safer, more convenient, enable diversion of waste from landfill, and reduce environmental impact.
Waste diversion	Low cost investment to trial diversion of construction waste materials and enable further waste diversion at resource recovery centres.
Data collection and reporting	Improvement of our data collection and reporting systems to enable reporting to Ministry for the Environment as required under new legislation.
Closed landfills	Investment in closed landfills to assess and address risks by improving capping and erosion controls.

FUNDING IMPACT STATEMENTS AND FUNDING SOURCES FOR THE WASTE MANAGEMENT AND MINIMISATION GROUP OF ACTIVITIES

Actual 2023 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING										
852 General rates, uniform annual general charges, rates penalties	34	41	84	52	105	163	214	522	783	964
2,771 Targeted rates	2,947	3,193	3,258	3,429	3,685	4,163	4,246	4,188	4,236	4,281
0 Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
6,135 Fees and charges	8,365	8,457	8,649	8,636	8,381	8,043	8,202	9,089	10,178	11,338
0 Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
5,517 Local authorities fuel tax, fines, infringement fees, and other rec	7,150	7,475	7,591	8,950	8,935	8,955	9,097	9,464	9,791	10,899
15,275 Total operating funding	18,496	19,166	19,582	21,067	21,106	21,324	21,759	23,263	24,988	27,482
APPLICATIONS OF OPERATING FUNDING										
12,544 Payments to staff and suppliers	13,707	14,150	14,324	14,618	14,648	14,701	14,956	15,563	16,148	17,084
343 Finance costs	434	543	638	871	834	768	879	1,231	1,756	1,950
1,202 Internal charges and overheads applied	1,637	1,787	1,900	2,014	2,104	2,416	2,253	2,510	2,627	2,621
0 Other operating funding applications	0	0	0	0	0	0	0	0	0	0
14,089 Total applications of operating funding	15,778	16,480	16,862	17,503	17,586	17,885	18,088	19,304	20,531	21,655
1,186 Surplus/(deficit) of operating funding	2,718	2,686	2,720	3,564	3,520	3,439	3,671	3,959	4,457	5,827
SOURCES OF CAPITAL FUNDING										
274 Subsidies and grants for capital expenditure	515	4,965	0	0	0	0	0	0	0	0
0 Development and financial contributions	0	0	0	0	0	0	0	0	0	0
3,751 Increase (decrease) in debt	2,511	1,327	5,099	(2,437)	(2,633)	973	5,143	9,980	3,580	(1,499)
0 Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0 Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0 Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
4,025 Total sources of capital funding	3,026	6,292	5,099	(2,437)	(2,633)	973	5,143	9,980	3,580	(1,499)
APPLICATIONS OF CAPITAL FUNDING										
Capital expenditure										
0 - to meet additional demand	0	0	0	0	0	0	0	0	0	0
132 - to improve the level of service	353	35	36	37	38	39	40	40	41	42
6,135 - to replace existing assets	5,255	8,774	7,574	876	635	4,362	7,254	11,646	5,732	1,251
(1,056) Increase (decrease) in reserves	136	169	209	214	214	11	1,520	2,253	2,264	3,035
0 Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
5,211 Total applications of capital funding	5,744	8,978	7,819	1,127	887	4,412	8,814	13,939	8,037	4,328
(1,186) Surplus/(deficit) of capital funding	(2,718)	(2,686)	(2,720)	(3,564)	(3,520)	(3,439)	(3,671)	(3,959)	(4,457)	(5,827)
0 Funding balance	0	0	0	0	0	0	0	0	0	0

RIVERS

OUR GOAL

We aim to provide cost effective and sustainable Rivers systems that reduce the risk of property erosion and flooding and to ensure that our river environments remain healthy and attractive ecosystems that can be enjoyed by our communities.

WHAT WE DO

We maintain 285 kilometres of major rivers throughout the District in order to carry out our statutory roles to promote soil conservation and mitigate damage caused by floods and riverbank erosion. These rivers, known as classified rivers X and Y, are funded by a differential river rating system based on land value. Rivers that are covered under the rivers X and Y schemes include our major rivers like the Waimea, Motueka, Riuwaka, Moutere, Tākaka, Aorere rivers as well as several tributaries. We maintain and improve river assets in rivers X and Y, such as stopbanks and erosion protection.

There are many more rivers, streams and creeks that are on private, Council, and Crown (Department of Conservation (DoC), Land Information New Zealand (LINZ) lands. These are collectively known as Rivers Z. River protection assets such as rock walls and groynes form part of the river system. These are typically owned and maintained by private property owners and we sometimes part fund them.

The approach to river management places emphasis on channel management through gravel relocation/repositioning, and vegetation and land buffers on the river's edge. The aim is to manage the river channel and catchment so that there is less need to use hard engineering methods to prevent erosion.

This activity does not include management of stormwater or coastal structures. These are covered as individual activities and have their own Activity Management Plans.

WHY WE DO IT

We consider it necessary and beneficial to the community that we undertake the planning, implementation and maintenance of rivers services in the District in accordance with respective legislative requirements and responsibilities. We have a legal obligation to meet the requirements of the Soil Conservation and Rivers Control Act 1941 which has the overriding purpose to make provision for the conservation of soil resources, the prevention of damage by erosion and to make better provision for the protection of property from damage by floods.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social well-being	Our communities are healthy, safe, inclusive and resilient	Our flood protection works and river control structures reduce risk for several communities and rural areas from flooding. We maintain these safely and cost-effectively.	Flood management practices and control works may affect environmental values within the wider river system.
Social well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	We engage with our community in several river care groups to ensure our community's feedback is considered in river catchment management.	River management needs and available budget may not align with community expectations in all areas.
Social well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	We maintain our river environment to ensure a pleasant and appropriate place for recreational activities.	River management needs may sometimes conflict with recreational desires in certain areas or for certain types of activities.
Economic Well-being	Our region is supported by an innovative and sustainable economy	Our flood protection scheme provides assurance that regular rainfall events do not disrupt normal business activities.	River flood protection schemes are not a guarantee against flood damages for protected areas, as they may be overtopped. As well, there are many unprotected areas in the district.
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	Our flood protection and mitigation structures are maintained cost-effectively to a level supported by our community.	The desired level of flood protection by the community may not align with the council's available budget to implement flood protection improvements.

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	Rivers are important natural resources. Our flood protection and mitigation activities minimise the impacts on our natural river environments to a practical and sustainable level.	Flood management practices and control works may affect environmental values within the wider river system.
Cultural Well-being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity	Our rivers have important cultural values and many identify where they are from by their river.	Flood management practices and control works may affect cultural values that our river systems provide.
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	We provide expertise and guidance to our community, helping to find solutions along our river environment.	The needs of river management, community expectations, and cultural values may conflict in some areas, requiring compromise to our goals.

KEY ISSUES

Key issues facing the Rivers include:

- **Community resilience** - Our rivers and streams pose varying degrees of flood risks to urban and rural communities. An increase in extreme weather due to climate change will increase flood risks in the future and reducing flood risk across our District is costly. Communities could expect certain exposure to flood risks and we will be taking a risk based approach to prioritise investment in flood protection and focus on the development of emergency action plans together with the community.
- **Pro-active river management** - With an increase in flood events it is expected that the demand for repairs will increase. We will be taking an integrated and pro-active approach to river management that demonstrates best value for money.
- **Providing equity to rate payers** - Most of our Rivers expenditure is currently on rivers Y and Z which primarily addresses minor flood risks and protects private land from erosion, with limited benefit to the wider community in terms of addressing larger flood risks. Revenue from river X is insufficient to upgrade flood protection schemes for other communities and so we aim to provide more equitable services based on risk prioritisation within the existing rating categories.

The impact of these key issues on the Rivers activity, and the effect on the current scale and mode of delivery, is discussed in detail in the Rivers Activity Management Plan.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW IT WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024-2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
Protection Our structures are managed to reduce the impact of flooding now and in the future	<p>The major flood protection and control works are maintained, repaired and renewed to the following standards.</p> <p>No failure of flood protection in the existing stopbank system maintained by the Council below the specified design levels.</p> <p>Riuwaka River = approximately 145 m³/s @ Hickmotts flow gauge, (20% AEP¹² to 10% AEP in 2020) for the area downstream of SH60 bridge.</p> <p>This is considered a LOW level of protection.</p> <p>Lower Motueka River = 1,854 m³/s @ Woodstock flow gauge, (2% AEP in 2020)</p> <p>This is considered a MODERATE level of protection.</p> <p>Waimea River: Wairoa River = 1,346 m³/s @ Irvine flow gauge, (2% AEP in 2020)</p> <p>This is considered a MODERATE level of protection. (Mandatory measure one).</p>	100%	100%	100%	100%	100%
Protection Our structures are managed to reduce	We complete approved annual maintenance programmes.	90%	95%	95%	95%	95%

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 – 2034
the impact of flooding now and in the future	As measured through the Council's two monthly maintenance programmes.					
Amenity Our river environments are healthy ecosystems that are attractive and enjoyed by our communities	We develop new native riparian planting sites. Number of plants planted and measured through river maintenance contract claim payment records.	15,800	> 13,000	> 13,000	> 13,000	> 13,000
Amenity Our river environments are attractive and enjoyed by our communities.	Complaints about illegal dumping in the X and Y classified rivers and on adjacent beaches on public land are actioned within five working days.	94% 15 dumping's over the year, 14 were picked up on time.	95%	95%	95%	95%

KEY CHANGES TO ACTIVITY OR SERVICE

The Levels of Service from the previous 10-year Plan have been retained with only minor changes. Where measures were very similar these have been reduced to a single measure. Language has been simplified and measures considered to be standard operational practices have been removed to be monitored internally. A new measure has been introduced to monitor incidences of illegal dumping do not increase over time.

The table below summarises the key changes for the Rivers activity since the 10-Year Plan 2021 – 2031.

KEY CHANGE	REASON FOR CHANGE
Review of River X and Y rating boundaries	A review of the areas covered by the rating zones was necessary to correctly and fairly allocate properties into the rating schemes.
Investment in Motueka stopbanks to restore level of service	This work has now addressed the high-risk sites in the Motueka stopbank scheme, as identified through the Motueka Flood Mitigation Study.

KEY ASSUMPTIONS AND UNCERTAINTIES

Key assumptions for the Rivers and Flood Control activity are:

- Climate Change** - We realise there will be a range of potential impacts associated with climate change and these may vary depending on the specific location within our District. A detailed regional risk assessment is underway to help identify areas of vulnerability. We assume sea levels will continue to rise and at an accelerated rate over time. Our District is particularly vulnerable due to our extensive coastline. For low lying coastal land there will be increasing inundation and erosion from the sea level rise and storm surges. Increased storminess and rainfall will increase flows into our Rivers network which could overwhelm the capacity of stopbanks. We are working to maintain the stopbanks and communicating with potentially impacted communities. The rising sea levels will also affect our coastal outflows that could increase flooding within the areas affected.
- Natural Hazards** – We anticipate there will be damaging natural hazard events during the period covered by our 10-year Plan, and that the frequency and intensity of these will increase. This leads to a high likelihood of localised damaging events. There is some chance of more widespread damaging events such as earthquakes due to our proximity to the Alpine Fault line. Such events and damage would need to be responded to and addressed as required.
- Funding** - We are assuming 60% of any such repairs to underground assets to be Central Government funded and that 51% of roading asset repairs covered by the New Zealand Transport Agency Waka Kotahi (NZTA).

All these events could limit our ability to provide adequate and reliable River services across the District. We plan to invest in modelling so we can understand how flows of the river network can withstand higher flows or longer periods.

INVESTMENTS

The following are key rivers investments for the next 10 years.

NAME	DESCRIPTION
River assets, X and Y capital works improvements	Improvements to flood protection schemes and erosion control
Asset data collection and monitoring	Collection of asset data to better inform River Management Plans
Rivers maintenance and operations	General operation and maintenance of all river assets
Rivers Management Plans	Operational plans for all major rivers setting out a maintenance strategy and prioritised work programme

FUNDING IMPACT STATEMENT AND FUNDING SOURCES FOR THE RIVERS WORKS GROUP OF ACTIVITIES

Actual 2023 \$'000	Plan 2024/25 \$'000	Plan 2025/26 \$'000	Plan 2026/27 \$'000	Plan 2027/28 \$'000	Plan 2028/29 \$'000	Plan 2029/30 \$'000	Plan 2030/31 \$'000	Plan 2031/32 \$'000	Plan 2032/33 \$'000	Plan 2033/34 \$'000
SOURCES OF OPERATING FUNDING										
0 General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0
2,035 Targeted rates	3,079	3,490	3,699	4,179	4,472	4,546	4,755	5,010	5,231	5,402
0 Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
150 Fees and charges	171	183	188	193	198	203	208	213	219	224
0 Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
925 Local authorities fuel tax, fines, infringement fees, and other rec	763	836	855	875	895	915	935	955	975	996
3,110 Total operating funding	4,013	4,509	4,742	5,247	5,565	5,664	5,898	6,178	6,425	6,622
APPLICATIONS OF OPERATING FUNDING										
2,126 Payments to staff and suppliers	2,791	2,938	2,879	3,104	3,178	3,135	3,204	3,274	3,342	3,412
96 Finance costs	151	232	340	475	558	622	676	727	772	818
829 Internal charges and overheads applied	864	1,030	1,074	1,076	1,127	1,160	1,202	1,289	1,350	1,357
0 Other operating funding applications	0	0	0	0	0	0	0	0	0	0
3,051 Total applications of operating funding	3,806	4,200	4,293	4,655	4,863	4,917	5,082	5,290	5,464	5,587
57 Surplus/(deficit) of operating funding	207	309	449	592	702	747	816	888	961	1,035
SOURCES OF CAPITAL FUNDING										
3,253 Subsidies and grants for capital expenditure	1,500	2,850	3,150	0	0	0	0	0	0	0
0 Development and financial contributions	0	0	0	0	0	0	0	0	0	0
2,310 Increase (decrease) in debt	1,733	2,488	2,569	784	704	648	608	565	521	475
0 Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0 Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0 Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
5,563 Total sources of capital funding	3,233	5,338	5,719	784	704	648	608	565	521	475
APPLICATIONS OF CAPITAL FUNDING										
Capital expenditure										
0 - to meet additional demand	0	0	0	0	0	0	0	0	0	0
6,494 - to improve the level of service	3,380	5,587	6,107	1,315	1,344	1,372	1,401	1,429	1,458	1,485
12 - to replace existing assets	21	21	22	22	23	23	23	24	24	25
(886) Increase (decrease) in reserves	39	39	39	39	39	0	0	0	0	0
0 Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
5,620 Total applications of capital funding	3,440	5,647	6,168	1,376	1,406	1,395	1,424	1,453	1,482	1,510
(57) Surplus/(deficit) of capital funding	(207)	(309)	(449)	(592)	(702)	(747)	(816)	(888)	(961)	(1,035)
0 Funding balance	0	0	0	0	0	0	0	0	0	0

COMMUNITY DEVELOPMENT

The Community Development section comprises one group of related activities:

- Parks and Reserves
- Community Facilities (including Libraries and the Richmond Aquatic Centre)
- Community Partnerships

The 10-year operating budgets for the Community Development activities are outlined in the following table along with the 2023/2024 budgets for comparison.

	Plan	Plan	Plan	Plan	Plan	Plan
COMMUNITY DEVELOPMENT	2023/24	2024/25	2025/26	2026/27	2027/28	
	\$000	\$000	\$000	\$000	\$000	\$000
Community Development	22,409	23,363	22,689	23,714	24,886	
Total Costs	22,409	23,363	22,689	23,714	24,886	
COMMUNITY DEVELOPMENT	Plan	Plan	Plan	Plan	Plan	Plan
	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	\$000	\$000
Community Development	26,382	27,866	28,490	29,645	30,394	31,133
Total Costs	26,382	27,866	28,490	29,645	30,394	31,133

Details of each of these groups of activities are outlined in the following pages. These pages cover the activity goal, what we do in relation to each activity group, why we do it, the contribution of the activities to the community outcomes, any key issues, how we will measure our performance, any assumptions we have made, and a snapshot of our key projects over the next 10 years.

OUR GOALS

In order to promote physical, environmental, economic, cultural and social well-being of our District we provide community facilities, recreation opportunities, parks and reserves, library services, indoor and outdoor aquatic facilities, public toilets, community housing for older adults, and environments for remembrance of the deceased. Our cost effective and sustainable library services enrich the life of the community by promoting lifelong learning and the creative use of leisure.

WHAT WE DO

We provide and manage a wide variety of community facilities, parks and reserves across our District, and associated services to our community. These include recreation centres, sports facilities, community halls, museums, community housing complexes, campgrounds, aquatic facilities, public toilets, parks and reserves, esplanade strips and reserves, playgrounds, walkways, sports grounds, formal gardens, cemeteries, and special interest sites.

Our libraries provide a wide range of functions that support lifelong learning through literacy in all its formats, and community spaces and connections. We have libraries in Motueka, Tākaka, Murchison and Richmond and our website adds to the services provided from the physical libraries. We also provide housebound library services, outreach services to schools and support for community libraries.

We also provide a range of community partnership activities including the provision of funding and advice for community initiatives, promotion and celebration of our history and diverse cultures, delivery of community and recreational activities and events, and awareness of environmental and sustainability opportunities through environment education programmes.

WHY WE DO IT

Our Community Development activities contribute to the social, cultural, and environmental well-being of Tasman's communities. Our community facilities promote the well-being of our community and offer people the opportunity to engage socially in the places they live and work.

Our low-cost community-based housing is for older adults on low incomes so that it is affordable, accessible, and fit for purpose.

The public toilets we provide are widely located to meet the needs of the community, travellers and tourists who are moving around the District.

To ensure people can remember the deceased we provide cemeteries that are in attractive, peaceful, and respectful environments. The provision of cemetery facilities now and into the future is legally required and provided for public health reasons.

We provide open spaces and recreational facilities to contribute to the development of healthy, active, functioning communities. These are managed and maintained in a way to meet expectations and encourages community involvement.

By providing a quality library service we support the community's cultural, social, learning and leisure needs, whilst also providing an affordable collective resource that is greater than local families or individuals can afford. This helps to develop an informed community with people who are literate and inspired.

Through community partnerships we build an inclusive community, enhance our environment and celebrate our culture and heritage. This is done through our environmental education programmes, Council-organised events and our community grants.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive and resilient	<p>Open space, reserves and recreation facilities cater for, and promote, active healthy lifestyles. This includes casual activities such as walking and cycling, along with organised sports and recreation activities.</p> <p>Council events, reserves and community facilities, libraries, and the Richmond Aquatic Centre are organised, designed, and managed to ensure users’ safety. They are inclusive, catering to the needs of our community and support specific social needs.</p> <p>We provide a good-quality, safe, and affordable community housing for people who meet the criteria of our Policy on Housing for Older Adults.</p> <p>Libraries provide safe spaces and equitable access to information for all in the community, enabling social interaction and community engagement.</p>	<p>There is a potential safety risk to users if we do not adequately maintain our reserves facilities and libraries, or if they are damaged due to natural disasters. Poor maintenance or damage could result in users suffering from various injuries.</p> <p>Poor location choice or design of parks, facilities, playgrounds or public toilets may result in anti-social behaviour (such as vandalism, graffiti or bullying of users).</p>

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	<p>Our reserves, open spaces, and neighbourhood parks are accessible and within walking distance of homes.</p> <p>The Richmond Aquatic Centre is designed and managed to meet current and future needs of our community.</p> <p>In partnership with the Community Infrastructure and Environmental Assurance groups, we deliver environmental, air quality, water quality, and waste minimisation education to support sustainable management and lifestyles.</p> <p>We assist communities to create a unique sense of place through our events and the provision of community group funding and advice.</p>	<p>Parks may become restricted in their use, or unattractive, if they are poorly managed during extreme weather events (such as drought or ongoing rain).</p> <p>Ongoing high growth in our communities is creating increased need for open space, reserves and recreational facilities. The provision of additional facilities creates additional costs, however, there are also more ratepayers to help pay for these costs.</p>

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	<p>We provide high quality community open space, aquatic, recreational and cultural facilities, enabling our community to participate in active and passive recreation, cultural opportunities, and targeted social support.</p> <p>Libraries provide resources and programmes that support educational, creative, cultural, social, recreational and business activities.</p> <p>We promote, support and deliver recreational, educational and social services and activities that reflect the diversity of our District. We provide assistance to the Nelson Provincial Museum and Tasman's District museums to support our culture and heritage.</p> <p>We also provide assistance to various community-led facilities, projects and initiatives, to deliver benefits across our community.</p> <p>We initiate and organise a range of activities and programmes that are free and accessible to all, for example Children's Day event, Summer Movie nights, Skate competitions and coaching, youth events and events for 50+.</p>	Our community may find meeting all the activities requested by our community is unaffordable. This may lead to some level of community dissatisfaction when we cannot afford to deliver on some community expectations.
Economic Well-being	Our region is supported by an innovative and sustainable economy	<p>Libraries provide educational resources and support learning for all age groups.</p> <p>Libraries also help people seeking employment through digital skills training programmes and assistance with job applications and writing resumes. Libraries work with employment support agencies to provide assistance for people seeking employment.</p>	

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	<p>Community infrastructure (reserves, facilities and libraries) is efficiently and effectively managed, meeting the needs of Tasman's communities.</p> <p>The Richmond Aquatic Centre is managed, operated and maintained to meet the demands of customers in a cost-effective way.</p>	Population growth could lead to an increase in costs to our reserves, community facilities, the Richmond Aquatic Centre, libraries, and other facilities. This would be in the form of more assets, and/or the renewal of plants and equipment due to increased usage or increased operations and maintenance costs.
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	<p>Significant ecological areas and sensitive coastal and riparian areas within our parks, reserves and open spaces are well managed and protected.</p> <p>Our community is aware and involved in conservation and restoration work.</p> <p>Our environmental education initiatives, such as Enviroschools, Compost education, Climate Change education help deliver environmental benefits to the broader community.</p>	<p>Climate change and natural hazards pose a risk to library and community facilities. We ensure our buildings are appropriately designed, older buildings have been assessed for their earthquake risk and the majority of these buildings have been upgraded as needed. We have also prepared evacuation plans for each building.</p> <p>Other risks are mitigated via insurance and emergency funding.</p>

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Cultural Well-being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity	<p>We provide recreation facilities that cater for and enable communities to celebrate their heritage and creativity.</p> <p>Cemeteries provide a location for remembrance.</p> <p>Libraries collect and preserve local heritage information and materials, and help people preserve their personal stories.</p> <p>We provide funding and in-kind support to local museums within our District, including the Nelson Provincial Museum, and to organisations that promote and celebrate our history and diverse cultures.</p> <p>We have partnership agreements with Arts Councils to support art activities in the district. We distribute Creative New Zealand's funding for arts projects through Creative Communities grants. The council signed a commitment document to work towards becoming a Welcoming Community.</p>	
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	<p>We provide libraries, reserves and facilities which enable community partnerships through management of our community facilities, reserves and halls by volunteers and through working with schools, businesses, community groups and others who help with planting and other activities.</p> <p>We support and share regional facilities in association with NCC (e.g. Saxton Field, Suter Art Gallery, Nelson Provincial Museum).</p> <p>Our libraries, reserves and facilities provide spaces which enable social interaction and community engagement.</p> <p>We take opportunities to partner with a range of community and user groups.</p> <p>We assist Youth Councillors to participate in Council and Community Board decision-making.</p>	

KEY ISSUES

Key issues facing Community Development are:

- **Growth and capacity** - The number of retired people is forecast to increase significantly in the next 10-years, which will result in changing use and demand for reserves and facilities. While we provide five modern multi-use recreation facilities across our District, we also provide many older community halls that have a low level of use. We expect an increase in demand for small, warm, comfortable places for people to meet, socialise and play indoor sports etc. There are also competing needs for further staged investments in community facilities including the Motueka indoor aquatic facility; new joint cemetery with Nelson City Council to service the Richmond/Moutere-Waimea Wards of our Tasman District; new/upgraded community facilities in Wakefield and Brightwater; new community facility hub in Tapawera; and extension to the Murchison Sports, Recreation and Cultural Centre.

We also anticipate an increase in demand for urban neighbourhood reserves, sports parks, cycle-/walkways and community housing. This demand needs to be managed cost effectively. It is expected that both walkways and cycleways will experience a significant rise in use as the population ages, given the popularity of walking and cycling as exercise for over 65s. Ongoing development of walking and cycling tracks and networks is planned at various locations to meet an increasing demand. Providing a spectrum of activities and facilities for youth e.g. youth/ skate parks, sports facilities, mountain biking tracks, contributes to youth well-being and to making Tasman a more attractive place for young people to live. Additional reserve land will be acquired in strategic locations throughout the District, particularly in areas where there are shortfalls in the provision of these lands and where demand is predicted to continue to increase in the long term.

- **Changing community needs** – We have some modern well used community facilities and others that are earthquake prone or no longer optimal to cater for a range of users. New community facilities are in various stages of needs assessment and feasibility analysis, including facilities in Brightwater /Wakefield, Tapawera and Murchison. We are proposing to fund development of several community facilities within the next 10-years. We will seek a contribution directly from the community of one third of the total cost project cost up to \$5million and further funding after that prior to it contributing capital funding for new community, recreational, sporting or cultural projects, and their renewal. We may source funding from Reserve Financial Contributions or through loan funding supported by our District Facilities Rate. Where the community is prepared to fund two thirds or more of the cost of a new project that is not in the 10-year plan, we will consider the affordability of contributing to the remaining costs.
- **Climate Change** – We have an extensive coastline extending over 100km, and there are existing esplanade or other reserves along this coast which provide some interim protection to adjoining residential properties. More frequent extreme weather events and sea level rise create the potential for inundation/loss of coastal and low-lying reserves and ultimately the same loss potential for adjoining private property. We anticipate pressure from the community to respond to the coastal erosion, significant weather events and sea level rise. We will undertake a vulnerability assessment to identify areas of highest risk and appropriate response. A climate change strategy will assist in this process.
- **Increasing ageing population** – The number of retired people is increasing significantly and by contrast the proportion of young people as a percentage of the total population is predicted to

decline over time. The decreased demand for children's services coupled with increased demand for service to older users is changing the use and demand for parks, reserves, the aquatic centre, community facilities, housing, and libraries. This increases the demand for our library housebound and outreach services as well as programmes designed for people with specific social or health needs. We will continue to assess the relevance of the type of collections and programmes provided by the libraries.

- **Housing demand** – Like many other areas in New Zealand, the population in our District is ageing.

Local authorities have had a long-standing role in providing community housing for older people which enables low income elderly people to 'age in place' in a safe, secure and well-maintained environment. Along with our increasing, ageing population, housing affordability is an issue across our District.

We are likely to see an increased demand for housing for elderly people on low incomes, due to these factors. So we plan to continue to provide and maintain the existing 101 housing units for older adults.

A working party of Councillors and staff will continue to investigate future options for community housing during 2024/2025. This is likely to include seeking opportunities for Community Housing Providers to provide infill housing at existing housing for older people locations where there is further capacity.

- **Population growth** – The Richmond library building meets current needs but expected population growth in the Richmond area is likely to put increased pressure on the building over the next 10-years. If growth continues it is likely there will not be enough space to cope with increased demand. Funding for a feasibility study on expansion options for the Richmond Library is not included in this 10-year plan but will be reviewed in future long-term plans.
- **Wider access to library services** – Growth and development across our District is expected to create additional demand for improved access to library services outside of our four library facilities. In response to demand pressures, we plan to investigate and undertake engagement regarding the demand for wider access to library services and potential future options.
- **Cost of library materials** – The cost of materials for library collections has increased significantly and the cost for digital materials has increased due to our growing population. Subscription charges for digital material are usually population based and Tasman's increasing population has resulted in increasing annual subscription costs. To ensure we can meet demand we will increase funding for electronic resources and library services. We will continue to monitor demand for, and use of, the collections and the relative balance of the physical and electronic collections.

The impact of these key issues on the Community Development activity, and the effect on the current scale and mode of delivery, is discussed in detail in the Activity Management Plans.

TASMAN BAYS HERITAGE TRUST (TBHT)

The Tasman Bays Heritage Trust (TBHT) is a Council Controlled Organisation, which manages the Nelson Provincial Museum and associated activities. It has separate performance targets, which are set as part of their Statement of Intent, approved by both the Tasman District Council and Nelson City Council. The TBHT provides for high-quality exhibition, preservation, educational, and research facilities, emphasising the history of our region. The Nelson Provincial Museum is located on Trafalgar Street, Nelson.

The purpose of the TBHT, as detailed in their 2023–2024 Statement of Intent, is to care for, strengthen, and make widely accessible the taonga and heritage collections of Nelson Tasman; and to create unforgettable experiences that stimulate awareness, celebrate diversity and entertainment.

The strategic objectives of the TBHT, as detailed in their 2023 – 2024 Statement of Intent are:

- To plan for and commence a capital works project which will safely and appropriately house and care for the Nelson Tasman Regional Heritage Collection.
- To be a highly valued visitor destination, educational provider, and venue for cultural and community connection.
- To actively support and collaborate with iwi and Nelson Tasman cultural heritage organisations.
- To continue to develop and provide appropriate care for a strong Collection which is relevant and accessible to, and valued by, Nelson Tasman communities.
- To improve our sustainability performance.

OUR INVESTMENT IN THE COUNCIL CONTROLLED ORGANISATION – TASMAN BAY HERITAGE TRUST

During the 2023/2024 financial year, we will make a grant to the Tasman Bays Heritage Trust (TBHT) of approximately \$959,000 to assist with the operation of the Nelson Provincial Museum. We provide storage facilities at Wakatū Estate for the museums use at no cost to the TBHT but this costs us an additional \$65,600 in 2023/2024. Total loans to the TBHT from the Tasman District Council in June 2023 were \$325,000, at 0% interest. Loan repayments are budgeted at \$100,000 per annum. We propose to fund \$3 million towards a new research and archives facility to replace the old and inadequate facility at Isel Park, at a cost of \$1.0 million in 2023/2024 and \$2.0 million in 2024/2025.

OUR LEVEL OF SERVICE – WHAT WE WILL DO AND HOW WE WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024-2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 - 2034
An interconnected open space network and recreation facilities that provide a range of leisure opportunities and meet the needs of users and the community.	At least 85% of Tasman residents rate their satisfaction with recreational facilities (which include playing fields and neighbourhood reserves) as “fairly satisfied” or better in the annual residents’ surveys.	88%	85%	85%	85%	85%
An interconnected open space network and recreation facilities that provide a range of leisure opportunities and meet the needs of users and the community.	At least 85% of properties zoned Residential are located within 500 metres of open space.	97%	85%	85%	85%	85%
Public toilets at appropriate locations that meet the needs of users and are pleasant to use and maintained	Percentage of users satisfied with Council public toilets, as found in the Resident Satisfaction Survey.	77%	70%	70%	70%	70%

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 - 2034
to a high standard of cleanliness.						
A network of public halls and community buildings (including multi-purpose community and recreation facilities in major centres and local halls) that provide reasonable access to indoor activities, and recreation space.	Percentage of users satisfied with community buildings, as found in the Resident Satisfaction Survey.	<i>New measure</i>	75%	75%	75%	75%
Accessible and affordable housing to eligible people within the community.	Tenants' overall satisfaction with Council's community housing is at least 80%, as measured through a biennial survey of tenants.	Not measured in 2022/23 (91% in 2023/2024)	Not measured	80%	Not measured	80% (2027/28, 2029/30, 2031/32 and 2033/34).
The provision of access to a wide range of information relevant to the community's recreation and learning needs.	The number of new and replacement lending/reference items added to the libraries collections is equivalent to at least 300 items per 1,000 residents.	339 items per 1000 residents	At least 300 items per 1,000 residents	At least 300 items per 1,000 residents	At least 300 items per 1,000 residents	At least 300 items per 1,000 residents

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 - 2034
	Measured using information available from the Library Management System software and from e-resource vendors.					
The provision of safe, welcoming, attractive and accessible library facilities for customers to access library services.	At least 85% of library users are fairly or very satisfied with the public libraries, as measured through the annual residents' survey.	100%	85%	85%	85%	85%
Richmond Aquatic Centre provides a safe environment that meets community needs for learn to swim, water based recreation, and fitness.	At least 80% of users rate their satisfaction with Aquatic Centre facilities as satisfied or better, in the annual residents' survey.	95%	80%	80%	80%	80%
Support and deliver a range of social, educational and cultural activities.	Activities that meet community needs are spread across the district. Target 50% of activities are delivered outside Richmond.	<i>New Measure</i>	50%	50%	50%	50%

KEY CHANGES TO ACTIVITY OR SERVICE

Performance measures have been reframed for improved public understanding, or removed where they are considered to be standard operation practice. A measure regarding community buildings has been changed from a proximity measure to one of community satisfaction. The success of our programmes and events will now be measured by the diversity of their location to ensure we are meeting the needs of the whole District.

KEY ASSUMPTIONS AND UNCERTAINTIES

We have made a number of assumptions in preparing the Tasman 10-Year Plan. The most significant assumptions and uncertainties for community development are:

- The ongoing capital development programme for parks and facilities is funded from anticipated reserve financial contributions and funding from the District and Shared Facilities Rates. (Refer to District and Shared Facilities Rate**below).
- All current community facilities and halls continue to be operated with no significant changes.
- Community housing will continue to be self-funding and continue at current occupancy rates.
- The recreational needs of our community are likely to change over time.
- Council continues to utilise modern library technologies.
- There will be increased delivery of digital services via the library website.
- The National Library will continue to manage key technology systems used by the library. These include Library Management System software provided through the Kōtui consortium and public internet computers and wifi access provided through the Aotearoa People's Network Kaharoa (APNK).
- The Richmond Aquatic Centre will continue to be subsidised from rates.
- The Council-subsidised school pools will remain available for public use.
- We will continue to deliver current activities and programmes and to receive contestable funding for some of these activities from external organisations.
- Burial preferences between cremation and internment continue in line with current trends.

INVESTMENTS

The following are key community development investments for the next 10 years.

NAME	DESCRIPTION
Renewal of library collections District-wide	New and replacement material to refresh the library collection to reflect the interests of our growing and changing population.
Purchase of digital library resources	Ongoing purchases of digital resources such as ebooks, databases and streaming services to reflect the preferences and interests of our growing and changing population.
Development of the Joint Regional Cemetery with Nelson City Council	Development of a new regional cemetery in stages with Nelson City Council, starting in 2024/2025. Funding for the land purchase is in the 2023/2024 Annual Plan.
Brightwater/Wakefield multi-purpose Community Facility	Work with the Brightwater, Wakefield communities on new and upgraded community facilities, commencing in 2025/2026.
Nelson Provincial Museum	Contribution to a new research facility located adjacent to the Nelson Provincial Museum.
Saxton Field Improvements	Continual ongoing developments that will provide additional recreational activities at Saxton Field.
Motueka Community Pool	Working with the Motueka community to build an indoor swimming facility starting from 2026/2027.
Richmond Aquatic Centre building improvements	Work on the Centre to enable us to provide a safe and fit for purpose facility for our community.
Richmond Aquatic Centre pool plant renewals	Replace plant and the refurbishment of equipment to maintain the Centre pools at a sufficient level.
Tapawera Community Hub	Contribute to a new community hub to be built in Tapawera over two years starting from 2025/2026.
Murchison Sports, Recreation and Cultural Centre extension	Work with the Murchison community on an extension and enhancements to the Murchison Sports, Recreation and Cultural Centre starting from 2028/2029.

DISTRICT AND SHARED FACILITIES RATE**

The District Facilities Rate includes facilities located in and primarily benefiting Tasman residents and visitors. It also includes facilities which provide regional benefits and are located within the Tasman District or Nelson City. This rate was reviewed in 2021-2022 to simplify the way it is managed.

We propose to continue with our District and Shared Facilities Rates over the coming years. Each of these rates is charged on all properties within Tasman District.

We have also added into the District Facilities Rate budgets, funding to cover the operating costs of the proposed new Motueka Community Pool and the Wakefield/Brightwater Community Facility once they are constructed.

Facilities funded from the District and Shared Facilities Rate are:

- Māpua Hall
- Multi-use community recreation centres in St Arnaud, Murchison, Upper Moutere, Motueka, Golden Bay
- Maruia Hall (outside our District)
- Sports park at Motueka
- Richmond Aquatic Centre
- Tasman Tennis centre at Jubilee Park in Richmond
- Tasman's Great Taste Trail (part contribution)
- Saxton Field
- Suter Art Gallery.

FUNDING IMPACT STATEMENT AND FUNDING SOURCES FOR THE COMMUNITY DEVELOPMENT GROUP OF ACTIVITIES

Actual 2023 \$000		Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING											
12,753	General rates, uniform annual general charges, rates penalties	14,581	15,119	15,766	16,418	16,968	17,443	17,896	18,988	19,655	20,176
5,205	Targeted rates	6,412	6,787	6,992	7,620	8,295	8,459	8,614	8,965	9,374	9,291
370	Subsidies and grants for operating purposes	1,369	296	301	307	312	318	323	328	333	338
630	Fees and charges	702	753	769	786	809	994	1,015	1,036	1,057	1,079
477	Internal charges and overheads recovered	497	509	514	519	524	528	533	538	543	548
1,916	Local authorities fuel tax, fines, infringement fees, and other rec	2,205	2,257	2,300	2,343	2,387	2,429	2,473	2,516	2,560	2,605
21,351	Total operating funding	25,766	25,721	26,642	27,993	29,295	30,171	30,854	32,371	33,522	34,037
APPLICATIONS OF OPERATING FUNDING											
14,145	Payments to staff and suppliers	16,789	15,311	15,904	16,304	17,018	17,844	18,032	18,303	18,665	19,270
1,037	Finance costs	1,225	1,314	1,335	1,495	1,628	1,666	1,729	1,742	1,707	1,698
4,710	Internal charges and overheads applied	5,349	6,064	6,475	7,087	7,736	8,356	8,729	9,600	10,022	10,165
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
19,892	Total applications of operating funding	23,363	22,689	23,714	24,886	26,382	27,866	28,490	29,645	30,394	31,133
1,459	Surplus/(deficit) of operating funding	2,403	3,032	2,928	3,107	2,913	2,305	2,364	2,726	3,128	2,904
SOURCES OF CAPITAL FUNDING											
90	Subsidies and grants for capital expenditure	135	630	2,928	3,223	1,933	747	763	105	893	70
7,535	Development and financial contributions	2,222	2,271	2,326	3,193	3,263	3,331	3,401	3,469	3,539	3,606
(850)	Increase (decrease) in debt	1,320	(557)	1,607	1,430	427	62	(654)	(1,495)	(901)	(1,503)
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
6,775	Total sources of capital funding	3,677	2,344	6,861	7,846	5,623	4,140	3,510	2,079	3,531	2,173
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
2,071	- to meet additional demand	925	0	970	1,306	428	1,093	0	1,366	0	0
387	- to improve the level of service	1,457	756	155	0	1,546	288	0	75	1,649	0
4,254	- to replace existing assets	7,578	4,705	14,639	16,791	11,212	5,730	4,867	2,296	2,065	2,036
1,626	Increase (decrease) in reserves	(3,777)	18	(5,872)	(7,141)	(4,647)	(663)	1,010	1,071	2,948	3,044
(104)	Increase (decrease) in investments	(103)	(103)	(103)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
8,234	Total applications of capital funding	6,080	5,376	9,789	10,953	8,536	6,445	5,874	4,805	6,659	5,077
(1,459)	Surplus/(deficit) of capital funding	(2,403)	(3,032)	(2,928)	(3,107)	(2,913)	(2,305)	(2,364)	(2,726)	(3,128)	(2,904)
0	Funding balance	0	0	0	0	0	0	0	0	0	

GOVERNANCE

This section contains the Governance group of activities.

The 10-year operating budgets for Governance activities are outlined in the following table along with the 2023/2024 budgets for comparison.

GOVERNANCE	Plan 2023/24 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000
Governance	4,131	3,906	4,474	4,252	4,406
Total Costs	4,131	3,906	4,474	4,252	4,406

GOVERNANCE	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
Governance	5,017	4,626	4,813	5,900	5,469	5,564
Total Costs	5,017	4,626	4,813	5,900	5,469	5,564

A number of the budgets have increased due to key factors such as increased complexity in the operating environment impacting staff workloads, an increasing number of independent appointed members, and iwi representation, along with increased costs for election processes.

These pages cover what we do in relation to the Governance activity group, why we do it, the contribution of the activity to the community outcomes, any key issues, and information on our Council-Controlled Organisations.

GOVERNANCE ACTIVITIES

REPRESENTATION ARRANGEMENTS

The Tasman District is divided into five electoral wards as set out in the table below. We have also recently established a Māori ward. We have Community Boards in Golden Bay and Motueka. Councillors and community board members are elected by their ward. The Mayor is elected from across the District ('at large').

Tasman District Council currently comprises a Mayor and 13 Councillors elected as follows:

WARD	COUNCILLORS
Golden Bay	2
Lakes/Murchison	1
Motueka	3
Moutere/Waimea	3
Richmond	4

REVIEW OF REPRESENTATION ARRANGEMENTS

The current representation arrangements may change as a result of the 2024/2025 representation review. The Local Electoral Act 2001 requires us to achieve fair and effective representation for communities, and to review representation arrangements at least once every six years.

A representation review addresses the total number of Councillors there should be for the District or region and the way they are elected. In the case of territorial authorities, this involves deciding whether Councillors are elected from wards or 'at large' across the whole district, or by a mix of both wards and 'at large'. A review also covers the boundaries of wards and their names. In the case of territorial authorities, a review also needs to address whether there should be community boards in the District and, if so, the number of boards; their names and boundaries; the number of members for each board, including any appointed members; and whether the board area should be subdivided for electoral purposes.

ELECTIONS

Elections are held every three years under the Local Electoral Act 2001, with the next one being in 2025. We run electoral processes (under the direction of the Electoral Officer) to provide our District with a democratically elected Mayor, Councillors and Community Board members for the governance of our District by its elected representatives.

By-elections will also be Council's responsibility, if required.

WHAT WE DO

GOVERNANCE ARRANGEMENTS

- We provide governance support for the decision making and statutory obligations of the Council, Council committees, joint committees with Nelson City Council, subcommittees and the two community boards including their meetings, workshops and hearings. Governance support and advice is also required for all our elected and appointed members (including remuneration and payment of expenses).
- We develop and review governance documents and policies.
- We run democratic processes such as elections and reviews of representation arrangements, including community consultation, and organise civic ceremonies, such as citizenship ceremonies and ANZAC Day services.
- We make appointments to Council Controlled Trading Organisations (CCTOs)¹ and Council Controlled Organisations (CCOs) as well as appointments to other external organisations.

TE TAUIHU MĀORI/IWI

We recognise the nine iwi who have Statutory Acknowledgement through their Treaty of Waitangi Settlement Legislation, meaning specifically those people claiming customary and ancestral ties in the Tasman District:

- Te Rūnanga o Ngāti Kuia
- Te Rūnanga o Ngāti Rārua
- Ngāti Tama ki Te Tau Ihu
- Te Ātiawa o Te Waka-a-Māui
- Ngāti Kōata
- Ngāti Toa Rangatira
- Ngāti Apa ki te Rā Tō
- Te Rūnanga a Rangitāne o Wairau
- Ngāti Waewae - Te Rūnanga o Ngāi Tahu.

We also work with Manawhenua Ki Mohua, Wakatū Incorporation and Ngāti Rārua Ātiawa Iwi Trust (NRAIT) on issues relating to lands and resources managed by those organisations on behalf of whānau and hapu.

We, and local iwi, support community well-being and contribute to the economic development of the Tasman District, but in different ways. For example, iwi have a kaitiakitanga (guardianship) role for the environment and we have a range of enhancement, monitoring and regulatory functions to protect and improve the environment. Iwi have a long-term commitment to the Region and, through various businesses, provide economic development and significant employment to residents of our District. We (council) focus more on providing infrastructure to support businesses.

It is important that we have a good working relationship with iwi as our Treaty Partners and it is a legislative requirement to uphold Te Tiriti o Waitangi. A number of steps have been taken over the last few years to enable greater contribution by Māori in decision-making processes. These are set out in our Statement Fostering Māori Participation in Council Decision-making through Ngā Iwi – Council Partnership Statement.

As the Te Tiriti o Waitangi/Treaty of Waitangi claims are now settled in Te Taihū, the role of iwi in our District and their relationship with Council - and how their views are included in decision making processes - will continue to be defined.

In December 2023 all three Councils and the eight iwi of Te Taihū signed “Together Te Taihū – A Partnership Agreement for a Stronger Te Taihū”. The foundation of this Agreement recognises the unique roles that both iwi and Councils play within their communities, with a shared desire to protect and enhance the taonga of the region and give effect to the principles of Te Tiriti o Waitangi.

FRIENDLY TOWNS/COMMUNITY RELATIONSHIPS

We enjoy Friendly Town/Communities relationships with three towns: two in Japan and one in Holland. Motueka has a friendly town relationship with Kiyosato and Richmond has a friendly town relationship with Fujimi-Machi, both in Japan. There are regular exchanges of students and adults between the towns. Tasman District has a friendly towns relationship with the municipality of Westwarter in Holland. These relationships foster and encourage economic and cultural relations between the areas.

COUNCIL CONTROLLED ORGANISATIONS/SHAREHOLDINGS

- Both Tasman District Council and Nelson City Council have a 50% shareholding in Infrastructure Holdings Limited (IHL) which is a Council Controlled Organisation (CCO) under the Local Government Act 2002 for the activities of Port Nelson Limited and Nelson Airport Limited (together the IHL Group).
- Nelson Airport Limited (a wholly owned subsidiary of Infrastructure Holdings Limited) also has an additional shareholder, the Ministry of Transport who holds one share which is called the ‘Kiwi Share’.
- Port Nelson Ltd, (wholly owned subsidiary of Infrastructure Holdings Limited) is a port company under the Port Companies Act. It is also part of the Port Nelson Group which also owns Port Nelson Property Management Limited and has 66% of the shares in Port Nelson Slipway Limited.
- Both Councils also have 50% of the Tasman Bays Heritage Trust which the Council’s Community Development team manage for Tasman Council.

We are also:

- a majority shareholder in Waimea Water Limited, which sits in the Council's Water Activities.
- a shareholder in the Local Government Funding Agency Limited, and a minor shareholder in Civic Financial Services Ltd, both of which are overheads of the Council.

ECONOMIC DEVELOPMENT

NELSON REGIONAL DEVELOPMENT AGENCY

The Nelson Regional Development Agency (NRDA) is a Council Controlled Organisation (CCO) of the Nelson City Council, to whom we have an agreement to fund \$325,00 per year plus inflation, for the first three years (2024/2025 to 2026/2027) of the 10-year plan. The NRDA exists to enhance the sustainable economic vitality of the Nelson Tasman region. The NRDA does this by partnering with the public and private sector to attract and retain talent, visitors, and investment in ways that add value to the identity of this region.

VISITOR INFORMATION CENTRES

For the first three years (2024/2025 to 2026/2027) of the 10-year plan we will fund Golden Bay Promotions \$30,00 plus inflation, and Tasman Bay Promotions Association \$40,00 plus inflation, to run the Motueka and Takaka visitor information centres. The centre staff help answer questions, provide directions, assist with travel bookings, and provide advice about the best things to see, do and where to stay when visiting our region.

NELSON TASMAN BUSINESS TRUST - 'BUSINESS ASSIST'

We will provide the Nelson Tasman Business Trust with \$25,000 plus inflation for the first three years (2024/2025 to 2026/2027) of the 10-year plan. The Trust trades as 'Business Assist' and exists to provide free advice, training, networking, and mentoring for business owners in Nelson and Tasman.

WHY WE DO IT

Our work supports effective representation, democratic processes and Council decision-making, ensuring we meet statutory functions and requirements, and provide economic benefits to our communities.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive and resilient.	<p>Everyone is fairly represented and can participate in electoral processes and in Council's decision-making.</p> <p>The Golden Bay and Motueka Community Boards represent and act as an advocate for the interests of their communities. They also maintain an overview of services provided by Council within their communities and communicate with community organisations and special interest groups. They are separately elected representative bodies and are not Council Committees.</p> <p>Community Associations support and advocate for residents in their local communities and make submissions to Council. Ward Councillors maintain close relationships with their local community associations.</p> <p>Advisory groups are established and coordinated by council for specific user groups. The advisory groups help to guide council decisions, normally on the use and function of a council asset.</p>	It is not yet known if decisions from final report on the future for local government would have a negative effect on us until decisions by the minister have been made and announced.
Economic Well-being	Our region is supported by an innovative and sustainable economy	<p>The council controlled organisations provide essential services which support economic development and return and ratepayers and provide employment opportunities.</p> <p>The funding council provides towards the costs of the Nelson regional development agency (NRDA) enables the NRDA to lead the economic development of the region, support businesses, and promote the region to visitors, investors and potential migrants.</p>	

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Cultural Well-being	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	<p>Everyone has the opportunity to participate in the community’s major decisions and access to information.</p> <p>We ensure that democratic processes are undertaken to provide fair and effective representation.</p>	

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW IT WILL MEASURE PERFORMANCE OVER THE 10-YEARS FROM 2024 – 2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027-2034
We make information accessible to our community.	Responses to requests for information under the Local Government Official Information and Meetings Act 1987 (LGOIMA) will be provided within the statutory timeframes (100% compliance).	<i>New Measure</i>	100%	100%	100%	100%
	Number of complaints re LGOIMA requests upheld by the Ombudsman.	<i>New Measure</i>	<10%	<10%	<5%	<5%
Our decision-making processes are legally robust.	Number of successful challenges to Council decisions, whether through the Office of the Ombudsman, judicial review or through other statutory processes.	<i>New Measure</i>	<10%	<10%	<5%	<5%

KEY CHANGES TO ACTIVITY OR SERVICE

Three measures have been introduced to inform the public on how we are tracking against legislative requirements and how well best practice is upheld.

KEY ISSUES

ELECTORAL PROCESSES

The Council's Chief Executive is responsible for local body elections that foster representation and substantial elector participation.

Population growth contributes to costs as well as the costs of electoral services providers who assist with delivering local body election processes. These costs (particularly for postage, printing and stationery) are expected to double for the 2025 elections. Some of these costs were shared in the past with the Te Whatu Ora (previously Nelson Marlborough District Health Board).

Low participation is a national issue and is hard to address at a local level. But we will continue to do our best to encourage people to vote.

The final voter turnout for the 2022 local body elections in New Zealand was 40.44%. Whilst Tasman District Council was 48.89% (20,314 people) there is still a need to increase participation and so we are looking at options to increase engagement in election processes and will need to be adaptive as people move to online communications.

LEGISLATIVE REQUIREMENTS AND GOVERNANCE OPERATING ENVIRONMENT

There are increased legislative requirements for Land Information Memorandums (LIMs) creating increased demands on staff and risks for Councils. The public want certainty when purchasing land and/or property at a time when natural disasters and climate change are impacting across the country. Councils will need to gather information on and monitor the various hazards within their areas and are likely to be subject to claims if key information is missing from Land Information Memorandums (LIMs).

Central Government reforms and policy changes create significant uncertainty for Councils. We have completed a lot of work in response to former reforms such as Affordable Waters and Resource Management. With some of these reforms and legislation being repealed under the new 2023 government, it will take time and cost to unravel the work and plans done so far on them.

There has also been a notable increase in the requirements and responsibilities (such as emergency management) placed on Councils both by Central Government and communities. This has had a significant impact on forecasting, planning and budgeting. This ongoing uncertainty and work has emphasised the need to review the future role and financing models for local government. Hi piki tūranga, he piki kotuku – The Future for Local Government, noted that local government has been under significant funding pressure for several years and that Councils face growing community and government expectations, the impacts of growth and tourism, and significant infrastructure failures.

We are experiencing greater mistrust and scrutiny by some of the public through information requests, complaints, and referrals to the Office of the Ombudsman. Information requests are significantly increasing and challenges to Council decision-making are more likely.

Council and the Chief Executive have obligations to respond to Code of Conduct complaints which require staff resourcing to manage these processes and can involve the costs of independent assessors and investigators. Code of Conduct complaints about members have also increased across the sector, creating additional work and costs for Councils.

IWI AND MĀORI MATTERS

We will work closely with the affected parties as the Nelson Tenth's Reserves Claim is progressed. The Tenth's Claim court case could have impacts on Council as it administers several pieces of Crown-owned land.

This is the longest property claim in New Zealand of nearly 200 years. The 'Tenth's' were identified as 'consideration' or payment for land the New Zealand Company was sold for settlement purposes. A key concept of the sale and purchase agreement between the New Zealand Company and the Māori landowners at the time, was that one tenth (10%) of land be reserved for the Māori landowners in Motueka and Tasman, but this was never reserved as promised. A Supreme Court ruling found the Crown had a legal duty to reserve this 10% of the lands for customary use.

A ten-week trial in October 2023 was held to determine the extent of the Crown's breaches, any defences it has, and the potential remedies. The Council administers some pieces of Crown-owned land that could be the subject of potential remedies.

COMMUNITY BOARD FUNDING - TARGETED RATES

Staff support required for community boards has increased due to several factors including code of conduct matters, policy reviews, representation reviews, responding to requests and attending board meetings. The current arrangements in which this support is provided by a staff member in addition to another role is no longer sustainable. An additional position is required to cover the extra work across both community boards. Therefore, we are likely to increase support from 2024/2025.

COUNCIL CONTROLLED ORGANISATIONS (CCO) AND SUBSIDIARIES– PERFORMANCE TARGETS

Governance has oversight of Councils Council Controlled Organisations. They are presented in the table below for completeness. The financial impacts are measured as part of other Council Activities.

Note: the information provided below is from the 2023/2024 Statements of Intent for each organisation.

COUNCIL CONTROLLED ORGANISATIONS (CCO) – PERFORMANCE TARGETS

EQUITY INVESTMENT	OBJECTIVES	TARGET RETURNS
<p>Infrastructure Holdings Limited ('IHL')</p> <p>The Council is a 50% shareholder with Nelson City Council. The Council holds 3,062,000 shares (50.00%)</p> <p>30 June 2023 book value of the investment: \$Nil</p> <p>Share transfer occurred on 1 July 2023. Assets remained in Port Nelson Ltd and Nelson Ltd (below).</p>	<p>IHL is a holding company for the Councils jointly controlled entities.</p> <p>IHL holds and administers the investments in Port Nelson Limited and Nelson Airport Limited</p> <p>The Councils transferred their shares in Port Nelson Ltd and Nelson Airport Ltd to IHL on 1 July 2023.</p> <p>The Council aims to maintain through the holding company its 50% investment to retain effective local body control of these strategic assets along with a commercial return to reduce Council's reliance on rates income.</p>	<p>The IHL board will pay dividends to the shareholders after considering its profitability, debt levels, future investment requirements and the requirement to meet the solvency test under the provisions of the Companies Act 1993.</p> <p>The IHL Board will develop and implement a formal IHL dividend policy during 2024 financial year.</p> <p>The SOI forecasts ordinary dividends to Council:</p> <p>2024: \$2.8 million</p> <p>2025: \$3.15 million</p> <p>2026: \$3.95 million</p>
<p>Port Nelson Ltd.</p> <p>The Council is effectively a 50% shareholder with Nelson City Council, through its shareholding in IHL (above). The Government holds one 'Kiwishare'.</p> <p>At 30 June 2023 (pre IHL transfer), the Council held 12,707,702 shares.</p> <p>30 June 2023 book value of the Council's investment: \$138.4 million.</p> <p>30 June 2023 net assets of the company \$276.8 million.</p>	<p>To facilitate regional prosperity. The Council aims to maintain through the holding company its 50% investment in Port Nelson Ltd to retain effective local body control of this strategic asset, via its IHL shareholding.</p> <p>Port Nelson is the maritime gateway for Te Taihu – a vital hub for economic activity and a key stakeholder in our region's continued growth and prosperity.</p>	<p>The Council's aim is for IHL to receive dividends representing not less than 50% of net profit after tax (excluding non-cash adjustments such as property revaluations). The Port Nelson board expectation is that not more than 75% of net profit after tax shall be distributed to the shareholders.</p> <p>2023 actual: \$2 million</p> <p>2024 SOI forecast via IHL: \$2.25 million</p>
<p>Nelson Airport Ltd.</p> <p>The Council is a 50% owner with Nelson City Council.</p> <p>The Council holds 1,200,000 shares.</p>	<p>To contribute to a sustainable and prosperous Nelson Tasman.</p>	<p>The Council's aim is for IHL to receive dividends.</p> <p>NAL will use best endeavors to maximise the annual dividend pay-out to shareholders, whilst remaining within prudent net debt ratio limits, that provides for</p>

EQUITY INVESTMENT	OBJECTIVES	TARGET RETURNS
<p>30 June 2023 net assets of the company: \$102.6 million.</p> <p>30 June 2023 book value of the Council's investment: \$51.3 million.</p>	<p>Nelson Airport is a key strategic asset and contributor to the prosperity and growth of the Nelson Tasman economy.</p>	<p>the ongoing successful operation, growth, and development of the airport.</p> <p>2023 actual: \$600,000,</p> <p>2024 SOI forecast: \$600,000</p>
<p>New Zealand Local Government Funding Agency Ltd (LGFA)</p> <p>The LGFA was established to provide funding facilities for local government. We hold 3,731,958 shares (including uncalled capital). The LGFA is owned by the Crown and 68 local authorities. We are a minority shareholder.</p> <p>30 June 2023 book value: \$8.7 million</p>	<p>Obtain a return on the investment.</p> <p>Ensure that the Local Government Funding Agency has sufficient capital to remain viable, meaning that it continues as a source of <u>net</u> debt funding for the Council.</p> <p>Access loan funding at lower rates.</p> <p>Due to the overall benefit of these multiple objectives, we may invest in shares when the return on that investment is potentially lower than the return with alternative investments.</p>	<p>The company's policy is to pay a dividend that provides an annual return to shareholders equal to the LGFA cost of funds plus 2 percent. This equated to approximately \$90,873 for 2022/2023.</p> <p>Council uses the return from the LGFA to offset some of its borrowing costs.</p>
<p>Civic Financial Services Ltd</p> <p>Civic Financial Services was initially established as an insurance vehicle for local authorities. The company now provides financial services, the Super Easy and Super Easy Kiwi Saver superannuation schemes.</p> <p>The Council holds 65,584 shares. The Council is a minority shareholder.</p> <p>30 June 2023 book value of the shares is \$52,000.</p> <p>30 June 2023 net assets value is \$10.16 million.</p>	<p>The Council investment in the Civic Financial Services Ltd is a legacy investment. The original investment was to ensure that the insurance market was competitive, and that the local government sector was in a strong position to manage its own risk. With the changes in the insurance regulatory framework and changes in the insurance market the Company no longer provides insurance cover. The Company, however, continues to actively manage the local government superannuation schemes including the SuperEasy KiwiSaver Scheme. These shares are not tradable, and the Council is unlikely to purchase further shares.</p>	<p>Civic Financial Services Ltd has now withdrawn from the insurance market.</p> <p>The Company does not envisage paying dividends at this time. Rather than pay dividends the Company is operated with a view to minimise the fees charged to the members of the local government superannuation schemes it runs.</p>

EQUITY INVESTMENT	OBJECTIVES	TARGET RETURNS
<p>Waimea Water Ltd.–</p> <p>Waimea Water Ltd (WWL) is a Council controlled Organisation set up to own and operate the Waimea Community dam. At December 2023, the estimated project completion costs was \$198.2m</p> <p>The company is a Joint venture operation between the Council and Waimea Irrigators Ltd.</p> <p>At 30 June 2023 the Council held 7,545 ordinary shares (71.7%) and 172 non-voting shares.</p> <p>Under PBE IFRS the Council accounts for this as a joint operation, recognizing its interest in revenue, expenses assets and liabilities.</p> <p>30 June 2023 the book value the Councils investment in WWL: \$91.0 million.</p> <p>30 June 2023 net assets of WWL: \$88.4 million.</p> <p>The book value in the Council's financials is greater than WWL net assets, because WWL net assets includes loans payable to Council and the joint operation partner, which are excluded from the Council book value, and recognised separately in external borrowings.</p>	<p>Our objective in investing in the Dam joint venture is to provide the most cost-effective solution to the need to augment the Waimea water supply.</p> <p>The dam will secure the region's water supply for the next 100 plus years and will:</p> <ul style="list-style-type: none"> • improve water quality to provide a better environment for people, plants, fish and animals • provide the community with water security and supporting a growing population, particularly in the face of a changing climate • strengthen the economy through the success of horticulture and farming industries and the subsequent growth of associated secondary and tertiary industries • Enable residential, commercial, and industrial investment and development, which brings jobs and associated economic activity, now and for future generations • provide an estimated economic benefit to the Tasman region of \$600-900m in the first 25 years. 	<p>There is no targeted return on this investment. The Company is operated on a cost-recovery basis and no dividends to shareholders are envisaged.</p>

EQUITY INVESTMENT	OBJECTIVES	TARGET RETURNS
<p>Tasman Bays Heritage Trust</p> <p>The trust is a charitable trust registered with the Charities Services, Ngā Ratonga Kaupapa Atawhai.</p> <p>The Trust was established in 2000 to administer the Nelson Provincial Museum Pupuri Taonga o Te Tai Ao as a regional heritage facility, on behalf of Tasman District Council and Nelson City Council</p> <p>The Trust is a council-controlled organisation with statutory obligations under the Local Government Act 2002. Council stakeholding is structured as a 50:50 alliance.</p> <p>The Trust is bound by foundation contracts [Memorandum of Understanding 2000, 2009] and has a partnership with Mana Whenua o Whakatū, Motueka and Mohua. [Memorandum of Understanding 2007, 2010, 2014].</p> <p>The 30 June 2023 net assets of the trust was \$31.6 million</p>	<p>The investment into the regional museum of Nelson-Tasman, is to support and care for our taonga and heritage collections.</p>	<p>There is no targeted return on this investment. The trust is operated on a breakeven basis only. No returns are paid to Council.</p>

FUNDING IMPACT STATEMENT AND FUNDING SOURCES FOR THE GOVERNANCE GROUP OF ACTIVITIES

Actual 2023 \$000		Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING											
3,480	General rates, uniform annual general charges, rates penalties	2,987	3,517	3,244	3,383	3,981	3,583	3,760	4,833	4,395	4,481
374	Targeted rates	309	318	362	376	388	394	403	415	421	429
10	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
0	Fees and charges	0	0	0	0	0	0	0	0	0	0
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
106	Local authorities fuel tax, fines, infringement fees, and other rec	122	146	147	148	149	150	151	153	154	155
3,970	Total operating funding	3,418	3,981	3,753	3,907	4,518	4,127	4,314	5,401	4,970	5,065
APPLICATIONS OF OPERATING FUNDING											
2,795	Payments to staff and suppliers	2,404	2,908	2,565	2,696	3,240	2,779	2,914	3,489	2,997	3,070
1	Finance costs	0	0	0	0	0	0	0	0	0	0
1,281	Internal charges and overheads applied	1,502	1,566	1,687	1,710	1,777	1,847	1,899	2,411	2,472	2,494
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
4,077	Total applications of operating funding	3,906	4,474	4,252	4,406	5,017	4,626	4,813	5,900	5,469	5,564
(107)	Surplus/(deficit) of operating funding	(488)	(493)	(499)	(499)	(499)	(499)	(499)	(499)	(499)	(499)
SOURCES OF CAPITAL FUNDING											
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
(15)	Increase (decrease) in debt	(11)	(6)	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
(15)	Total sources of capital funding	(11)	(6)	0	0	0	0	0	0	0	0
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											
0	- to meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- to improve the level of service	0	0	0	0	0	0	0	0	0	0
10	- to replace existing assets	0	0	0	0	0	0	0	0	0	0
(132)	Increase (decrease) in reserves	(499)	(499)	(499)	(499)	(499)	(499)	(499)	(499)	(499)	(499)
0	Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
(122)	Total applications of capital funding	(499)	(499)	(499)	(499)	(499)	(499)	(499)	(499)	(499)	(499)
107	Surplus/(deficit) of capital funding	488	493	499	499	499	499	499	499	499	499
0	Funding balance	0	0	0	0	0	0	0	0	0	0

COUNCIL ENTERPRISES

This section includes the Council Enterprises group of activities (forestry, aerodromes, ports, holiday parks and commercial property).

The 10-year operating budgets for the Council Enterprises activity are outlined in the following table along with the 2023/2024 budgets for comparison.

ENTERPRISE	Plan 2023/24 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000
Council Enterprises	16,398	12,568	10,620	8,049	9,790
Total Costs	16,398	12,568	10,620	8,049	9,790

ENTERPRISE	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
Council Enterprises	4,555	5,622	5,917	5,817	4,922	6,101
Total Costs	4,555	5,622	5,917	5,817	4,922	6,101

Details of each of these groups of activities are outlined in the following pages. These pages cover the activity goal, what we do in relation to each activity group, why we do it, the contribution of the activities to the community outcomes, any key issues, how we will measure our performance, any assumptions we have made, and a snapshot of our key projects over the next 10-years.

OUR GOAL

We aim to provide commercial and semi-commercial activities that meet user needs, provide a safe and compliant working environment, and are financial sustainable.

WHAT WE DO

This activity involves the management of approximately 2,700 stocked hectares of commercial plantation forest, aerodromes in Motueka and Tākaka, a mixture of leased and managed holiday parks in Motueka, Pōhara, Collingwood and Murchison, the management of Port Tarakohe and the management of various commercial property assets.

WHY WE DO IT

The Council's ownership and management of commercial assets provide benefits to all users, via employment and development for the wider community. Their economic development and strategic importance are critical to all ratepayers and facility users. Income streams from commercial activities and commercial investments provide additional income to Council. This additional income reduces Council's reliance on rates to fund its activities.

CONTRIBUTION TO COMMUNITY OUTCOMES

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Social Well-being	Our communities are healthy, safe, inclusive and resilient	<p>Our commercial assets provide a healthy and safe environment for users and are compliant with health and safety standards.</p> <p>Our aerodromes and ports are resilience assets for communities with limited road access.</p>	Health and safety is the number one priority, but this commitment can reduce commercial returns associated with these activities.
Social Well-being	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	<p>We manage our commercial activities to provide functional, pleasant, and safe environments, and to minimise any public health hazards and provide attractive facilities.</p> <p>We work to minimise negative impacts on our environment and consider sustainability in all our future commercial development.</p> <p>Our commercial assets are accessible to our community.</p>	<p>The development of Māpua Wharf impacts the local community with increased pedestrian and vehicle traffic, and associated parking issues.</p> <p>Noise from the aerodrome, and port users, can have negative impacts on some members of our community.</p>
Social Well-being	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	<p>We provide spaces for social interaction and recreation.</p> <p>We manage our commercial forests for the benefit to our community, by balancing commercial and recreational use.</p>	Recreational access to some of our commercial forests is restricted, or closed, during harvest operations and times of high fire risk.

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
Economic Well-being	Our region is supported by an innovative and sustainable economy	<p>Our commercial activities provide us an income stream to reduce reliance on rates.</p> <p>We provide jobs for, and help develop, our local community.</p> <p>We have a range of legacy assets. We provide and manage recreational assets, and those that provide community resilience, to minimise the burden on ratepayers.</p> <p>Our forestry assets provide a sustainable economic resource for our community and a carbon offset for our activities.</p>	All commercial activities can be intentionally reduced in harder economic times and therefore may add to economic pressures. An example is slowing forestry harvest to reflect log prices reduces employment and the associated benefits.
Economic Well-being	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	We provide commercial and recreational facilities to meet our community's needs at an affordable level.	Excellent infrastructure is expensive and reduces economic contribution from commercial activities.
Environmental Well-being	Our unique natural environment is healthy, protected and sustainably managed	<p>We have gained the Forestry Stewardship Council (FSC) certification. Our forests are sustainably managed within internationally recognised guidelines.</p> <p>Our forests store carbon to reduce the impact of climate change and meet obligations under climate change agreements.</p>	Harvest operations in certain areas increases the risk of sediment and stormwater issues.
Cultural Well-being	Our communities have opportunities to celebrate and explore their heritage, identity and creativity	<p>Our commercial assets include sites that have historical significance and are available for historical reference and exploration.</p> <p>Historic places and iwi interests are respected and protected through planned development.</p>	A natural tension exists between protecting cultural and heritage sites and commercial returns. Desired economic outcomes need to be balanced against heritage and cultural concerns.

COMMUNITY OUTCOMES		HOW OUR ACTIVITY CONTRIBUTES TO THE COMMUNITY OUTCOME	SIGNIFICANT NEGATIVE EFFECTS
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	We have established various user and advisory groups such as Motueka aerodrome advisory group, Tākaka aerodrome user group, and Port Tarakohe advisory group to engage with our community on our commercial and semi-commercial activities.	Lease arrangements reduces control that we have over actions on some of the activities.

KEY ISSUES

Key issues facing the Council Enterprises activity are:

- **Legacy Assets** - The commercial portfolio has several legacy assets, where full commercial returns are not able to be achieved. This is often due to a lack of economies of scale and past underinvestment.
- **Port Taranaki** – Port Taranaki is the main underperforming asset in the portfolio. Options for improvement are addressed in a focused Business Plan.
- **Asset diversification** - The activities revenue profile is dominated by forestry. Diversifying the asset base is discussed in a focused Business Plan.
- **Anticipating commercial opportunities** - Responding in a timely manner to commercial opportunities in a dynamic business environment can be challenging. The development of a re-investment fund to enable a nimble response is discussed in the Enterprise Business Plan.
- **Contributions to Council** - The Enterprise revenue is affected by forestry harvest cycles. Ensuring a base contribution to the Council is carried out through an equalisation fund discussed in a focused business plan.

The impact of these key issues on the Council Enterprises activity, and the effect on the current scale and mode of delivery, is discussed in detail in the Council Enterprises Activity Management Plan.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW IT WILL MEASURE PERFORMANCE OVER THE 10 YEARS FROM 2024-2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027 - 2034
Enterprise assets are managed prudently to provide a financial return for the benefit of the Districts ratepayers.	Earnings before Interest, Taxes, Depreciation, and Amortisation (EBITDA) for activity compared to Annual Plan. Six separate EBITDA measures for Forestry, Port Tarakohe, Holiday Parks, Commercial Property, Motueka Aerodrome and Tākaka Aerodrome:	Forestry \$11 million Port Tarakohe \$222,276 Holiday Parks \$995,764 Commercial Property \$331,946 Motueka Aerodrome \$24,914 Tākaka Aerodrome \$63,054	Forestry \$4.1m Port Tarakohe \$-406,000 Holiday Parks \$763,000 Commercial Property \$593,000 Motueka Aerodrome \$9,000 Tākaka Aerodrome \$76,000	Forestry \$2.7m Port Tarakohe \$498,000 Holiday Parks \$873,000 Commercial Property \$559,000 Motueka Aerodrome \$13,000 Takaka Aerodrome \$85,000	Forestry \$2.5m Port Tarakohe \$693,000 Holiday Parks \$896,000 Commercial Property \$534,000 Motueka Aerodrome \$11,000 Tākaka Aerodrome \$86,000	Forestry \$1m Port Tarakohe \$1.2m Holiday Parks \$1m Commercial Property \$1.1m Motueka Aerodrome \$201,000 Tākaka Aerodrome \$179,000
Enterprise assets are managed prudently to provide a financial return for the benefit of the District's ratepayers.	Percentage of commercial leases and licences that are current. (including rent reviews and on charging of outgoings).	95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

KEY CHANGES TO ACTIVITY OR SERVICE

Minor changes have been made to specify that the measures refer to enterprise assets and that EBITDA will be used as the measure. Also included is clarification that the percentage of commercial leases and licences that are current will include rent reviews and on charges of outgoings.

KEY ASSUMPTIONS AND UNCERTAINTIES

The aerodromes and ports will be supported to continue provision of service. It is uncertain how changing legislation will affect this area of operation, but it is anticipated greater compliance costs will be needed.]

Coastal inundation that occurs within this period meets current modelling. Two of our campgrounds are in vulnerable coastal settings but are not immediately at risk under current modelling.

There are no further significant assumptions specifically for Council Enterprises.

INVESTMENTS

The following are key council enterprise investments for the next 10 years.

NAME	DESCRIPTION
Commercial Property	The investment policy and business plan for enterprise has new investments selected to diversify the portfolio away from a heavily forestry investment. This will see a number of commercial property investments over this period.
Campgrounds	All new assets at the campgrounds will be relocatable to reduce inundation risk. An additional campground that is located away from the camp will be added to the portfolio.
Asset Investment	Capital investment in undercapitalised council land will be targeted to provide a commercial return.

FUNDING IMPACT STATEMENTS AND FUNDING SOURCES FOR THE COUNCIL ENTERPRISES GROUP OF ACTIVITIES

Actual 2023 \$000	Plan 2024/25 \$000	Plan 2025/26 \$000	Plan 2026/27 \$000	Plan 2027/28 \$000	Plan 2028/29 \$000	Plan 2029/30 \$000	Plan 2030/31 \$000	Plan 2031/32 \$000	Plan 2032/33 \$000	Plan 2033/34 \$000
SOURCES OF OPERATING FUNDING										
(164) General rates, uniform annual general charges, rates penalties	327	312	290	302	532	640	679	592	437	392
0 Targeted rates	0	0	0	0	0	0	0	0	0	0
0 Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
1,333 Fees and charges	1,599	1,775	2,047	2,186	2,338	2,574	2,725	2,860	3,077	3,225
0 Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
30,804 Local authorities fuel tax, fines, infringement fees, and other rec	17,127	15,576	10,364	12,944	3,767	5,393	6,608	5,965	3,531	4,183
31,973 Total operating funding	19,053	17,663	12,701	15,432	6,637	8,607	10,012	9,417	7,045	7,800
APPLICATIONS OF OPERATING FUNDING										
23,645 Payments to staff and suppliers	11,482	9,991	7,694	8,789	4,003	4,368	4,580	4,386	3,560	4,215
269 Finance costs	628	496	465	533	627	1,195	1,247	1,260	1,228	1,169
1,136 Internal charges and overheads applied	458	133	(110)	468	(75)	59	90	171	134	717
0 Other operating funding applications	0	0	0	0	0	0	0	0	0	0
25,050 Total applications of operating funding	12,568	10,620	8,049	9,790	4,555	5,622	5,917	5,817	4,922	6,101
6,923 Surplus/(deficit) of operating funding	6,485	7,043	4,652	5,642	2,082	2,985	4,095	3,600	2,123	1,699
SOURCES OF CAPITAL FUNDING										
0 Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0 Development and financial contributions	0	0	0	0	0	0	0	0	0	0
1,030 Increase (decrease) in debt	3,169	(301)	(11)	(235)	4,597	684	59	(579)	(1,210)	(1,090)
1,763 Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0 Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0 Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
2,793 Total sources of capital funding	3,169	(301)	(11)	(235)	4,597	684	59	(579)	(1,210)	(1,090)
APPLICATIONS OF CAPITAL FUNDING										
Capital expenditure										
0 - to meet additional demand	0	0	0	0	0	0	0	0	0	0
123 - to improve the level of service	412	547	442	0	0	6	6	7	7	7
2,268 - to replace existing assets	7,552	837	1,089	1,180	6,339	2,669	2,009	1,582	880	1,021
7,325 Increase (decrease) in reserves	1,690	5,358	3,110	4,227	340	994	2,139	1,432	26	(419)
0 Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0
9,716 Total applications of capital funding	9,654	6,742	4,641	5,407	6,679	3,669	4,154	3,021	913	609
(6,923) Surplus/(deficit) of capital funding	(6,485)	(7,043)	(4,652)	(5,642)	(2,082)	(2,985)	(4,095)	(3,600)	(2,123)	(1,699)
0 Funding balance	0	0	0	0	0	0	0	0	0	0

SUPPORT SERVICES

The Support Services section covers customer services, communications, strategic policy, property, finance, information services, records management, people and wellbeing, and health and safety.

Support Services are the internal functions that do not have direct output to our communities, but help ensure we operate efficiently and effectively, meet our statutory obligations and, plan and work towards the achievement of our community outcomes.

The Support Service activities have their own business planning processes which outline the strategic focus for the activity and the major projects proposed. This group is not classed as a 'group of activities' in Tasman's 10-Year Plan 2024–2034 and no funding impact statement has been produced for these activities. Levels of service are outlined at the end of this section.

CUSTOMER SERVICES

The Customer Services team have Service Centres based in Richmond, Motueka, Tākaka, and Murchison, where Automobile Association and New Zealand Transport Agency Waka Kotahi (NZTA) services are offered, alongside Council services. These centres offer various options to people through phone, email, or face-to-face contact. Internal departments also rely on customer services to answer enquiries and process certain applications on their behalf.

COMMUNICATION

The Communications and Change Team leads the effective management, planning and delivery of our communications and engagement with our communities. Our communities are informed through relationships with local and national media, our website and social media channels and a variety of publications, including Newsline. We do this to keep our communities informed, build a sense of place and community well-being through the delivery and support of our community outcomes.

STRATEGIC POLICY

The Strategic Policy Team engages with our communities in the development of our key documents. Our 10-Year Plan is our Long Term Plan (LTP), providing the vision and direction for our District. This Plan is prepared once every three years.

The Annual Plan is prepared in the years between LTPs and contains proposals for any significant variances to the current LTP. The Annual Report is produced every year to describe our performance against the LTP/Annual Plan.

This team is responsible for other cross-Council policy work (e.g. Growth Model, Tasman Climate Action Plan); for reserves planning; and for reporting on our performance. It also has responsibility for infrastructure planning, strategy and policy for the transportation, wastewater, water supply and stormwater infrastructure networks. The team works closely with our Community Infrastructure, Environmental Policy and Environmental Information teams to provide sound long-term asset planning advice for Council, to respond to Central Government direction on infrastructure matters, and to "read the tea leaves" on major issues that could face Council's infrastructure networks in the future.

PROPERTY

The Property Team manages non-commercial property assets and provides the Council with property-related services. The Team ensures that our buildings are safe and compliant, are managed efficiently, economically, and effectively; and our operational properties continue to satisfy the requirements of our communities and tenants.

FINANCE

The purpose of the Finance Team is to be a trusted and valued partner, providing financial expertise and oversight that supports the Council in achieving value for money outcomes for the community.

The Finance team is responsible for providing financial advice and services to all of our other activities. All operations have some financial aspect to them and require support in areas such as revenue gathering, capital funding, financial and tax obligations, monitoring of expenditure, monthly corporate reporting, annual reporting, and planning. Our financial and accounting services are cost-effective, and enhancing the achievement of our goals and, meets our needs. It also provides a payroll function.

INFORMATION SERVICES

Information Services provide technology solutions that enable us to deliver on our responsibilities. The team supports and assists us with technology, and it implements systems and service changes to improve how efficiently and effectively we deliver.

We have begun the process of investing in upgrading important Council IT systems. This programme will see the introduction of more modern technology to manage our customer relationships and requests, and to provide our community with more information through a greater variety of ways. Modern technology will improve the experience and quality of information available and will allow some people to resolve their own queries, enabling staff to provide a greater level of support to people who need it.

INFORMATION MANAGEMENT

The Information Management Team supports the identification, organisation and protection of our information assets. The team provides guidance on the use of our centralised electronic document management system and oversees the operation of our physical storage facilities too. The purpose of the Information Management Team is to ensure that we meet legislative obligations, and that information is held securely for current and future generations.

PEOPLE AND WELLBEING

The People and Wellbeing Team work in partnership with managers to provide recruitment, training and development, performance management, remuneration, and people and wellbeing related policy development and planning. People and Wellbeing also manage the Council's outsourced payroll system.

HEALTH AND SAFETY

Health and Safety is in place to support all our activities to provide a system to ensure that all health and safety objectives can be addressed and achieved as well as meeting legislative requirements. This activity underpins good management as well as developing and enhancing corporate culture.

OUR LEVEL OF SERVICE – WHAT COUNCIL WILL DO AND HOW IT WILL MEASURE PERFORMANCE OVER THE 10-YEARS FROM 2024 – 2034

LEVELS OF SERVICE	WE WILL KNOW WE ARE MEETING THE LEVEL OF SERVICE IF...	CURRENT PERFORMANCE 2022/2023	FUTURE PERFORMANCE TARGETS			
			YEAR 1 TARGET 2024/2025	YEAR 2 TARGET 2025/2026	YEAR 3 TARGET 2026/2027	BY YEAR 10 2027-2034
Our communication channels enhance Council's ability to engage and connect with the communities it serves	Residents consider the information supplied by Council to be sufficient. As measured by the annual residents' survey.	71%	75%	75%	75%	75%
We respond to customer requests in a timely and professional manner.	People are satisfied that they have been responded to promptly and professionally. As measured by the annual residents' survey for residents who had contacted Council in the previous year.	82%	85%	85%	85%	85%
We respond to customer requests in a timely and professional manner	Percentage of general enquiries responded to by Council staff within three working days of receipt of enquiry.	98%	85%	85%	85%	85%
We engage effectively with the public in our decision-making processes	Residents are satisfied with opportunities to engage with Council's planning and decision making. As measured by the annual residents' survey.	53%	≥ 50%	≥ 50%	≥ 50%	≥ 50%

KEY CHANGES TO ACTIVITY OR SERVICE

Minor reframing of sentences in our performance targets measures to better reflect the intent that they make. Some measures considered to be standard operating practice have been removed.

INVESTMENTS

The following are key support services investments for the next 10-years.

NAME	DESCRIPTION
Office improvements	Various works to our offices to enable a more effective and efficient work environment may be carried out.
Main office and service centre maintenance	<p>The Richmond office will need an accommodation solution implemented around 2027/2028 to meet the June 2033 deadline to mitigate seismic risk. The accommodation solution will be consulted on before or as part of the 10-year plan 2027-2037. Funding of \$3.4 million from Year 8 (2032) operating costs for rental and \$1.7 million (loan funded) in Year 7 (2031) capital costs for refurbishment is included in this 10-year plan.</p> <p>Various other works to our main office and service centres around the District may be carried out to enable us to provide safe and comfortable facilities for staff and our communities.</p>
Libraries maintenance	Various works may be carried out in libraries around the District to provide a safe and comfortable environment for staff and our communities.
Improving technology systems	We are investing in upgrading our IT systems utilising modern technology to manage customer relationships and requests, providing more information through a greater variety of channels.

INDICATIVE RATES IMPACT ON EXAMPLE PROPERTIES

RATES IMPACT ON EXAMPLE PROPERTIES

The Council uses example properties with different rating mixes and a range of property values to illustrate the impact of its rating policies.

The general rate applies to every rateable rating unit in the District. Targeted rates are applied to rating units depending on how each targeted rate is set, as detailed in this document.

To demonstrate rates changes between the 2023/2024 year and the rates for the 2024/2025 year, a selection of 29 properties from the District have been set out below.

These properties are examples and do not cover all situations for all of the rateable properties in the District.

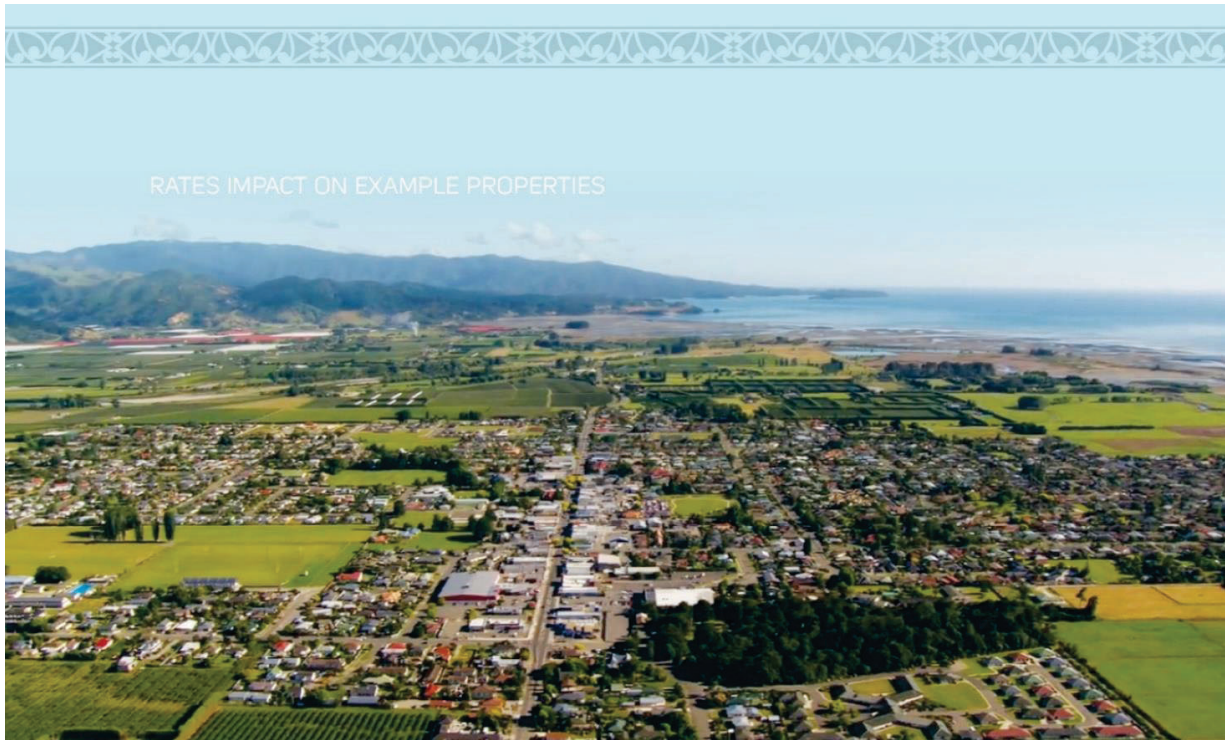
More information on the rates for a particular property can be found on the Council's website www.tasman.govt.nz.

The following table is GST inclusive. It covers the total rates increases including both the increases in the general and targeted rates. Metered water has been included using set volumes for the example properties in the previous year.

Depending on particular circumstances and the effect of specific targeted rates, individual circumstances will vary from these examples.

The overall rates change for these properties ranges from -11.06% to 38.21%.

RATING PROPERTY DESCRIPTION	CV AS AT 2020	CV AS AT 2023
Residential – Takaka	\$465,000	\$620,000
Residential – Murchison, with 131m ³ of water, Urban Water Supply Metered Connections	\$265,000	\$420,000
Residential – Māpua (no Council supplied wastewater/metered water)	\$770,000	\$940,000
Residential – Māpua, with 153m ³ of water, Urban Metered Water Supply	\$590,000	\$720,000
Residential – Kaiteriteri, with 149m ³ of water, Urban Water Supply Metered Connections	\$910,000	\$1,330,000
Residential – Brightwater, with 117m ³ of water, Urban Water Supply Metered Connections	\$610,000	\$700,000
Residential – Wakefield, with 185m ³ of water, Urban Water Supply Metered Connections	\$690,000	\$780,000
Residential – Motueka, with 87m ³ of water, Motueka Water Supply Metered Connections	\$590,000	\$640,000
Residential – Richmond (Waimea Village), with 29m ³ of water, Urban Water Supply Metered Connections	\$385,000	\$430,000
Residential – Richmond, with 103m ³ of water, Urban Water Supply Metered Connections	\$800,000	\$880,000
Residential – Richmond, with 181m ³ of water, Urban Water Supply Metered Connections	\$1,375,000	\$1,540,000



% CV INCREASE FROM 2020 TO 2023	2023/2024 ACTUAL RATES	2024/2025 RATES	\$ CHANGE FROM 2023/2024	% CHANGE FROM 2023/2024
33.3%	\$3,040	\$3,546	\$506	16.64%
58.5%	\$2,903	\$3,536	\$633	21.81%
22.1%	\$2,819	\$3,125	\$307	10.89%
22.0%	\$4,200	\$4,685	\$485	11.56%
46.2%	\$5,032	\$6,112	\$1,080	21.46%
14.8%	\$4,224	\$4,626	\$402	9.52%
13.0%	\$4,478	\$4,814	\$336	7.50%
8.5%	\$3,739	\$3,884	\$145	3.88%
11.7%	\$3,138	\$3,408	\$270	8.61%
10.0%	\$4,609	\$4,872	\$263	5.72%
12.0%	\$6,559	\$6,892	\$333	5.08%

RATES IMPACT ON EXAMPLE PROPERTIES

RATING PROPERTY DESCRIPTION	CV AS AT 2020	CV AS AT 2023
Dairy Farm – Collingwood-Bainham	\$7,020,000	\$7,020,000
Forestry – Lakes Murchison	\$1,290,000	\$1,910,000
Horticultural – Richmond with 177m ³ of water, Urban Water Supply Metered Connections	\$1,110,000	\$1,360,000
Horticultural – Ngatimoti	\$1,205,000	\$1,470,000
Horticultural – Hope in WCD EURA	\$2,690,000	\$3,390,000
Pastoral Farming – Wakefield, with Water Supply Dams, Wai-iti Valley Community Dam	\$2,810,000	\$3,210,000
Pastoral Farming – Upper Moutere	\$1,230,000	\$1,485,000
Lifestyle – Hope in WCD EURA with 2m ³ /day restrictor, Rural Water Extension to Urban Water Scheme	\$1,060,000	\$1,350,000
Lifestyle – Hope in WCD EURA with 2m ³ /day restrictor, Rural Water Extension to Urban Water Scheme	\$1,230,000	\$1,460,000
Lifestyle – Wakefield, with 3m ³ /day restrictor, Eighty-Eight Valley Rural Water Supply	\$2,370,000	\$2,900,000
Lifestyle – East Takaka	\$810,000	\$1,130,000
Lifestyle – Neudorf, with 2m ³ /day restrictor, Dovedale Rural Water Supply	\$530,000	\$680,000
Lifestyle – Tasman with 2m ³ /day restrictor, Rural Water Extension to Urban Water Scheme	\$1,020,000	\$1,230,000
Lifestyle – Bronte, with 3m ³ /day restrictor, Redwood Valley Rural Water Supply	\$1,690,000	\$2,140,000
Commercial – Queen St, Richmond, with 343m ³ of water, Urban Water Supply Metered Connections	\$1,470,000	\$1,630,000
Commercial – High St, Motueka	\$1,650,000	\$1,750,000
Industrial – Cargill Place, Richmond, with 51m ³ of water, Urban Water Supply Metered Connections	\$1,000,000	\$1,240,000
Utility	\$83,200,000	\$133,210,000

RATES IMPACT ON EXAMPLE PROPERTIES

% CV INCREASE FROM 2020 TO 2023	2023/2024 ACTUAL RATES	2024/2025 RATES	\$ CHANGE FROM 2023/2024	% CHANGE FROM 2023/2024
0%	\$18,796	\$16,718	(\$2,079)	(11.06%)
48.1%	\$3,902	\$5,045	\$1,143	29.29%
22.5%	\$4,578	\$5,105	\$527	11.50%
22.0%	\$3,647	\$4,001	\$354	9.70%
26.0%	\$7,665	\$8,655	\$990	12.92%
14.2%	\$10,425	\$10,288	(\$137)	(1.32%)
20.7%	\$3,710	\$4,049	\$339	9.14%
27.4%	\$5,364	\$6,113	\$750	13.98%
18.7%	\$5,766	\$6,316	\$550	9.53%
22.4%	\$8,471	\$9,069	\$598	7.05%
39.5%	\$2,672	\$3,243	\$572	21.40%
28.3%	\$3,760	\$4,275	\$515	13.71%
20.6%	\$5,258	\$5,828	\$571	10.85%
26.6%	\$7,058	\$7,935	\$878	12.44%
10.9%	\$10,137	\$10,666	\$529	5.22%
6.1%	\$7,839	\$8,041	\$202	2.58%
24.0%	\$5,036	\$5,634	\$598	11.87%
60.1%	\$197,476	\$272,938	\$75,462	38.21%

RATES IMPACT ON EXAMPLE PROPERTIES

The following table shows the breakdown of the rates for the example properties for 2024/2025:

	GENERAL RATES	DISTRICT- WIDE TARGETED RATES (1)	STORM- WATER RATE	WASTE- WATER RATE	REGIONAL RIVER WORKS RATE	REFUSE/ RECYCLING RATE	COMMUNITY BOARD RATE (2)
Residential – Takaka	\$1,661	\$289	\$290	\$767	\$210	\$153	\$16
Residential – Murchison, with 131m ³ of water, Urban Water Supply Metered Connections	\$1,252	\$289	\$197	\$767	\$20	-	-
Residential – Māpua (no Council supplied wastewater/ metered water)	\$2,314	\$289	\$46	-	\$80	\$153	-
Residential – Māpua, with 153m ³ of water, Urban Metered Water Supply	\$1,865	\$289	\$337	\$767	\$71	\$153	-
Residential – Kaiteriteri, with 149m ³ of water, Urban Water Supply Metered Connections	\$3,111	\$289	\$622	\$767	\$79	\$153	\$15
Residential – Brightwater, with 117m ³ of water, Urban Water Supply Metered Connections	\$1,824	\$289	\$328	\$767	\$237	\$153	-



RATES IMPACT ON EXAMPLE PROPERTIES

WATER SUPPLY FIRE- FIGHTING RATE (3)	MĀPUA STOPBANK RATE	BUSINESS RATE (4)	WATER SUPPLY – DAMS: WAI-ITI VALLEY COMMUNITY DAM RATE	WATER SUPPLY RATE (5)	WAIMEA COMMUNITY DAM – ENVIRONMENTAL AND COMMUNITY BENEFITS ZOB RATE	TOTAL RATES
\$54	-	-	-	-	\$107	\$3,546
-	-	-	-	\$904	\$107	\$3,536
-	\$45	-	-	-	\$198	\$3,125
-	\$45	-	-	\$983	\$177	\$4,685
-	-	-	-	\$968	\$107	\$6,112
-	-	-	-	\$855	\$175	\$4,626

RATES IMPACT ON EXAMPLE PROPERTIES

INDICATIVE RATES IMPACT ON EXAMPLE PROPERTIES (CONT.)

	GENERAL RATES	DISTRICT- WIDE TARGETED RATES (1)	STORM- WATER RATE	WASTE- WATER RATE	REGIONAL RIVER WORKS RATE	REFUSE/ RECYCLING RATE	COMMUNITY BOARD RATE (2)
Residential – Wakefield, with 185m ³ of water, Urban Water Supply Metered Connections	\$1,988	\$289	\$365	\$767	\$49	\$153	-
Residential – Motueka, with 87m ³ of water, Motueka Water Supply Metered Connections	\$1,702	\$289	\$300	\$767	\$61	\$153	\$15
Residential – Richmond (Waimea Village), with 29m ³ of water, Urban Water Supply Metered Connections	\$1,272	\$289	\$201	\$767	\$35	\$153	-
Residential – Richmond, with 103m ³ of water, Urban Water Supply Metered Connections	\$2,192	\$289	\$412	\$767	\$63	\$153	-
Residential – Richmond, with 181m ³ of water, Urban Water Supply Metered Connections	\$3,540	\$289	\$721	\$767	\$83	\$153	-



RATES IMPACT ON EXAMPLE PROPERTIES

WATER SUPPLY FIRE- FIGHTING RATE (3)	MĀPUA STOPBANK RATE	BUSINESS RATE (4)	WATER SUPPLY – DAMS: WAI-ITI VALLEY COMMUNITY DAM RATE	WATER SUPPLY RATE (5)	WAIMEA COMMUNITY DAM – ENVIRONMENTAL AND COMMUNITY BENEFITS ZOB RATE	TOTAL RATES
-	-	-	-	\$1,097	\$107	\$4,814
\$96	-	-	-	\$395	\$107	\$3,884
-	-	-	-	\$541	\$149	\$3,408
-	-	-	-	\$805	\$192	\$4,872
-	-	-	-	\$1,082	\$256	\$6,892

RATES IMPACT ON EXAMPLE PROPERTIES

INDICATIVE RATES IMPACT ON EXAMPLE PROPERTIES (CONT.)

	GENERAL RATES	DISTRICT- WIDE TARGETED RATES (1)	STORM- WATER RATE	WASTE- WATER RATE	REGIONAL RIVER WORKS RATE	REFUSE/ RECYCLING RATE	COMMUNITY BOARD RATES (2)
Dairy Farm – Collingwood- Bainham	\$14,736	\$289	\$344	-	\$1,216	-	\$16
Forestry – Lakes Murchison	\$4,296	\$289	\$94	-	\$259	-	-
Horticultural – Richmond, with 177m ³ of water, Urban Water Supply Metered Connections	\$3,172	\$289	\$67	-	\$117	\$153	-
Horticultural – Ngatimoti	\$3,397	\$289	\$72	-	\$120	-	\$15
Horticultural – Hope in WCD EURA	\$7,320	\$289	\$166	-	\$292	\$153	-
Pastoral Farming – Wakefield, with Water Supply Dams, Wai-iti Valley Community Dam-8	\$6,952	\$289	\$157	-	\$1,085	-	-
Pastoral Farming – Upper Moutere	\$3,428	\$289	\$73	-	\$152	-	-
Lifestyle – Hope in WCD EURA with 2m ³ / day restrictor, Rural Water Extension to Urban Water Scheme	\$3,152	\$289	\$66	-	\$138	\$153	-



RATES IMPACT ON EXAMPLE PROPERTIES

WATER SUPPLY FIRE- FIGHTING RATES (3)	MĀPUA STOPBANK RATE	BUSINESS RATES (4)	WATER SUPPLY - DAMS: WAI-ITI VALLEY COMMUNITY DAM RATE	WATER SUPPLY RATES (5)	WAIMEA COMMUNITY DAM - ENVIRONMENTAL AND COMMUNITY BENEFITS ZOB RATE	TOTAL RATES
\$10	-	-	-	-	\$107	\$16,718
-	-	-	-	-	\$107	\$5,045
-	-	-	-	\$1,068	\$239	\$5,105
-	-	-	-	-	\$107	\$4,001
-	-	-	-	-	\$436	\$8,655
-	-	-	\$1,698	-	\$107	\$10,288
-	-	-	-	-	\$107	\$4,049
-	-	-	-	\$2,077	\$238	\$6,113

RATES IMPACT ON EXAMPLE PROPERTIES

INDICATIVE RATES IMPACT ON EXAMPLE PROPERTIES (CONT.)

	GENERAL RATES	DISTRICT- WIDE TARGETED RATES (1)	STORM- WATER RATE	WASTE- WATER RATE	REGIONAL RIVER WORKS RATE	REFUSE/ RECYCLING RATE	COMMUNITY BOARD RATE (2)
Lifestyle – Hope in WCD EURA with 2m ³ / day restrictor, Rural Water Extension to Urban Water Scheme	\$3,377	\$289	\$72	-	\$100	\$153	-
Lifestyle – Wakefield, with 3m ³ / day restrictor, Eighty-Eight Valley Rural Water Supply	\$6,319	\$289	\$142	-	\$180	-	-
Lifestyle – East Tākaka	\$2,703	\$289	\$55	-	\$63	-	\$16
Lifestyle – Neudorf, with 2m ³ / day restrictor, Dovedale Rural Water Supply	\$1,783	\$289	\$33	-	\$64	-	-
Lifestyle – Tasman, with 2m ³ / day restrictor, Rural Water Extension to Urban Water Scheme	\$2,907	\$289	\$60	-	\$116	\$153	-
Lifestyle – Bronte, with 3m ³ /day restrictor, Redwood Valley Rural Water Supply	\$4,766	\$289	\$105	-	\$209	\$153	-

RATES IMPACT ON EXAMPLE PROPERTIES

WATER SUPPLY FIRE- FIGHTING RATE (3)	MĀPUA STOPBANK RATE	BUSINESS RATE (4)	WATER SUPPLY ~ DAMS: WAI-ITI VALLEY COMMUNITY DAM RATE	WATER SUPPLY RATE (5)	WAIMEA COMMUNITY DAM – ENVIRONMENTAL AND COMMUNITY BENEFITS ZOB RATE	TOTAL RATES
-	-	-	-	\$2,077	\$249	\$6,316
-	-	-	-	\$2,031	\$107	\$9,069
\$10	-	-	-	-	\$107	\$3,243
-	-	-	-	\$1,998	\$107	\$4,275
-	-	-	-	\$2,077	\$226	\$5,828
-	-	-	-	\$2,100	\$315	\$7,935

RATES IMPACT ON EXAMPLE PROPERTIES

INDICATIVE RATES IMPACT ON EXAMPLE PROPERTIES (CONT.)

	GENERAL RATES	DISTRICT- WIDE TARGETED RATES (1)	STORM- WATER RATE	WASTE- WATER RATE	REGIONAL RIVER WORKS RATE	REFUSE/ RECYCLING RATE	COMMUNITY BOARD RATE (2)
Commercial – Queen Street, Richmond, with 343m ³ of water, Urban Water Supply Metered Connections	\$3,724	\$289	\$763	\$3,068	\$131	\$153	-
Commercial – High Street, Motueka	\$3,969	\$289	\$819	\$1,342	\$592	\$153	\$15
Industrial – Cargill Place, Richmond, with 51m ³ of water, Urban Water Supply Metered Connections	\$2,927	\$289	\$580	\$767	\$71	\$153	-
Utility	\$272,542	\$289	-	-	-	-	-

(1) Includes District Facilities Rate, Shared Facilities Rate, Museums Facilities Rate, Māpua Rehabilitation Rate and Waimea Community Dam – Environmental and Community Benefits Districtwide Rate

(2) Includes Golden Bay Community Board Rate and Motueka Community Board Rate

(3) Includes Water Supply: Motueka Firefighting, Water Supply: Tākaka Firefighting – Capital, and Water Supply: Tākaka Firefighting – Operating

(4) Includes Motueka Business Rate and Richmond Business Rate

(5) Includes Water Supply – Urban Water Supply Metered Connections: Volumetric Charge, Water Supply – Urban Water Supply Metered Connections: Service Charge, Water Supply – Rural Water Extensions to Urban Water Schemes, Water Supply – Motueka Water Supply Metered Connections: Volumetric Charge, Water Supply – Motueka Water Supply Metered Connections: Service Charge, Water Supply – Dovedale Rural Water Supply, Water Supply – Redwood Valley Rural Water Supply, Water Supply – Eighty Eight Valley Rural Water Supply – Variable Charge, Water Supply – Eighty Eight Valley Rural Water Supply – Service Charge



RATES IMPACT ON EXAMPLE PROPERTIES

WATER SUPPLY FIRE- FIGHTING RATE (3)	MĀPUA STOPBANK RATE	BUSINESS RATE (4)	WATER SUPPLY – DAMS: WAI-ITI VALLEY COMMUNITY DAM RATE	WATER SUPPLY RATE (5)	WAIMEA COMMUNITY DAM – ENVIRONMENTAL AND COMMUNITY BENEFITS ZOB RATE	TOTAL RATES
-	-	\$615	-	\$1,659	\$265	\$10,666
\$96	-	\$660	-	-	\$107	\$8,041
-	-	-	-	\$620	\$227	\$5,634
-	-	-	-	-	\$107	\$272,938

The following rates are not presented in the above examples:

- Water Supply – Hamama Rural Water Supply – Variable Charge
- Water Supply – Hamama Rural Water Supply – Service Charge
- Water Supply – Hamama Rural Water Supply – Fixed Charge based on set land value
- Ruby Bay Stopbank Rate
- Torrent Bay Replenishment Rate
- Warm Tasman Rate

ACCOUNTING INFORMATION

REPORTING ENTITIES

Tasman District Council is a unitary local authority governed by the Local Government Act 2002 (LGA) and the Local Government (Rating) Act 2002. The purpose of the Council is to promote the social, economic, environmental, and cultural well-being of communities, and enable democratic local decision-making. Council does not operate to make a financial return.

Financial information within Tasman's 10-Year Plan 2024–2034 covers the Council operations, plus its controlled and jointly controlled entities.

Council is designated as a Public Benefit Entity (PBE) for financial reporting and applies New Zealand Tier 1 PBE accounting standards.

STATEMENT OF COMPLIANCE

The forecast information has been prepared and complies with Section 111 of the Local Government Act 2002, the Financial Reporting Act 1993, Generally Accepted Accounting Practice in New Zealand (GAAP) and the pronouncements of Chartered Accountants Australia New Zealand. The financial statements have been prepared in accordance with Tier 1 PBE accounting standards. In particular, these prospective financial statements have been prepared in accordance with Public Benefit Entities (PBE) Financial Reporting Standard No. 42.

A CAUTIONARY NOTE

The prospective financial information has been prepared for the purposes of meeting Council's requirements under the LGA 2002. This information may not be suitable for use in any other context.

The forecast information prepared is to enable the public to participate in the decision-making processes as to the services to be provided by the Council to the Tasman communities over the period of Tasman's 10-Year Plan 2024–2034. The main purpose of prospective financial statements in Tasman's 10-Year Plan 2024–2034 is to provide users with information about the core services that the Council intends to provide to the community, the expected cost of those services and, consequently, how much Council requires by way of rates to fund the intended levels of service. The level of rates funding required is not affected by subsidiaries, except to the extent that the Council obtains distributions from, or further invests in, those subsidiaries. Such effects are included in the prospective financial statements of Council.

The actual results achieved for any given financial year are likely to vary from the information presented and may vary materially, depending upon the circumstances that arise during the period. The Council does not intend to update the prospective financial statements after publication. Actual results have not been incorporated in this prospective financial information.

BASIS OF PREPARATION

The financial statements have been prepared on a historical cost basis, with the exception of certain items identified in specific accounting policies below. They are presented in New Zealand dollars, which is the functional currency of each of the Council's entities and are rounded to the nearest thousand dollars (\$000), unless otherwise stated. The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the planned period.

The Council has a balance date of 30 June and these prospective financial statements are for the period from 1 July 2024 to 30 June 2034.

Financial information from the Annual Plan 2023-2024 has been provided to better compare against the financial information contained in Tasman's 10-Year Plan 2024–2034.

The accounting policies set out below will be applied consistently to all periods presented in the prospective financial statements.

SIGNIFICANT JUDGEMENTS AND ESTIMATES

The preparation of financial statements, in conformity with PBE standards, is issued by the External Reporting Board. The External Reporting Board requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Significant judgements, estimates and assumptions have been applied in measuring certain provisions and property, plant and equipment revaluations.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, or if the revision affects both current and future periods.

JOINT ARRANGEMENTS

Joint arrangements are arrangements where two or more parties have joint control. Joint control is the agreed sharing of control of an arrangement by way of a binding arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. The accounting treatment can vary according to the structure of the arrangement. There are two types of joint arrangements – either a joint operation or a joint venture:

- A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Council's share of the assets, liabilities, revenue and expenditure of joint ventures is included on an equity accounting basis as a single line.
- A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Joint operations also include operations where their activities primarily aim to provide the joint arrangement parties with an output (i.e. the parties have rights to substantially all the service potential or economic benefits of the asset). For a joint operation, the Council has a liability in respect of its share of joint ventures' operational deficits and liabilities, and shares in any operational surpluses and assets. The Council's interest in the assets, liabilities, revenue and expenditure of joint operations is included in the financial statements of the Council on a line-by-line basis.

The Councils' jointly controlled operations are:

- Nelson Regional Sewerage Business Unit. Council has a 50% interest in this entity.
- Nelson Tasman Civil Defence and Emergency Management . Council has a 50% interest in this entity.
- Nelson Tasman Regional Landfill Business Unit. Council has a 50% interest in this entity.
- Waimea Water Limited. Council has a minimum 51% shareholding in this entity, however the accounting interest differs for the assets, liabilities, revenue and expenses due to the nature of the agreements:
 - Operating Expenses – the Wholesale Water Augmentation Agreement section 5, provides that Council is responsible for 51% of the operating costs of Waimea Water Limited.
 - Revenue – Council recognises the water charges it is responsible for, through Council's rates and fees and charges.
 - Waimea Water Limited borrowings to be serviced by Waimea Irrigators Limited – Council is not responsible for borrowings to be serviced by Waimea Irrigators Limited, therefore these borrowings are not recognised as liabilities in Council's financial statements.
 - Other Assets and Liabilities – Council recognises its accounting interest as the proportion of Council's paid up equity and convertible shareholder advances divided by total equity and convertible shareholder advances. The difference between Council's investment and advances, and Council's accounting interest, is recognised in Revenue or Expense. Based on current forecasts, this difference is assumed to have arisen in the year ended 30 June 2020 and therefore is reflected in Council's opening balances.

The Councils' joint ventures are:

- Infrastructure Holdings Ltd. Council has a 50% shareholding.
- Tasman Bays Heritage Trust. Council has a 50% interest in this Trust.

COUNCIL-CONTROLLED ORGANISATIONS

As defined by section 6 of the Local Government Act 2002, a Council-Controlled Organisation (CCO) is a company under the control of local authorities through their:

- shareholding of 50% or more
- voting rights of 50% or more, or
- right to appoint 50% or more of the directors.

Waimea Water Ltd, Infrastructure Holdings Ltd and Tasman Bays Heritage Trust are CCOs.

REVENUE RECOGNITION

RATES RECOGNITION

Rates income is recognised on an accrual basis and is measured at the fair value of consideration received or receivable. The following particular policies apply:

1. General rates, targeted rates (excluding water-by-meter) and uniform annual general charges are recognised at the start of the financial year, to which the rates resolution relates. They are recognised at the amounts due. Council considers that the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.
2. Rates arising from late payment penalties are recognised as revenue when rates become overdue.
3. Rates remissions are recognised as a reduction of rates revenue when Council has received an application that satisfies its Rates Remission Policy.
4. Water billing revenue is recognised on an accrual basis with unread meters at year end accrued on an average usage basis.

OTHER REVENUE RECOGNITION

Revenue is recognised on an accrual basis and is measured at the fair value of consideration received or receivable. The following particular policies apply:

1. Development contributions and reserve financial contributions are recognised as revenue when Council provides, or is able to provide, the service that gave rise to the charging of the contribution. Otherwise, development contributions and financial contributions are recognised as liabilities until such time as Council provides, or is able to provide, the service.
2. Interest is recognised using the effective interest method.
3. Dividends are recognised when the right to receive payment has been established.
4. Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as revenue. Assets vested in Council are recognised as revenue when control over the asset is obtained. The fair value of vested or donated assets is usually determined by reference to the cost of constructing the asset. For assets received from property developments, the fair value is based on construction price information provided from the most recent revaluation.
5. Infringements are recognised when the fine is issued.
6. The Council receives government grants from the New Zealand Transport Agency Waka Kotahi (NZTA), which subsidises part of the Council's costs in maintaining the local roading infrastructure. NZTA revenue is recognised on entitlement when conditions pertaining to eligible expenditure is fulfilled.
7. Other grants are recognised as revenue when they become receivable, unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.
8. Fees and charges for building and resource consent services are recognised on a percentage completion basis with reference to the recoverable costs incurred at balance date.

WORK IN PROGRESS

Work in progress is valued at the lower of cost and net realisable value.

EXPENDITURE

Expenditure is recognised when the service has been provided or the goods received or when it has been established that rewards of ownership have been transferred from the seller/provider to Council and when it is certain the obligation to pay arises.

GRANT EXPENDITURE

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets these criteria for the grant has been received.

Discretionary grants are where Council has no obligation to award on receipt of the grant application. Council recognises these grants as expenditure when a successful applicant has been notified.

PAYABLES

Short-term payables are recorded at the amount payable.

LEASES

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight line basis over the lease term.

BORROWING COSTS

Borrowing costs are recognised as an expense in the period in which they are incurred. Borrowings are initially recognised at their fair value plus transaction costs. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities, unless Council has an unconditional right to defer settlement of the liability for at least 12 months after balance date.

TAXATION

Council is exempt from income tax except in relation to distributions from its CCO's and its port operations.

Income tax expense in relation to the surplus or deficit for the period comprises current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using rates that have been enacted or substantively enacted by balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, using tax rates that have been enacted or substantively enacted by balance date.

Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to transactions recognised in other comprehensive revenue and expense or directly in equity.

FINANCIAL ASSETS

TRADE AND OTHER RECEIVABLES

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL). The Council applies the simplified ECL model of recognising lifetime ECL for receivables.

In measuring ECLs, receivables have been grouped into rates receivables, and other receivables, and assessed on a collective basis as they possess shared credit risk characteristics. They have then been grouped based on the days past due. A provision matrix is then established based on historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Rates are “written-off”:

- when remitted in accordance with the Council’s rates remission policy; and
- in accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Other receivables are written-off when there is no reasonable expectation of recovery.

Council does not provide for any impairment on rates receivable as it has various powers under the Local Government (Rating) Act 2002 to recover any outstanding debts. These powers allow the Council to commence legal proceedings to recover any rates that remain unpaid four months after the due date for payment. If payment has not been made within three months of the Court’s judgement, then Council can apply to the Registrar of the High Court to have the judgement enforced by sale or lease of the rating unit.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash-in-hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown in current liabilities in the statement of financial position.

OTHER FINANCIAL ASSETS

Other financial assets (other than shares in subsidiaries) are initially recognised at fair value. They are then classified as, and subsequently measured under, the following categories:

- amortised cost;
- fair value through other comprehensive revenue and expense (FVTOCRE); or
- fair value through surplus and deficit (FVTSD).

Transaction costs are included in the carrying value of the financial asset at initial recognition, unless it has been designated at FVTSD, in which case it is recognised in surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and the Council's management model for managing them.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal outstanding, and is held within a management model whose objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows that are SPPI and held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD. However, the Council may elect at initial recognition to designate an equity investment not held for trading as subsequently measured at FVTOCRE.

INITIAL RECOGNITION OF CONCESSIONARY LOANS

Loans made at nil or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar financial instrument. For loans to community organisations, the difference between the loan amount and present value of the expected future cash flows of the loan is recognised in surplus or deficit as a grant expense.

SUBSEQUENT MEASUREMENT OF FINANCIAL ASSETS AT AMORTISED COST

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses. Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits, community loans, and loans to subsidiaries and associates.

SUBSEQUENT MEASUREMENT OF FINANCIAL ASSETS AT FVTOCRE

Financial assets in this category that are debt instruments are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense, except expected credit losses (ECL) and foreign exchange gains and losses are recognised in surplus or deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified to surplus and deficit. The Council does not hold any debt instruments in this category.

Financial assets in this category that are equity instruments designated as FVTOCRE are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity. The Council designates into this category all

equity investments that are not included in its investment fund portfolio, and if they are intended to be held for the medium to long-term.

SUBSEQUENT MEASUREMENT OF FINANCIAL ASSETS AT FVTSD

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognised in surplus or deficit.

Interest revenue and dividends recognised from these financial assets are separately presented within revenue.

The fair value of financial instruments traded in active markets is based on quoted market prices at the Statement of Financial Position date. The quoted market price used is the current bid price.

EXPECTED CREDIT LOSS ALLOWANCE (ECL)

The Council recognises an allowance for ECLs for all debt instruments not classified as FVTSD. ECLs are the probability-weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to Council and group in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, the Council and group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Council and group's historical experience and informed credit assessment and including forward-looking information.

The Council considers a financial asset to be in default when the financial asset is more than 90 days past due. The Council and group may determine a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full.

The Council measures ECLs on loan commitments at the date the commitment becomes irrevocable. If the ECL measured exceeds the gross carrying amount of the financial asset, the ECL is recognised as a provision.

ACCOUNTING FOR DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING ACTIVITIES

The Council uses derivative financial instruments to hedge exposure to interest rate risks arising from financing activities. In accordance with its Treasury Policy, Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value at each balance date. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged.

The associated gains or losses of derivatives that are not hedge-accounted are recognised in the surplus or deficit.

The Council has elected not to hedge account for its interest rate swaps. The Council's associate Port Nelson Limited has applied hedge accounting to its interest rate swaps.

The Council measures ECLs on loan commitments at the date the commitment becomes irrevocable. If the ECL measured exceeds the gross carrying amount of the financial asset, the ECL is recognised as a provision.

INTANGIBLE ASSETS

SOFTWARE ACQUISITION AND DEVELOPMENT

Acquired computer software licenses are capitalized, including the costs to acquire and bring to use the specific software, if the Council has control and future benefit.

Costs associated with maintaining computer software are recognised as an expense when incurred. Costs that are directly associated with the development of software for internal use by the Council, are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

CARBON CREDITS

Purchased carbon credits are recognised at cost on acquisition. They have an indefinite useful life and are not amortised but are instead tested for impairment annually. They are derecognised when they are used to satisfy carbon emission obligations.

FORESTRY EMISSIONS TRADING SCHEME (ETS) CREDITS

Council earns ETS credits over time as the forest grows in exchange for the carbon absorbed from the atmosphere by these trees. Therefore, the number of ETS credits held by Council increases as the plantation forestry grows.

Council distinguishes its ETS credits into two categories:

- **Encumbered credits:** the ETS credits Council expects to be surrendered after its trees are harvested. Council earns ETS units over time as the forest grows in exchange for the carbon absorbed from the atmosphere by these trees. Therefore, the number of units held by Council increases as the plantation forestry grows and are surrendered when the trees are harvested. These encumbered units are included in the forestry, note 18, and therefore are not included in Intangibles (refer to note 18, Forestry Assets, assumption 10).
- **Unencumbered units:** the ETS credits which are deemed to be surplus to future harvest obligations. Purchased ETS credits are recognised at cost on acquisition. ETS credits received through Council's forestry activities are granted by the Crown and are recognised at fair value on receipt. They have an indefinite useful life and are not amortised but are instead tested for impairment annually. Impairment is tested by comparison to market trading prices. They are derecognised when they are used to satisfy carbon emission obligations or sold.

Pre and post 1989 forestry and classification as encumbered or unencumbered

Post 1989 ETS credits, are those which have been earned from the forestry asset in note 18. The classification of units as encumbered or unencumbered units related to the existing forestry asset (post 1990 ETS account) is an estimate provided by the forestry valuer, based on current harvest and planting forecasts, which is subject to change over time.

Pre 1989 ETS credits, are unencumbered, and have no associated future liabilities.

AMORTISATION

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit. The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

- Computer software 5 years, 20%

There are no restrictions over the title of intangible assets. No intangible assets are pledged as security for liabilities.

IMPAIRMENT

The Council considers there is no impairment of carbon credits held as they are expected to be fully utilised in satisfying carbon obligations from its landfill and forestry operations. Carbon units have been assessed as having an indefinite useful life because they have no expiry date and will continue to have economic benefit as long as the Emissions Trading Scheme is in place.

PROPERTY, PLANT AND EQUIPMENT

OPERATIONAL ASSETS

These include land, buildings, computers and office equipment, building improvements, library books, plant, equipment, wharves and motor vehicles.

RESTRICTED ASSETS

Assets owned or vested in Council which cannot easily be disposed of because of legal or other restrictions and provide a benefit or service to the community.

INFRASTRUCTURAL ASSETS

Infrastructural assets are the fixed utility systems owned by Council. Each asset type includes all items that are required for the network to function, e.g. wastewater reticulation includes reticulation piping and wastewater pump stations.

Property, plant and equipment is shown at cost or valuation, less accumulated depreciation and impairment losses.

ADDITIONS

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to Council and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated. In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

DISPOSALS

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit.

When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

SUBSEQUENT COSTS

Costs incurred, subsequent to initial acquisition, are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Council and the cost of the item can be measured reliably.

Values included in respect of assets are as follows:

VESTED ASSETS

Certain infrastructural assets and land will be vested in Council as part of the subdivision consent process. Vested infrastructural assets are valued by calculating the cost of providing identical quantities of infrastructural components. Vested assets are recognised as assets and revenue when control over the asset is obtained unless there is a use or return condition attached to the asset.

- Roads, Stormwater, Wastewater and Water Supply assets are recognised on section 224 issued date and by using the latest valuation unit rates, uplifted for inflation as required.
- Land assets are recognised when legal titles passes using the rateable valuation.
- Land under roads is recognised when legal title passes. The valuation is calculated based on the rateable value of the land pre subdivision, discounted by 50% to reflect the restricted nature of the land.

DEPRECIATION

Depreciation is provided on a straight line basis on all assets at rates which will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

These assets have component lives that have been estimated as follows:

- | | |
|---------------------------------|-----------------|
| • Land | Not depreciated |
| • Buildings (including fit out) | 2 - 100 years |
| • Plant and equipment | 5 – 10 years |
| • Furniture and Fittings | 5 – 15 years |
| • Motor vehicles | 5 – 10 years |
| • Library books | 2 – 10 years |

Infrastructure Assets**Transportation**

- Bridges 50- 100 years
- Formation and sub-base pavemenbt layer Not depreciated
- Drainage (culverts, sumps)Car parks – sealed pavement 80 years
- Footpaths 25 – 75 years
- Pavement layers (other than sub base) 30 – 60 years (unsealed)
75 years (sealed)

Wastewater

- Oxidation ponds Not depreciated
- Treatment 9 – 100 years
- Pipe 50 – 80 years
- Other wastewater features 10 – 80 years
- Manholes 80 – 100 years
- Chamber 50 – 100 years

Water

- Water Supply features 10 – 80 years
- Pipes 60 – 120 years

Stormwater

- Channel/detention dams - earthworks Not depreciated
- Channel/detention dams – concrete/rock 120 years
- Pipe 60 – 120 years
- Sumps 80 years
- Manhole 80 – 100 years

Other infrastructural assets

- Ports and wharves 7 – 100 years
- Airfields 10 – 80 years
- Refuse 15 – 100 years

Rivers

- Stopbanks Not depreciated
- Rock protection Not depreciated
- Willow plantings Not depreciated

- Gabion baskets 30 years
- Railway irons 50 years
- Outfalls 60 years

Waimea Community Dam

- Earthworks Not depreciated
- Concrete and spillway 200 years
- Mechanical stainless-steel piping 100 years
- Electrical 15 years

REVALUATION

Revaluation of assets – With the exception of vested assets at the initial point of recognition, all valuations for Roading, Three waters, Refuse, land and Buildings are carried out or reviewed by independent qualified valuers. Other assets are not revalued. The carrying values of revalued items are reviewed at each balance date to ensure that these values are not materially different to fair value. Revaluations are carried out on an asset class basis.

The frequency of revaluations depends upon the changes in the fair values of the items of property, plant and equipment being revalued. When the fair value of a revalued asset differs materially from its carrying amount, a further revaluation is necessary. Some items of property, plant and equipment experience significant and volatile changes in fair value, thus necessitating annual revaluation. Such frequent revaluations are unnecessary for items of property, plant and equipment with only insignificant changes in fair value. Instead, it may be necessary to revalue the item only every three or five years.

The net revaluation results are credited or debited to other comprehensive revenue and expenses and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expenses but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expenses.

The following assets will be revalued on a three-yearly basis:

- Transportation
- Stormwater
- Waste Management and Minimisation (formally Refuse)
- Water Supply
- Wastewater
- Ports
- Coastal Assets
- Land and Buildings

The following assets are not revalued:

- The Waimea Community Dam
- Rivers

The anticipated results of the revaluations have been included in the Tasman's 10-Year Plan 2024–2034.

Roads and bridges, wastewater, solid waste, water supply, stormwater, coastal structures, ports and river protection infrastructural assets are valued using the depreciated replacement cost method. There are a number of estimates and assumptions exercised when valuing infrastructural assets using the depreciated replacement cost method.

These include:

- Estimating any obsolescence or surplus capacity of the asset.
- Estimating the replacement cost of the asset. The replacement cost is derived from recent construction contracts in the region for similar assets.
- Estimates of the remaining useful life over which the asset will be depreciated. These estimates can be affected by the local conditions. For example, weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, then Council could be over or underestimating the annual depreciation charge recognised as an expense in the statement of comprehensive revenue and expense. To minimise this risk, infrastructural asset useful lives have been determined with reference to the NZ Infrastructural Asset Valuation and Depreciation Guidelines published by the National Asset Management Steering Group, and have been adjusted for local conditions based on past experience. Asset inspections, deterioration, and condition-modelling are also carried out regularly as part of asset management planning activities, which provides further assurance over useful life estimates.

Roads and bridges, wastewater, solid waste, water supply, stormwater and coastal assets were last valued at fair value using optimised depreciated replacement cost by Marsh & McLennan Companies as at 30 June 2023.

River protection assets consist of stop banks, rock protection and riparian protection. These assets are no longer revalued. The latest were valued for inclusion in Council's financial statements at optimised depreciated replacement cost by in-house specialists as at 31 March 2017. These in-house valuations have been peer reviewed by Opus International Consultants Limited. These are no longer revalued.

The Waimea Community Dam is not revalued. The Waimea Community Dam (Dam) is a rock filled Dam with a concrete face and spillway, it also comprises mechanical pipe and electrical components. The Dam is not revalued, it is recognised at historical cost, less depreciation and impairment.

Ports have been valued at optimised depreciated replacement cost by Jones Lang Lasalle IP, Inc. of Auckland as at 13 August 2019. The Port assets were not revalued during the previous three yearly cycle in order for the specialist valuation to be undertaken.

Land under roads has been valued at average land sales throughout the District by MWH New Zealand Ltd as at 1 July 2003. Under NZ IFRS, the Council has elected to use the fair value of land under roads as at 1 July 2003 as deemed cost. Land under roads is no longer revalued.

Library collections asset are recorded at the latest valuation conducted by Duke & Cooke Ltd, registered valuers, as at 30 June 1999. During the 2002 income year Council ceased further revaluations and adopted deemed cost.

Aerodrome assets were valued for inclusion in the Council's financial statements at optimised depreciated replacement cost by in-house specialists as at 31 March 2017. The in-house valuations have been peer reviewed by Opus International Consultants Limited.

Library books asset are recorded at the latest valuation conducted by Duke & Cooke Ltd, registered valuers, as at 30 June 1999. During the 2002 income year Council ceased further revaluations and adopted deemed cost. Donated books are assigned a value based on current replacement cost, less an allowance for age and condition. Additions are valued at cost less depreciation. Library books are depreciated on a straight-line basis over the following estimated life:

- Adult and technical books 10 years
- Children's books 5 years
- CDs and talking books 2 years

Furniture and fittings assets were recorded at valuation. The latest valuation was conducted by Duke & Cooke Ltd, registered valuers, as at 31 October 2000, using the assessed market value in-situ. Furniture and fittings are not revalued and are now treated as deemed cost. Additions are recorded at cost.

Land (operational, restricted, and infrastructural) is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. Adjustments have been made to the "unencumbered" land value where there is a designation against the land or the use of the land is restricted because of reserve or endowment status. These adjustments are intended to reflect the negative effect on the value of the land where an owner is unable to use the land more intensely. The most recent valuation was performed by GR Butterworth SPINZ, ANZIV of QV Valuations Limited, and the valuation is effective as at 30 June 2021 with the exception of infrastructural land which was revalued with the relevant asset class.

Special Buildings (operational and restricted) are valued at fair value using depreciated replacement cost because no reliable market data is available for such buildings. Depreciated replacement cost is determined using a number of significant assumptions. Significant assumptions include:

- The replacement asset is based on the reproduction cost of the specific assets with adjustments where appropriate for obsolescence due to over-design or surplus capacity.
- The replacement cost is derived from recent construction contracts of similar assets and Property Institute of New Zealand cost information.
- The remaining useful life of assets is estimated.
- Straight-line depreciation has been applied in determining the depreciated replacement cost value of the asset.

Non-specialised buildings (for example, residential buildings) are valued at fair value using market-based evidence. Market rents and capitalisation rates were applied to reflect market value. The most recent valuation was performed by QV Valuations Limited, and the valuation is effective as at 30 June 2023. Heritage assets comprise Council assets that are subject to a Historic Places protection order and are identified as such in the Resource Management Plan. Heritage assets were identified and introduced at 30 June 2002 at a fair market value as determined by QV Valuations, registered valuers. The fair market values have been adopted as deemed cost. Subsequent additions are at cost or independently determined fair market value which is adopted as deemed cost.

IMPAIRMENT

Intangible assets that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

Property, plant and equipment that have a finite useful life are reviewed for impairment at each balance date and whenever events, or changes in circumstances, indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value, less costs to sell, and its value in use.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense. This increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

VALUE IN USE FOR NON-CASH-GENERATING ASSETS

Non-cash-generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash-generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

VALUE IN USE FOR CASH-GENERATING ASSETS

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return.

The value in use for cash-generating assets and cash-generating units is the present value of expected future cash flows.

FORESTRY ASSETS

Standing forestry assets are independently revalued annually at fair value less estimated costs to sell for one growth cycle. Fair value is determined based on the present value of expected net cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs and silviculture costs and takes into consideration environmental, operational and market restrictions.

Gains or losses arising on initial recognition of forestry assets at fair value, less estimated point-of-sale costs, from a change in fair value less estimated point-of-sale costs, are recognised in the surplus or deficit.

The costs to plant, harvest and maintain the forestry assets, and revenues from harvest, are included in the surplus or deficit when incurred.

OVERHEADS

Indirect overheads have been apportioned on an activity basis, using the labour cost of full-time staff employed in those specific output areas.

Indirect activity costs are allocated as overheads, using appropriate cost drivers such as actual usage, staff numbers and floor area.

INVESTMENT PROPERTIES

Properties leased to third parties under operating leases are classified as investment property, unless the property is held to meet service delivery objectives rather than to earn rent or for capital appreciation. Investment property is measured initially at its cost, including transaction costs. After initial recognition, the Council measures all investment property at fair value, as determined annually by an independent valuer. Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

PROPERTIES INTENDED FOR RESALE

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value, less costs to sell. Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit. Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised. Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group, classified as held for sale, continue to be recognised.

PROVISIONS

The Council recognises a provision for future expenditure of an uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event. It is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation, using a pre-tax discount rate that reflects current market assessments, of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in 'Finance Costs'.

EMPLOYEE ENTITLEMENTS

SHORT-TERM BENEFITS

Employee benefit liabilities are measured based on accrued entitlements, at the employee's rate of pay at 30 June. These include:

- Accrued pay for salaries and wages worked, not paid, up to balance date.
- Annual leave accrued, but not yet taken at balance date.
- Long service leave when it has vested, which is when the employee has reached its entitlement date (e.g. 5 year anniversary). Long service leave is not accrued before the entitlement date or measured on an actuarial basis, unless the accounting difference would be material.
- Sick leave is recognised only where there is a significant present obligation relating to a past event. If significant, the Council recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is

calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that Council anticipates it will be used by staff to cover those future absences.

- Retirement gratuity is calculated based on the contractual entitlement, discounted by a probability that staff will reach entitlement.

Employee entitlements, which are payable beyond 12 months, are classified as a non-current liability, and discounted to present value, only if significant.

SUPERANNUATION SCHEMES

Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the surplus or deficit as incurred.

KEY ASSUMPTIONS IN MEASURING RETIREMENT AND LONG SERVICE LEAVE OBLIGATIONS

The present value of long service leave obligations depend on a number of factors that are determined on an actuarial basis. Two key assumptions used in calculating this liability include the discount rate and the salary inflation factor. Any changes in these assumptions will affect the carrying amount of the liability.

The expected future payments are discounted using forward discount rates derived from the yield curve of New Zealand government bonds. The discount rates used have maturities that match, as closely as possible, the estimated future cash outflows. The salary inflation factor is based on the treasury inflation rate.

The retirement obligations have not been discounted to present value.

LANDFILL AFTER-CARE COSTS

Landfills in the region are now provided regionally, through the Nelson Tasman Regional Landfill Business Unit, which is a joint committee of the Nelson City Council and Tasman District Council. This business unit commenced operations on 1 July 2017. From this date, the Eves Valley Landfill (which Council previously managed) stopped receiving waste and all waste is now directed to the York Valley Landfill (located in Nelson City).

As the landfills in the District are now a 50% Joint Operation, Tasman District Council recognise 50% of the post-care provisions for both Eves Valley and York Valley landfills. Our legal obligation is to provide ongoing maintenance and monitoring services at the landfill sites after closure. The landfill post-closure provision is recognised in accordance with Public Benefit Entity International Public Sector Accounting Standards Reporting Standard 19 Provisions, Contingent Liabilities and Contingent Assets. This provision is calculated on the basis of discounting closure and post-closure costs into present day value.

The calculations assume no change in the legislative requirements for closure and post-closure treatment.

ACCUMULATED EQUITY

Equity is the community's interest as measured by total assets less total liabilities. Public equity is disaggregated and classified into a number of reserves. The components of equity are:

- accumulated funds
- restricted reserves and Council-created reserves, and
- asset revaluation reserve.

Reserves are a component of equity, generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by Council.

RESTRICTED AND COUNCIL CREATED RESERVES

Restricted reserves are those reserves subject to specific conditions accepted as binding by Council and which may not be revised without reference to the Courts or third party. Council created reserves are reserves established by a Council decision. The Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Council.

GST

All items in the prospective financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed exclusive of GST.

FUNDING IMPACT STATEMENTS

The Funding Impact Statements (FIS) have been prepared in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014. This is a reporting requirement unique to local government and the disclosures contained within. The presentation of these statements is not prepared in accordance with generally accepted accounting practices (GAAP).

The purpose of these statements is to report the net cost of services for significant Groups of Activities (GOA) of Council. They are represented by the revenue that can be allocated to these activities, less the costs of providing the service. They contain all funding sources for these activities and all applications of this funding by these activities. The GOA FIS include internal transactions between activities, such as internal overheads and charges applied and/or recovered. A FIS is also prepared at the whole-of-Council level, summarising the transactions contained within the GOA FIS, eliminating internal transactions and adding in other transactions not reported in the GOA statements.

These statements are based on cash transactions prepared on an accrual basis. As such, they do not include non-cash/accounting transactions that are included within the Comprehensive Revenue and Expense Statement, as required under GAAP. These items include, but are not limited to, Council's depreciation, gain and/or losses on revaluation and vested assets.

They also depart from GAAP, as funding sources are disclosed within the FIS as being either for operational or capital purposes. Revenue (such as subsidies received for capital projects, development and financial contributions, and gains on sale of assets) is recorded as capital funding sources. Under GAAP these are treated as revenue in the Comprehensive Revenue and Expense Statement.

FUNDING IN ACCORDANCE WITH THE LOCAL GOVERNMENT ACT 2002

Section 100(1) of the Local Government Act 2002 requires local authorities to set operating revenues at a level to cover all operating expenses, except as provided in S100(2). Operating expenses include an allowance for debt servicing and for the decline in service potential of assets (depreciation). Council has complied with S100(1) in the preparation of Tasman's 10-Year Plan 2024–2034.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these financial statements, Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

INFRASTRUCTURAL ASSETS

Infrastructural asset valuations are carried out on a three-yearly cycle, on a depreciated replacement cost basis. The carrying values of revalued items are reviewed at each balance date to ensure that these values are not materially different to fair value. The most recent revaluation was performed as at 30 June 2022, for Transportation, and Three Waters assets. Where materially different, Council will revalue at an earlier point. There are a number of assumptions and estimates used when performing depreciated replacement cost basis valuations over infrastructural assets. These include:

- the physical deterioration and condition of an asset. For example, Council could be carrying an asset at an amount that does not reflect its actual condition. This is particularly so for those assets which are not visible, for example, stormwater, wastewater and water supply pipes that are underground. This risk is minimised by Council performing a combination of physical inspections and condition modelling assessments of underground assets,
- estimating any obsolescence or surplus capacity of an asset, and
- estimates are made when determining the remaining useful lives over which the asset will be depreciated. These estimates can be impacted by the local conditions, for example, weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, then Council could be over or underestimating the annual depreciation charge recognised as an expense in the surplus or deficit. To minimise this risk, our infrastructural asset useful lives have been determined with reference to the NZ Infrastructural Asset Valuation and Depreciation Guidelines, published by the National Asset Management Steering Group. We then adjust for local conditions based on experience. Asset inspections, deterioration and condition modelling are also carried out regularly as part of the Council's asset management planning activities, which gives us further assurance over its useful life estimates.

Valuations are carried out by independent qualified valuers.

Rivers and the Waimea Community Dam asset are not revalued, per the Revaluation section above.

OPERATIONAL ASSETS

Specialised buildings are valued at fair value, using depreciated replacement cost because no reliable market data is available for such buildings. Significant assumptions include:

- the replacement asset is based on the reproduction cost of the specific assets with adjustments where appropriate for obsolescence due to over-design or surplus capacity,
- the replacement cost is derived from recent construction contracts of similar assets and Property Institute of New Zealand cost information,
- the remaining useful life of assets is estimated, and
- straight-line depreciation has been applied in determining the depreciated replacement cost value of the asset.

Non-specialised buildings (for example, residential buildings) are valued at fair value using market-based evidence. Market rents and capitalisation rates were applied to reflect market value. GR Butterworth SPINZ, ANZIV of QV Valuations Limited performed the most recent valuation. This valuation on Land is effective as at June 2021 and on Buildings at June 2023.

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. Adjustments have been made to the 'unencumbered' land value where there is a designation against the land or the use of the land is restricted because of reserve or

endowment status. These adjustments are intended to reflect the negative effect on the value of the land where an owner is unable to use the land more intensely.

CLASSIFICATION OF PROPERTY

Council owns a number of properties which are maintained primarily to provide community housing. The receipt of lower than market-based rental from these properties is incidental to holding these properties. These properties are held for service delivery objectives. These properties are accounted for as property, plant and equipment.

INFLATION ADJUSTED ACCOUNTS

The Public Benefit Entity Financial Reporting Standard 42 – ‘Prospective Financial Information’, requires Councils to incorporate the effects of inflation into their 10-year financial forecasts.

This means that all financial figures shown in this document for 2024/2025 onwards, incorporate inflation adjustments compounding annually. For example, this means that what costs \$1.00 for maintenance in 2024/2025 is expected to cost almost \$1.24 by 2033/2034.

Inflation data for the local government sector is provided by Business and Economic Research Ltd (BERL). The data is prepared to assist Councils with planning models, particularly their Long Term Plans.

The Council considered the BERL figures along with other economic factors like forecast labour costs and the economic conditions currently being experienced.

Variable annual rates have been applied to four cost groups across the model, best summarised in the following table:

	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32	Jun-33	Jun-34	Ten Year Average
Income	10.00%	7.50%	2.70%	2.70%	2.60%	2.50%	2.50%	2.40%	2.40%	2.40%	3.77%
Salaries	4.50%	3.00%	3.20%	3.20%	3.10%	3.00%	3.00%	2.90%	2.90%	2.90%	3.17%
Maintenance	2.90%	2.20%	2.30%	2.30%	2.20%	2.10%	2.00%	2.00%	1.90%	1.90%	2.18%
Capital	3.00%	2.20%	2.40%	2.30%	2.20%	2.10%	2.10%	2.00%	2.00%	1.90%	2.22%

The BERL figures were prepared in October 2023.

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

	2023/24 Annual Plan	2024/25 Budget \$000	2025/26 Budget \$000	2026/27 Budget \$000	2027/28 Budget \$000	2028/29 Budget \$000	2029/30 Budget \$000	2030/31 Budget \$000	2031/32 Budget \$000	2032/33 Budget \$000	2033/34 Budget \$000
REVENUE											
General rates	52,713	58,752	63,098	67,094	70,575	74,150	77,974	81,241	87,440	89,097	90,530
Targeted rates	45,117	51,573	56,753	60,986	65,342	70,765	75,265	79,966	83,901	88,897	96,040
Development and financial contributions	13,742	14,739	14,788	14,842	17,749	17,960	18,029	18,099	17,946	18,016	20,590
Operating subsidies and grants	10,637	12,183	9,792	9,262	9,644	9,923	10,134	10,357	10,592	10,763	10,991
Capital subsidies and grants	29,101	11,403	16,880	14,235	11,662	11,362	16,780	11,720	11,847	11,300	10,297
Fees and charges	22,403	23,217	24,806	26,053	27,073	27,937	28,425	28,698	30,161	31,899	33,659
Other revenue	32,604	47,288	46,525	42,094	45,449	37,034	39,522	41,493	41,591	39,795	41,191
Fair value movement on revaluation	1,555	1,132	1,215	1,251	1,288	1,327	1,367	1,408	1,450	1,494	1,539
Other gains	62	400	400	400	400	400	400	400	400	400	400
Finance income	67	1,036	1,225	1,316	1,183	1,232	1,250	1,102	733	397	351
Revenue of joint operations	11,982	7,128	8,142	8,217	9,687	9,722	9,719	10,020	10,745	11,121	12,393
Share of joint venture surplus/deficit	0	3,150	3,950	3,950	3,950	3,950	3,950	3,950	3,950	3,950	3,950
Total revenue	219,983	232,001	247,574	249,700	264,002	265,762	282,815	288,454	300,756	307,129	321,931
EXPENSE											
Finance expense	11,325	11,003	12,306	12,991	13,950	15,908	17,700	18,720	19,512	21,830	24,528
Employee related expense	38,687	41,131	43,731	45,020	47,280	49,146	51,673	54,333	56,679	59,492	62,200
Other expenses	59,748	58,657	54,444	52,060	52,196	47,027	48,459	49,277	54,622	54,179	56,909
Maintenance	28,551	27,163	28,133	28,786	30,072	31,114	32,073	32,726	33,850	34,742	35,460
Depreciation and amortisation	38,937	45,885	50,758	53,357	57,255	61,177	63,888	67,621	71,416	73,855	77,732
Fair value loss on revaluation	-	0	0	0	0	0	0	0	0	0	0
Expenditure of joint operations	8,806	15,458	16,087	16,267	16,909	16,957	16,926	17,321	17,792	17,991	19,450
Total expense	186,054	199,297	205,459	208,481	217,662	221,329	230,719	239,998	253,871	262,089	276,279

Surplus/(deficit) before taxation	33,929	32,704	42,115	41,219	46,340	44,433	52,096	48,456	46,885	45,040	45,652
Income tax expense	-	0	0	0	0	0	0	0	0	0	0
Surplus/(deficit) after tax	33,929	32,704	42,115	41,219	46,340	44,433	52,096	48,456	46,885	45,040	45,652

OTHER COMPREHENSIVE REVENUE

Gain on asset revaluations	30,152	135,545	123	61,812	102,969	168	65,637	105,387	216	73,248	105,811
Deferred tax on asset revaluations	-	0	0	0	0	0	0	0	0	0	0
Movement in NZLG shares value	-	0	0	0	0	0	0	0	0	0	0
Asset impairment Loss	-	0	0	0	0	0	0	0	0	0	0
Share of associate other comprehensive income	-	0	0	0	0	0	0	0	0	0	0
Total other comprehensive revenue and expense	30,152	135,545	123	61,812	102,969	168	65,637	105,387	216	73,248	105,811
Total comprehensive revenue and expense	64,081	168,249	42,238	103,031	149,309	44,601	117,733	153,843	47,101	118,288	151,463

TOTAL OPERATING SURPLUS (as above)	33,929	32,704	42,115	41,219	46,340	44,433	52,096	48,456	46,885	45,040	45,652
Less Non-Controllable Activities											
Development and financial contributions	(13,742)	(14,739)	(14,788)	(14,842)	(17,749)	(17,960)	(18,029)	(18,099)	(17,946)	(18,016)	(20,590)
Capital subsidies	(29,101)	(11,403)	(16,880)	(14,235)	(11,662)	(11,362)	(16,780)	(11,720)	(11,847)	(11,300)	(10,297)
Vested assets	(7,959)	(24,720)	(25,264)	(25,870)	(26,465)	(27,047)	(27,615)	(28,195)	(28,759)	(29,334)	(29,892)
Fair value movement on revaluation	(1,555)	(1,132)	(1,215)	(1,251)	(1,288)	(1,327)	(1,367)	(1,408)	(1,450)	(1,494)	(1,539)
Share of joint venture & operations OCR	(3,176)	5,180	3,995	4,100	3,272	3,285	3,257	3,351	3,097	2,920	3,107
Total Non-Controllable Activities	(55,533)	(46,814)	(54,152)	(52,098)	(53,892)	(54,411)	(60,534)	(56,071)	(56,905)	(57,224)	(59,211)
Total controllable surplus/deficit	(21,604)	(14,110)	(12,037)	(10,879)	(7,552)	(9,978)	(8,438)	(7,615)	(10,020)	(12,184)	(13,559)

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

	2023/24 Annual Plan	2024/25 Budget \$000	2025/26 Budget \$000	2026/27 Budget \$000	2027/28 Budget \$000	2028/29 Budget \$000	2029/30 Budget \$000	2030/31 Budget \$000	2031/32 Budget \$000	2032/33 Budget \$000	2033/34 Budget \$000
CURRENT ASSETS											
Cash and cash equivalents	17,218	17,659	18,027	18,245	17,844	18,074	17,684	17,457	17,675	17,907	18,163
Trade and other receivables	14,699	16,045	15,858	15,799	16,017	15,756	16,094	16,148	15,863	15,861	15,876
Other financial assets	602	5,072	4,659	3,568	4,168	4,552	4,801	5,069	5,429	5,984	6,782
Non current assets held for resale	0	0	0	0	0	0	0	0	0	0	0
Total current assets	31,519	38,776	38,544	37,613	38,030	38,382	38,579	38,675	38,967	39,752	40,822
CURRENT LIABILITIES											
Trade and other payables	27,560	27,036	27,217	27,376	27,178	27,131	27,063	26,875	26,792	27,006	27,261
Employee benefit liabilities	3,342	4,102	4,095	4,087	4,079	4,071	4,062	4,053	4,045	4,035	4,026
Current portion of borrowings	34,003	29,003	39,003	30,503	30,503	27,503	33,003	30,003	36,003	37,003	29,503
Current portion of derivative financial instruments	540	(533)	(532)	(531)	(529)	(528)	(527)	(525)	(524)	(522)	(521)
Total current liabilities	65,445	59,608	69,783	61,436	61,231	58,177	63,602	60,407	66,316	67,522	60,269
Working capital	(32,976)	(20,832)	(31,239)	(23,823)	(23,201)	(19,795)	(25,023)	(21,732)	(27,349)	(27,770)	(19,448)
NON CURRENT ASSETS											
Investments in associates	203,157	205,576	205,576	205,576	205,576	205,576	205,576	205,576	205,576	205,576	205,576
Other financial assets	45,456	52,354	51,967	51,292	50,706	50,693	50,681	50,669	50,656	50,643	50,500
Intangible assets	3,921	4,662	4,327	3,988	3,645	3,300	2,951	4,098	5,992	7,882	9,448
Trade & other receivables	0	0	0	0	0	0	0	0	0	0	0
Forestry assets	47,579	32,229	34,859	35,905	36,982	38,091	39,234	40,411	41,623	42,872	44,158
Investment property	5,862	6,846	7,050	7,045	7,256	7,474	7,698	7,929	8,167	8,412	8,664
Property, plant and equipment	2,203,840	2,485,930	2,536,967	2,657,744	2,816,554	2,875,179	3,002,012	3,156,252	3,233,279	3,387,851	3,568,094
Total non-current assets	2,509,815	2,787,597	2,840,746	2,961,550	3,120,719	3,180,313	3,308,152	3,464,935	3,545,293	3,703,236	3,886,440

NON CURRENT LIABILITIES

Term borrowings	231,036	326,268	326,695	351,796	362,188	380,485	385,252	391,370	418,884	457,985	497,909
Derivative financial instruments	778	(742)	(743)	(744)	(746)	(747)	(748)	(750)	(751)	(753)	(754)
Employee benefit liabilities	391	250	258	265	273	281	290	299	307	317	326
Provisions	3,692	3,429	3,500	3,581	3,664	3,760	3,864	3,969	4,088	4,213	4,344
Total non-current liabilities	235,897	329,205	329,709	354,898	365,379	383,779	388,657	394,888	422,528	461,762	501,825

Total net assets	2,240,992	2,437,560	2,479,798	2,582,829	2,732,138	2,776,739	2,894,472	3,048,315	3,095,416	3,213,704	3,365,167
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EQUITY

Accumulated equity	1,176,285	933,790	975,971	1,024,480	1,083,033	1,138,802	1,204,410	1,264,976	1,336,226	1,395,412	1,444,419
Restricted reserves	31,002	19,800	19,734	12,444	231	(11,105)	(24,617)	(36,727)	(61,092)	(75,238)	(78,593)
Revaluation reserves	1,033,705	1,483,970	1,484,093	1,545,905	1,648,874	1,649,042	1,714,679	1,820,066	1,820,282	1,893,530	1,999,341
Total equity	2,240,992	2,437,560	2,479,798	2,582,829	2,732,138	2,776,739	2,894,472	3,048,315	3,095,416	3,213,704	3,365,167

PROSPECTIVE STATEMENT OF CASHFLOWS

	2023/24 Annual Plan	2024/25 Budget \$000	2025/26 Budget \$000	2026/27 Budget \$000	2027/28 Budget \$000	2028/29 Budget \$000	2029/30 Budget \$000	2030/31 Budget \$000	2031/32 Budget \$000	2032/33 Budget \$000	2033/34 Budget \$000
CASHFLOW FROM OPERATING ACTIVITIES											
Cash was provided from:											
Fees and charges and other revenue	109,776	94,047	95,701	88,737	94,426	86,997	94,501	91,983	94,253	93,407	99,059
Rates revenue	97,830	110,325	119,851	128,080	135,917	144,915	153,239	161,207	171,341	177,994	186,570
Dividends received	2,915	3,305	4,105	4,105	4,105	4,105	4,105	4,105	4,105	4,105	4,105
Interest received	67	1,036	1,225	1,316	1,183	1,232	1,250	1,102	733	397	351
Net GST received		(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
	210,588	208,713	220,882	222,238	235,631	237,249	253,095	258,397	270,432	275,903	290,085
Cash was disbursed to:											
Payments to staff and suppliers	(130,638)	(141,749)	(139,332)	(138,950)	(143,466)	(141,020)	(145,862)	(150,386)	(159,473)	(162,589)	(170,117)
Interest paid	(11,325)	(11,003)	(12,306)	(12,991)	(13,950)	(15,908)	(17,700)	(18,720)	(19,512)	(21,830)	(24,528)
	(141,963)	(152,752)	(151,638)	(151,941)	(157,416)	(156,928)	(163,562)	(169,106)	(178,985)	(184,419)	(194,645)
Net cash from operating activities	68,625	55,961	69,244	70,297	78,215	80,321	89,533	89,291	91,447	91,484	95,440
CASHFLOW FROM INVESTING ACTIVITIES											
Cash was provided from:											
Proceeds from sale of assets	62	400	400	400	400	400	400	400	400	400	400
Proceeds from sale of investments	109	17,153	5,872	6,425	3,554	3,797	4,315	4,545	4,722	4,887	5,329
	171	17,553	6,272	6,825	3,954	4,197	4,715	4,945	5,122	5,287	5,729
Cash was disbursed to:											
Purchase of investments	-	(5,340)	(5,072)	(4,659)	(3,568)	(4,168)	(4,552)	(4,801)	(5,069)	(5,429)	(5,984)
Purchase of property, plant and equipment	(90,433)	(90,338)	(80,503)	(88,846)	(89,394)	(95,417)	(100,353)	(92,780)	(124,796)	(131,211)	(127,353)
	(90,433)	(95,678)	(85,575)	(93,505)	(92,962)	(99,585)	(104,905)	(97,581)	(129,866)	(136,640)	(133,337)
Net cash from investing activities	(90,262)	(78,125)	(79,303)	(86,680)	(89,008)	(95,388)	(100,190)	(92,636)	(124,743)	(131,353)	(127,608)
CASHFLOW FROM FINANCING ACTIVITIES											
Cash was provided from:											
Proceeds from loans	47,756	57,561	39,430	55,604	40,895	45,800	37,770	36,121	63,517	76,104	69,427
Cash was disbursed to:											
Repayment of borrowings	(20,656)	(34,003)	(29,003)	(39,003)	(30,503)	(30,503)	(27,503)	(33,003)	(30,003)	(36,003)	(37,003)
Net cash from financing activities	27,100	23,558	10,427	16,601	10,392	15,297	10,267	3,118	33,514	40,101	32,424

Total net cashflows	5,463	1,394	368	218	(401)	230	(390)	(227)	218	232	256
Opening cash held	11,755	16,265	17,659	18,027	18,245	17,844	18,074	17,684	17,457	17,675	17,907
Closing cash and cash equivalents balance	17,218	17,659	18,027	18,245	17,844	18,074	17,684	17,457	17,675	17,907	18,163
Represented by:											
Cash and cash equivalents	17,218	17,659	18,027	18,245	17,844	18,074	17,684	17,457	17,675	17,907	18,163
Cash and cash equivalents	17,218	17,659	18,027	18,245	17,844	18,074	17,684	17,457	17,675	17,907	18,163

PROSPECTIVE STATEMENT OF CHANGES IN NET ASSETS/EQUITY

	2023/24 Budget \$000	2024/25 Budget \$000	2025/26 Budget \$000	2026/27 Budget \$000	2027/28 Budget \$000	2028/29 Budget \$000	2029/30 Budget \$000	2030/31 Budget \$000	2031/32 Budget \$000	2032/33 Budget \$000	2033/34 Budget \$001
Equity at the start of the year	2,176,911	2,269,311	2,437,560	2,479,798	2,582,829	2,732,138	2,776,739	2,894,472	3,048,315	3,095,416	3,213,704
Total Comprehensive revenue and expenses	64,081	168,249	42,238	103,031	149,309	44,601	117,733	153,843	47,101	118,288	151,463
Equity at the end of the year	2,240,992	2,437,560	2,479,798	2,582,829	2,732,138	2,776,739	2,894,472	3,048,315	3,095,416	3,213,704	3,365,167

PROSPECTIVE CASHFLOW RECONCILIATION

	2023/24 Annual Plan	2024/25 Budget \$000	2025/26 Budget \$000	2026/27 Budget \$000	2027/28 Budget \$000	2028/29 Budget \$000	2029/30 Budget \$000	2030/31 Budget \$000	2031/32 Budget \$000	2032/33 Budget \$000	2033/34 Budget \$000
SURPLUS(DEFICIT) FROM PROSPECTIVE INCOME STATEMENT	33,929	(32,704)	(42,115)	(41,219)	(46,340)	(44,433)	(52,096)	(48,456)	(46,885)	(45,040)	(45,652)
Add non cash items:											
Depreciation	41,432	(48,585)	(53,569)	(56,300)	(60,361)	(64,352)	(67,121)	(70,975)	(74,850)	(77,331)	(81,248)
Fair value movement on revaluation	(1,555)	1,132	1,215	1,251	1,288	1,327	1,367	1,408	1,450	1,494	1,539
Share of associate's (surplus)/deficit net of dividend	-	-	-	-	-	-	-	-	-	-	-
Vested assets	(7,959)	24,720	25,264	25,870	26,465	27,047	27,615	28,195	28,759	29,334	29,892
	31,918	(22,733)	(27,090)	(29,179)	(32,608)	(35,978)	(38,139)	(41,372)	(44,641)	(46,503)	(49,817)
Movements in workings capital:											
Decrease (increase) in accounts receivable	181	(2,964)	(187)	(59)	218	(261)	338	54	(285)	(2)	15
Increase (decrease) in accounts payable	1,871	2,560	(181)	(159)	198	47	68	188	83	(214)	(255)
Increase (decrease) in employee entitlements	-	250	8	8	8	8	8	9	9	9	10
	2,052	(154)	(361)	(210)	424	(206)	414	251	(193)	(207)	(230)
Other:											
Decrease (increase) in term receivables	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in term provisions	788	(520)	(71)	(81)	(83)	(96)	(104)	(105)	(119)	(125)	(131)
Increase (decrease) in term employee entitlements	-	(250)	(8)	(8)	(8)	(8)	(8)	(9)	(9)	(9)	(10)
	788	(770)	(79)	(89)	(91)	(104)	(112)	(114)	(128)	(134)	(141)
Add(deduct) items classified as investing or financing activities:											
Gain on sale of assets	(62)	400	400	400	400	400	400	400	400	400	400
Capital creditors	-	-	-	-	-	-	-	-	-	-	-
Joint operator ETS movement	-	0	0	0	0	0	0	0	0	0	0
	(62)	400	400	400	400	400	400	400	400	400	400
Net cash flow from operating activities	68,625	(55,961)	(69,244)	(70,297)	(78,215)	(80,321)	(89,533)	(89,291)	(91,447)	(91,484)	(95,440)

PROSPECTIVE FUNDING IMPACT STATEMENT

	2023/24 Annual Plan	2024/25 Budget \$000	2025/26 Budget \$000	2026/27 Budget \$000	2027/28 Budget \$000	2028/29 Budget \$000	2029/30 Budget \$000	2030/31 Budget \$000	2031/32 Budget \$000	2032/33 Budget \$000	2033/34 Budget \$000
SOURCES OF OPERATING FUNDING											
General rates, uniform annual general charges, rates penalties	53,093	59,180	63,558	67,566	71,060	74,648	78,484	81,764	87,975	89,645	91,092
Targeted rates	45,117	51,573	56,753	60,986	65,342	70,765	75,265	79,966	83,901	88,897	96,040
Subsidies and grants for operating purposes	10,637	12,183	9,792	9,262	9,644	9,923	10,134	10,357	10,592	10,763	10,991
Fees and charges	22,403	23,217	24,806	26,053	27,073	27,937	28,425	28,698	30,161	31,899	33,659
Interest and dividends from investments	3,675	4,196	5,204	5,293	5,155	5,201	5,215	5,064	4,692	4,354	4,306
Local authorities fuel tax, fines, infringement fees, and other receipts	32,639	30,780	29,298	24,326	28,548	19,577	21,485	23,167	23,417	21,410	23,509
Total operating funding	167,564	181,129	189,411	193,486	206,822	208,051	219,008	229,016	240,738	246,968	259,597
APPLICATIONS OF OPERATING FUNDING											
Payments to staff and suppliers	133,297	139,380	139,251	138,856	143,006	140,721	145,542	149,939	159,127	162,540	169,034
Finance costs	11,326	11,004	12,307	12,992	13,950	15,908	17,701	18,721	19,513	21,830	24,529
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding	144,623	150,384	151,558	151,848	156,956	156,629	163,243	168,660	178,640	184,370	193,563
Surplus/(deficit) of operating funding	22,941	30,745	37,853	41,638	49,866	51,422	55,765	60,356	62,098	62,598	66,034
SOURCES OF CAPITAL FUNDING											
Subsidies and grants for capital expenditure	29,101	11,403	16,880	14,235	11,662	11,362	16,780	11,720	11,847	11,300	10,297
Development and financial contributions	13,742	14,739	14,788	14,842	17,749	17,960	18,029	18,099	17,946	18,016	20,590
Increase (decrease) in debt	19,202	30,989	10,427	16,600	10,392	15,297	10,267	3,118	33,514	40,102	32,424
Gross proceeds from sale of assets	62	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding	62,107	57,131	42,095	45,677	39,803	44,619	45,076	32,937	63,307	69,418	63,311
APPLICATIONS OF CAPITAL FUNDING											
Capital expenditure											

- to meet additional demand	5,881	1,559	5,127	5,811	2,949	428	1,093	0	1,366	0	373
- to improve the level of service	15,537	23,258	14,856	17,090	20,284	33,311	27,839	22,085	32,616	27,409	33,431
- to replace existing assets	64,617	63,682	60,836	66,261	66,506	62,027	71,776	69,557	88,944	101,941	92,016
Increase (decrease) in reserves	(878)	(56)	(71)	(82)	(83)	(96)	(104)	1,395	2,132	2,124	2,869
Increase (decrease) in investments	(109)	(567)	(800)	(1,765)	13	371	237	256	347	542	656
Total applications of capital funding	85,048	87,876	79,948	87,315	89,669	96,041	100,841	93,293	125,405	132,016	129,345
Surplus/(deficit) of capital funding	(22,941)	(30,745)	(37,853)	(41,638)	(49,866)	(51,422)	(55,765)	(60,356)	(62,098)	(62,598)	(66,034)
Funding balance	0	0	0	0	0	0	0	0	0	0	0

PROSPECTIVE FUNDING IMPACT STATEMENT (CONT)

Pursuant to Public Benefit Entity FRS-42 paragraph 40, following is an explanation of the relationship between this Funding Impact Statement and the Prospective Comprehensive Income Statement.

This Funding Impact Statement has been prepared in accordance with the Local Government (Financial Reporting) Regulations 2011. This is a reporting requirement unique to Local Government and the disclosures contained within and the presentation of this statement is not prepared in accordance with generally accepted accounting practices (“GAAP”).

This statement is based on cash transactions prepared on an accrual basis and as such does not include non-cash/accounting transactions that are included within the Prospective Comprehensive Income Statement as required under GAAP. These items include but are not limited to Council’s depreciation, gain and/or losses on revaluation and vested assets.

It also departs from GAAP as funding sources are disclosed based on whether they are deemed for operational or capital purposes. Income such as subsidies for capital projects, for example Waka Kotahi subsidies projected to be received for road renewal works, development and reserve financial contributions and gains on sale of assets are recorded as capital funding sources. Under GAAP these are treated as income in the Prospective Comprehensive Income Statement.

Where appropriate the budgets for Tasman’s 10-Year Plan 2024–2034 have been developed from the forecast closing position of the 2023/2024 financial year rather than the published Annual Plan.

DEPRECIATION AND AMORTISATION OF EXPENSES BY GROUP OF ACTIVITIES

This table has been included in accordance with section 4 of the Local Government (Financial Reporting) Regulations 2011 and will constitute part of the notes to the financial statements in Council’s Annual Report.

The purpose of this table is to specify, in relation to each group of activities, the combined depreciation and amortisation expense for assets used directly in providing the group of activities.

This information was previously included within Council’s Cost of Service Statements, however, under the new financial reporting regulations, the funding impact statements exclude non-cash/accounting transactions such as depreciation.

	2023/24 Budget \$000	2024/25 Budget \$000	2025/26 Budget \$000	2026/27 Budget \$000	2027/28 Budget \$000	2028/29 Budget \$000	2029/30 Budget \$000	2030/31 Budget \$000	2031/32 Budget \$000	2032/33 Budget \$000	2033/34 Budget \$000
Environmental Management	360	348	413	478	532	536	510	477	466	476	466
Public Health and Safety	117	135	145	121	108	109	114	123	123	123	143
Transportation	17,853	19,862	23,103	24,178	25,276	27,616	28,601	29,645	32,006	33,041	33,959
Coastal Assets	50	52	53	54	82	82	82	112	111	111	141
Water Supply	4,282	6,655	7,126	7,668	8,552	9,005	9,367	10,111	10,394	10,602	11,177
Wastewater	4,502	5,995	6,285	6,635	7,504	8,073	8,742	9,726	10,358	11,368	13,069
Stormwater	3,421	3,651	3,820	3,980	4,505	4,628	4,771	5,354	5,558	5,726	6,287
Solid Waste	385	714	887	947	982	990	1,165	1,372	1,353	1,332	1,384
Rivers	75	53	52	52	52	49	49	49	49	49	49
Community Development	4,748	5,442	5,562	5,746	6,034	6,010	6,143	6,136	6,083	6,052	6,040
Council Enterprises	971	1,179	1,293	1,363	1,428	1,610	1,827	1,930	2,004	2,054	2,093
Support Services	4,222	1,797	2,019	2,134	2,200	2,470	2,518	2,585	2,912	2,920	2,924

RESERVE FUNDS

The Local Government Act 2002 (LGA) requires Councils to provide a summary of the Reserve funds that it holds.

BACKGROUND

The LGA places more focus on the accounting for, and disclosure of, reserves. It defines reserve funds as 'money set aside by a local authority for a specific purpose'. Reserves are part of equity, which may or may not be physically backed by cash/investments. Reserves are often used to separate a funding surplus of an activity.

The LGA requires the Council to specify the amount expected to be deposited in the fund, and the amount expected to be withdrawn from the fund over the 10 year period that the Tasman's 10-Year Plan 2024–2034 covers. The Council does not transfer money from one reserve to fund another. The Council now charges/pays 'internal' interest on any surplus or deficit balances that each individual reserve may have. Opening balance surpluses are usually due to approved committed projects not yet being undertaken or completed.

Reserve Reporting	Activity to which the fund relates	Opening Balance 1 July 2024 (000's)	Transfer into fund (000's)	Transfers out of fund (000's)	Closing Balance 30 June 2034 (000's)
Reserve Financial Contributions Reserve	Community Facilities a& Parks	19,977	7,924	(27,330)	571
Rivers Disaster Fund	Rivers & Flood Protection	1	1	-	2
Rivers Reserve	Rivers & Flood Protection	(530)	67,903	(67,710)	(337)
Water Reserve	Water Supply	(3,682)	253,670	(249,633)	355
Waimea Water Financing	Water	566	37,417	(23,720)	14,263
Wastewater Reserve	Wastewater	602	457,645	(457,965)	282
Self Insurance Fund	Overall Council	1,214	672	-	1,886
Stormwater Reserve	Stormwater	321	123,538	(123,859)	-
Solid Waste Reserve	Solid Waste	(351)	182,186	(180,191)	1,644
Dog Control Reserve	Public Health & Safety	(207)	7,492	(5,644)	1,641
Community Facilities Rate Reserve	Reserves & Facilities	(714)	87,393	(86,914)	(235)
Camping Ground Reserve	Council Enterprises & Property	242	13,879	(13,033)	1,088
Community Housing Reserve	Reserves & Facilities	1,087	13,336	(8,951)	5,472
Development Contribution Reserve	Transportation, Water Supply, Wastewater, Stormwater	4,414	127,590	(238,015)	(106,011)
Disaster Fund	Overall Council	152	634	-	786
TOTAL		23,092	1,381,280	(1,482,965)	(78,593)

RESERVES

RESERVE FINANCIAL CONTRIBUTIONS RESERVE

Reserve Financial Contributions are paid as a percentage of the land value of new allotments, and are applied to the acquisition and development of land for reserves, and to the development and upgrading of community services. All Reserve Financial Contributions must be separately accountable, and the Council keeps Reserve Financial Contributions received in four separate accounts (Golden Bay Ward, Motueka Ward, Moutere-Waimea/Lakes/Murchison Wards, Richmond Ward). Strict criteria apply to the use of these funds.

RIVERS RESERVE

The Rivers Reserve is used to enable separate accounting for the funding and expenditure for the Rivers Activity. Each year, Council sets the proposed income, expenditure and funding budgets. Variations from these budgets, as a result of timing of projects or unplanned expenditure are recorded in the rivers fund to keep any surpluses/deficits separate from other activities.

RIVERS DISASTER FUND

The Rivers Disaster Fund (The Classified Rivers Protection Fund) covers the excess for river protection assets insured under the Local Authority Protection Programme (LAPP). No allowance has been made in Tasman's 10-Year Plan 2024–2034 for any withdrawals on this disaster fund as the timing of any disasters cannot be predicted.

WATER RESERVE

The Water Reserve is used to separate all funding and expenditure for the Water Supply Activity, excluding development contributions income and projects. Each year Council sets the proposed income, expenditure and funding budgets for this activity. Variations from these budgets, as a result of timing of projects and/or unplanned expenditure are recorded in the water reserve to keep any surpluses/deficits separate from other activities.

WASTEWATER RESERVE

The Wastewater Reserve is used to separate all funding and expenditure for the Wastewater Activity, excluding development contributions income and projects. Each year Council sets the proposed income, expenditure and funding budgets for this activity. Variations from these budgets, as a result of timing of projects and/or unplanned expenditure are recorded in the Wastewater Reserve to keep any surpluses/deficits separate from other activities.

STORMWATER RESERVE

The Stormwater Reserve is used to separate all funding and expenditure for the Stormwater Activity, excluding Development Contributions income and projects. Each year Council sets the proposed income, expenditure and funding budgets for this activity. Any variation from these budgets for example as a result of timing of projects or unplanned expenditure are recorded in the Stormwater Reserve to keep any surpluses/deficits separate from other activities.

SELF INSURANCE FUND

The purpose of this fund is to provide cover for assets or liabilities that are medium to low risk, but are uneconomic to insure.

WASTE MANAGEMENT AND MINIMISATION RESERVE

The Waste Management and Minimisation Reserve is used to separate all funding and expenditure for the Waste Management and Minimisation Activity. Each year Council sets the proposed income, expenditure and funding budgets set for this activity. Any variation from these budgets for example timing of projects or unplanned expenditure are recorded in the Waste Management and Minimisation Reserve to keep any surpluses/deficits separate from other activities.

DOG CONTROL RESERVE

The Dog Control Reserve is used to separate all funding and expenditure for the Dog Control activity. Each year Council sets the proposed income, expenditure and funding budgets for this activity. Any variation from these budgets, for example timing of projects or unplanned expenditure, are recorded in the Dog Control Reserve to keep any surpluses/deficits separate from other activities.

COMMUNITY FACILITIES RATE RESERVE

The Community Facilities Rate Reserve is used to separate all funding and expenditure for the Community Facilities activity. Each year Council sets the proposed income, expenditure and funding budgets for this activity. Any variations from these budgets, for example timing of projects or unplanned expenditure, are recorded in the Community Facilities Rate Reserve so that any surpluses/deficits are kept separate from other activities. The surplus in this reserve increases over the life of Tasman's 10-Year Plan 2024–2034 due to interest costs decreasing as the loans are repaid. The surplus increase is mainly from year five onwards in this Plan.

CAMPING GROUND RESERVE

The Camping Ground Reserve is used to separate all funding and expenditure for the Camping Ground activity. Each year Council sets the proposed income, expenditure and funding budgets for this activity. Any variations from these budgets, for example timing of projects, unplanned expenditure or changes in income, are recorded in the Camping Ground Reserve so that any surpluses/deficits are kept separate from other activities.

COMMUNITY HOUSING RESERVE

The Community Housing Reserve is used to separate all funding and expenditure for the Community Housing activity. Each year Council sets the proposed income, expenditure and funding budgets for this activity. Any variations from these budgets, for example due to timing of projects or unplanned expenditure, is recorded in the Community Housing Reserve so that any surpluses/deficits can be kept separate from other activities.

DEVELOPMENT CONTRIBUTION RESERVE

It is the Council's intention that developers should bear the cost of the increased demand that development places on the District's infrastructure. Population growth in the District places a strain on network and community infrastructure. That infrastructure will need to expand and be further developed in order to cope with the demands of population growth. This includes additional demand on services such as transportation, water supply, wastewater and stormwater management. All Development Contributions must be separately accountable and the Council keeps Development Contributions received in four separate accounts; transportation, wastewater, stormwater and water. Strict criteria apply to the use of these funds. Any budgeted surpluses/deficits for these funds in any given year are funded through borrowing or repaying Development Contribution loans. Each reserve is

accounted for by area. A debit balance in a reserve balance indicates a negative reserve due to the funding of growth related capital expenditure prior to revenue being collected.

GENERAL DISASTER FUND

The General Disaster Fund is to cover uninsurable assets like roads and bridges. Council usually receives a subsidy from Waka Kotahi to cover part of the costs of any roads and bridges damaged in a disaster, but Council needs to fund any remaining costs. No allowance has been made in Tasman's 10-Year Plan 2024–2034 for any withdrawals on this disaster fund as disasters are impossible to predict.

FINANCIAL REGULATIONS BENCHMARKS

Tasman's 10-Year Plan 2021–2031 disclosure statement for period commencing 1 July 2024.

WHAT IS THE PURPOSE OF THIS STATEMENT?

The purpose of this statement is to disclose Council's planned financial performance in relation to various benchmarks to enable the assessment of whether Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The Council is required to include this statement in its Long Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

RATES AFFORDABILITY BENCHMARK

The Council meets the rates affordability benchmark if its actual rates increases equals, or are less than, each quantified limit on rates increases.

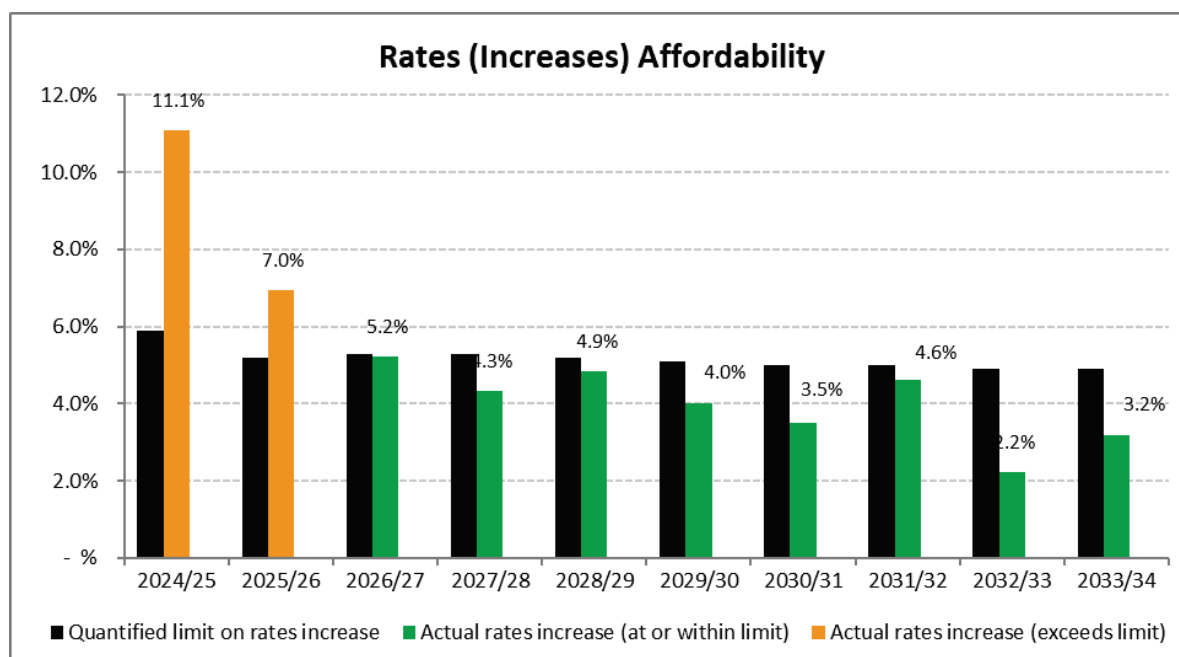
RATES (INCREASES) AFFORDABILITY

Figure 1 compares Council's planned rate increases with a quantified limit on rates increases contained in the Financial Strategy (refer to Supporting Information). The quantified limit is a dynamic rates cap that is made up of the following.

- BERL Operating expense adjustor
- Level of Service Increase

Growth ranges from 1.74% to 1.66% per annum over the 10 years of the Plan.

Figure 1: Rates (Increases) Affordability



The reason for the breach in 2024/2025 and 2025/2026 relates to the need to accommodate the impact of higher inflation, higher interest costs, the funding of depreciation and higher costs in roading and river maintenance spend.

DEBT AFFORDABILITY BENCHMARK

The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

The definitions contained in the regulations differ from those used in Council's Treasury Risk Management Policy and Financial Strategy. The quantified limits on borrowings contained in the Financial Strategy are taken from Council's Treasury Policy, and as such were formulated in relation to the definition of net external debt. Planned results are reported using both the prescribed definitions contained in the regulations, and the definition intended by the Financial Strategy, explained below.

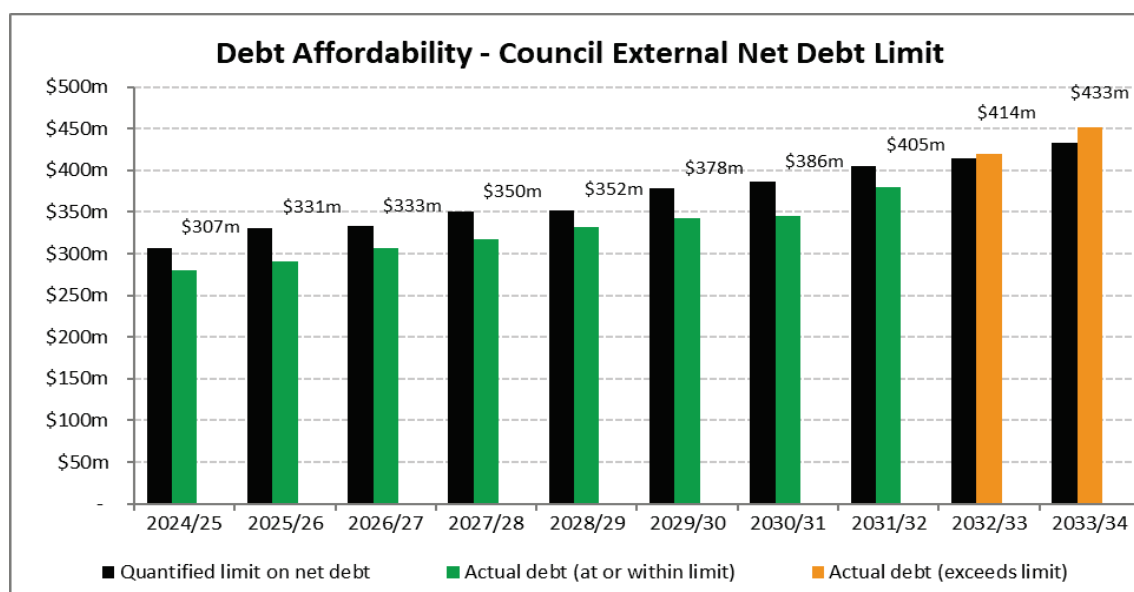
Net external debt is defined in the Treasury Policy as total external debt less liquid financial assets and investments. Net debt is defined in the regulations as financial liabilities less financial assets (excluding trade and other receivables).

Financial liabilities, as defined by Generally Accepted Accounting Principles (GAAP), include gross external debt (aggregate borrowings of the Council, excluding debt of Council's associate organisations, including any capitalised finance leases, and financial guarantees provided to third parties), plus trade payables and derivative financial instruments (interest rate swaps).

Financial assets, as defined by GAAP, include cash or near cash treasury investments held from time to time, and equity instruments of other entities (e.g. investments in CCOs).

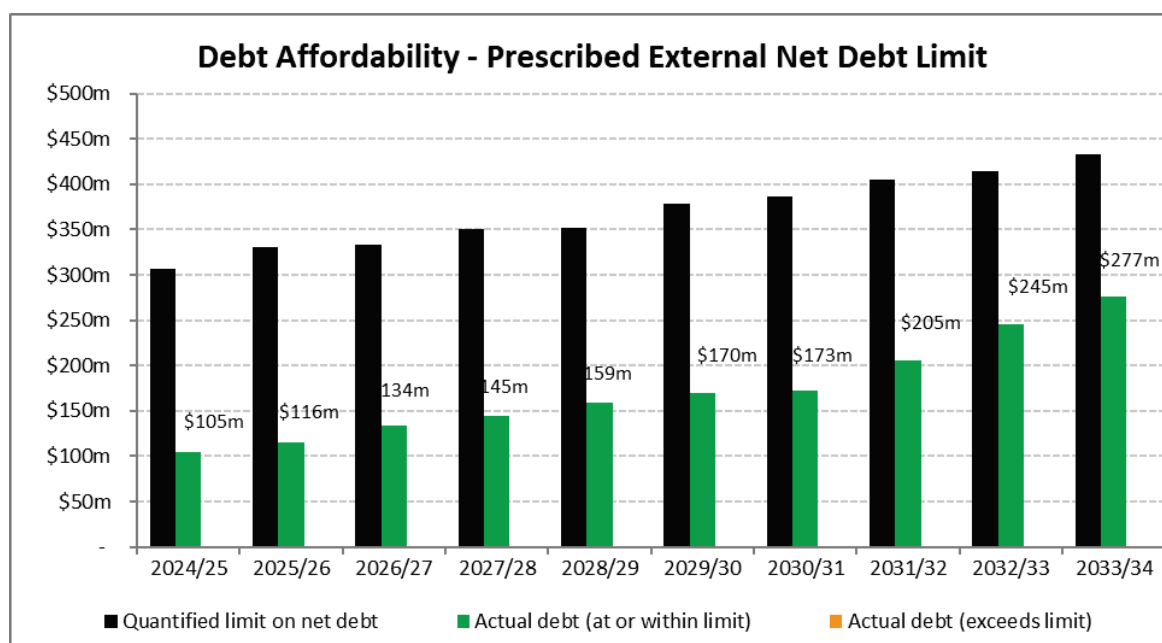
EXTERNAL DEBT LIMIT

These graphs compare Council's planned borrowing with a quantified limit on borrowing contained in the Financial Strategy. The quantified limit is net external debt not to exceed 150% of operating revenue. Figure 2 represents the planned results based on the intended definitions contained in the Financial Strategy.

Figure 2: Debt Affordability – External Debt Limit

This cap will be exceeded in 2032/2033 and 2033/2034 due to the replacement costs of the Motueka and Tākaka wastewater treatment plants. These are critical pieces of infrastructure for these communities. The above represents the worst-case scenario. The Council will pursue other alternative solutions to lower the anticipated cost.

Figure 3 represents the planned results based on the prescribed definitions in the regulations.

Figure 3: Debt Affordability – External Debt Limit

NET DEBT TO EQUITY

These graphs compare the Council's planned debt with a quantified limit on borrowing contained in the Financial Strategy. The quantified limit is net external debt to not exceed 20% of equity.

Figure 4 represents the planned results based on the intended definitions contained in the Financial Strategy.

Figure 4: Debt Affordability – Net Debt to Equity

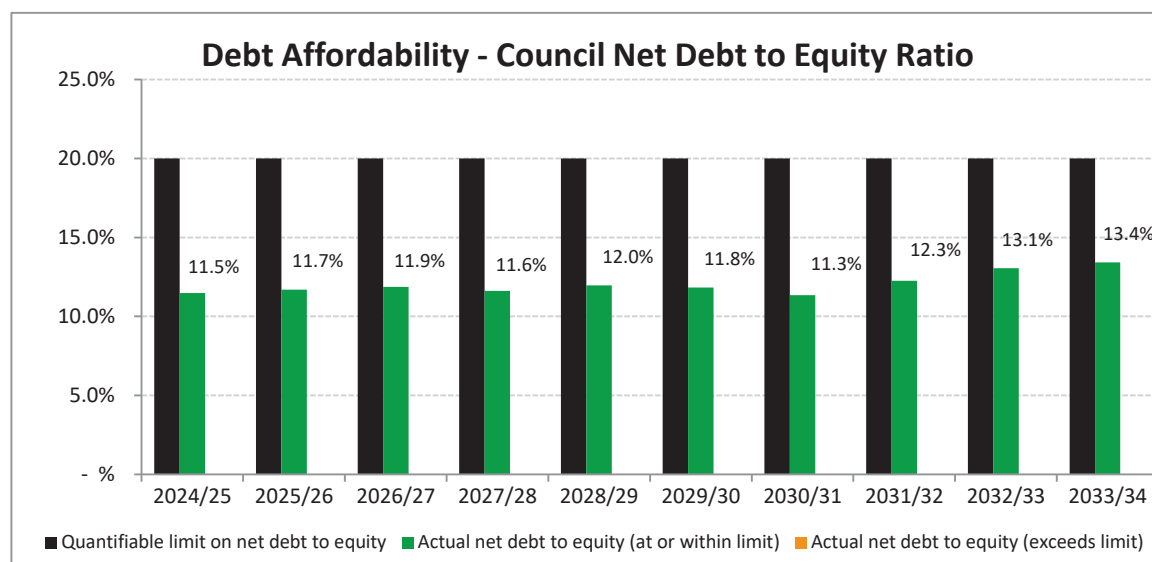
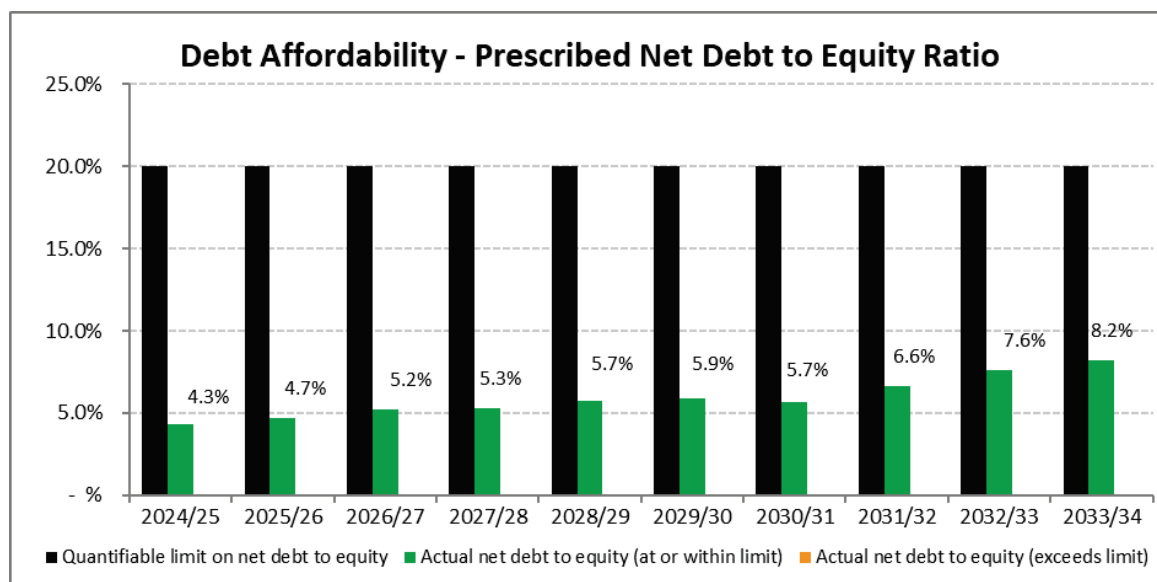


Figure 5 represents the planned results based on the prescribed definitions in the regulations.

Figure 5: Debt Affordability – Net Debt to Equity



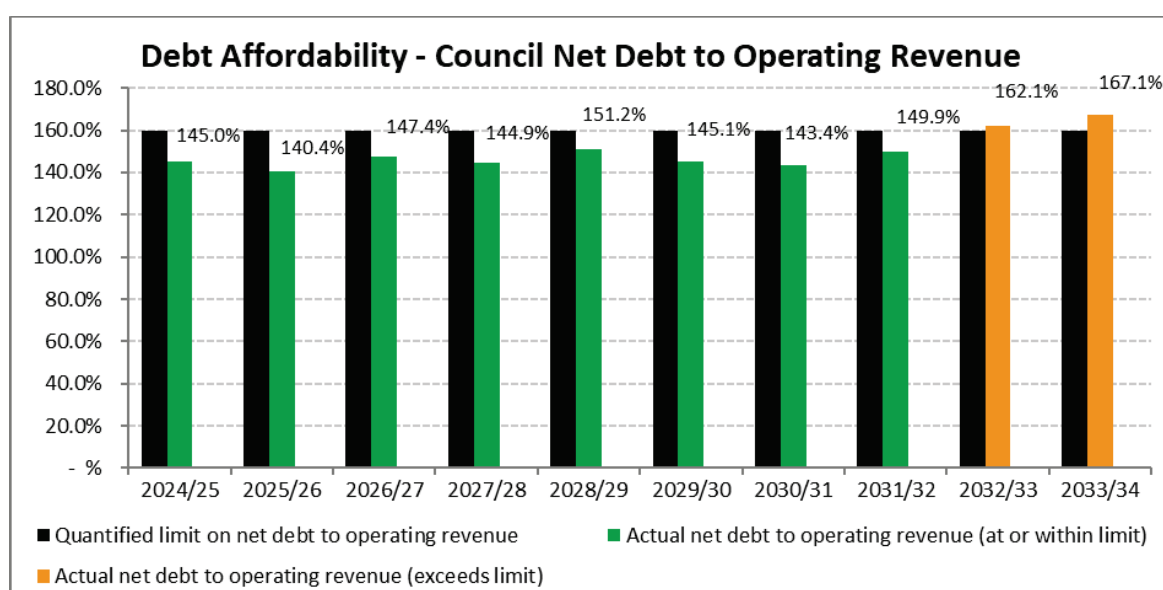
NET DEBT TO TOTAL OP NET DEBT TO TOTAL OPERATING REVENUE

These graphs compare Council's planned debt with a quantified limit on borrowing contained in the Financial Strategy. The quantified limit is net external debt to not exceed 150% of total operating revenue.

(Total operating revenue is defined as earnings from rates, government grants and subsidies, user charges, levies, interest, dividends, financial and other revenue, but excludes non-government capital contributions, (e.g. developer contributions and vested assets), gains on derivative financial instruments, and revaluations of property, plant, or equipment)).

Figure 6 represents the planned results based on the intended definitions contained in the Financial Strategy.

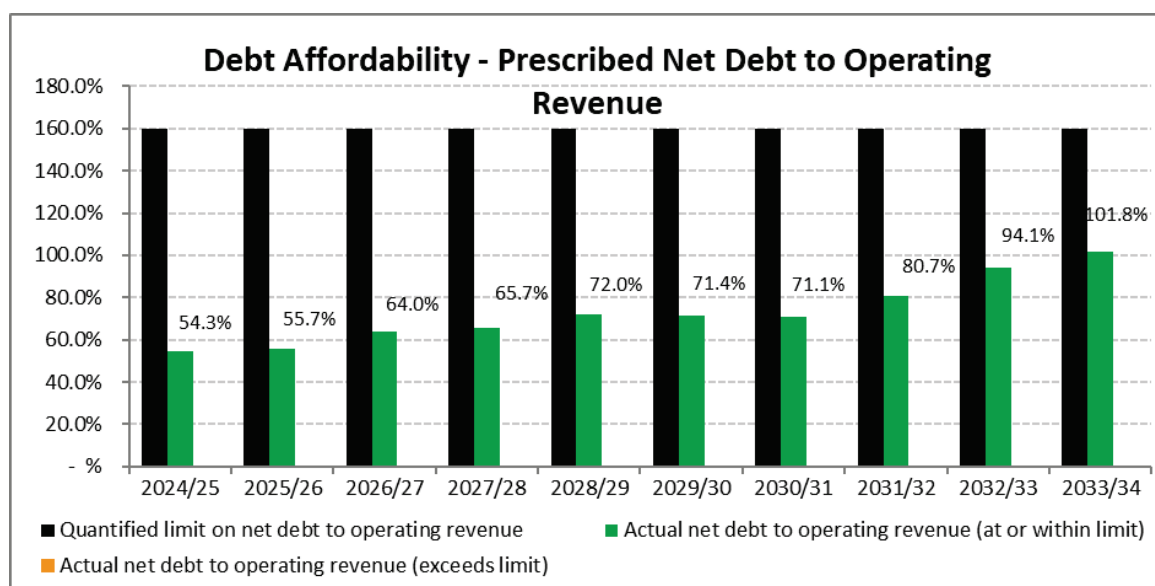
Figure 6: Debt Affordability – Net Debt to Operating Revenue



This cap will be exceeded in 2032/2033 and 2033/2034 due to the replacement costs of the Motueka and Tākaka wastewater treatment plants. These are critical pieces of infrastructure for these communities. The above represents the worst case scenario of debt funding this work. Other alternatives will be pursued.

Figure 7 below represents the planned results based on the prescribed definitions in the regulations.

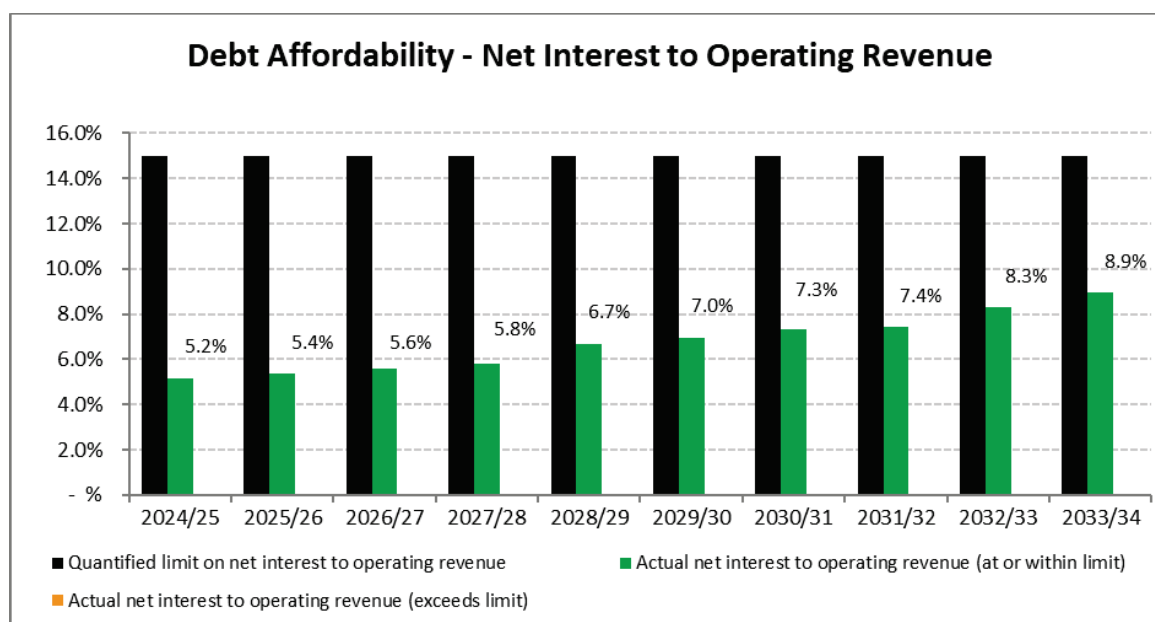
Figure 7: Debt Affordability – Net Debt to operating revenue



NET INTEREST TO TOTAL OPERATING REVENUE

Figure 8 compares the net interest costs of Council's planned debt with a quantified limit on borrowing contained in the Financial Strategy. The quantified limit is net interest on external debt to not exceed 15% of total annual operating revenue.

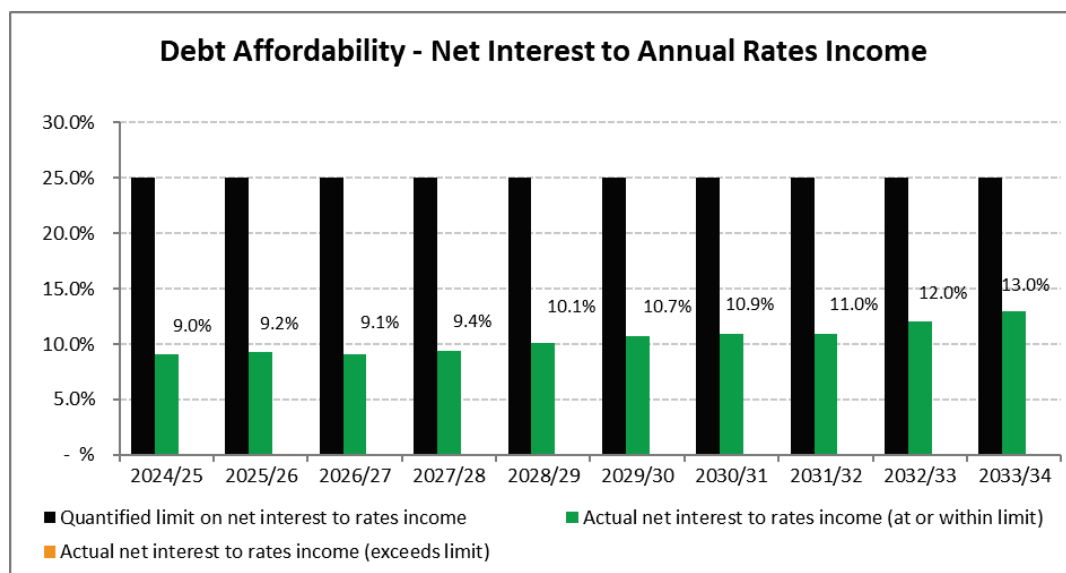
Figure 8: Debt Affordability – Net Interest to Operating Revenue



NET INTEREST TO TOTAL RATES INCOME

Figure 9 compares the net interest costs of the Council's planned debt with a quantified limit on borrowing contained in the Financial Strategy. The quantified limit is net interest on external debt to not exceed 25% of total annual rates income.

Figure 9: Debt Affordability – Net Interest to Annual Rates Income

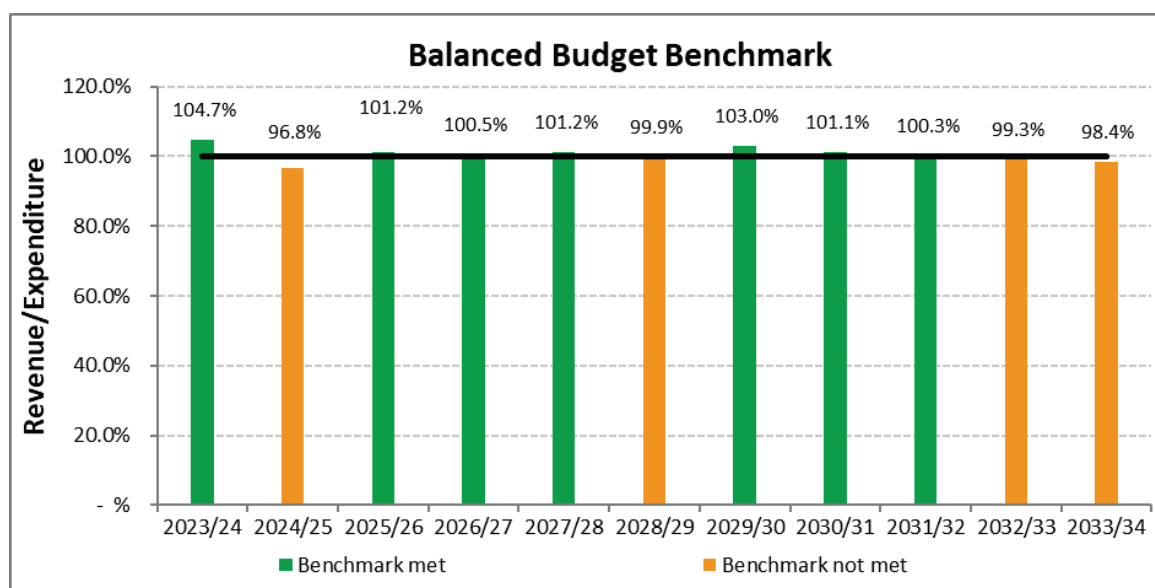


BALANCED BUDGET BENCHMARK

Figure 10 displays the Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant or equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant or equipment).

The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.

Figure 10: Balanced Budget Benchmark



The operating deficit is driven by the Council's decision to loan fund operating expenditure for the Digital Innovation Programme, the review of the Tasman Resource Management Plan and the funding of grants to Nelson City Council for capital assets at Saxton Fields across the Plan. These programmes are being loan funded, as the benefit to the community extends beyond a single year.

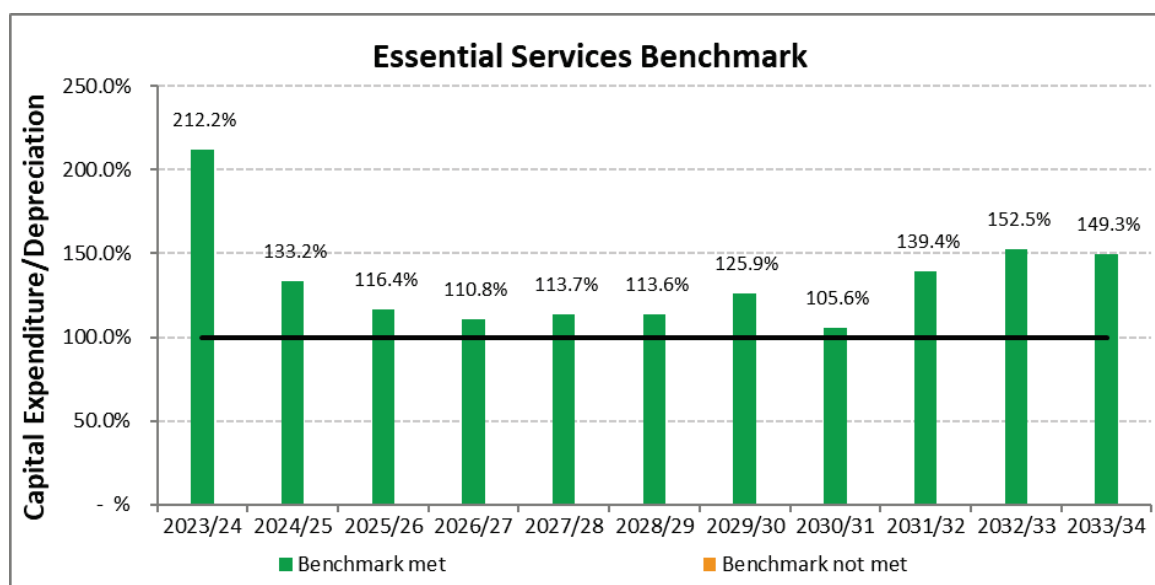
For more detail please refer to the Revenue and Financing Policy. Loan funding is not included under the regulations for the calculation of operating revenue leading to an operating deficit. We do not fully fund depreciation till year 5 of the plan which also contributes to the unbalanced budget. The balanced budget does not reflect the cash operating position of Council. It should be noted that across the 10 years Council is in surplus by \$4.5 million.

ESSENTIAL NETWORK SERVICES BENCHMARK

Figure 11 displays the Council's planned capital expenditure on essential network services as a proportion of expected depreciation on network services. Essential network services are defined as infrastructure relating to water, wastewater, stormwater, flood protection, roads and footpaths.

The Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services. Capital expenditure excludes vested assets.

Figure 11: Essential Services Benchmark

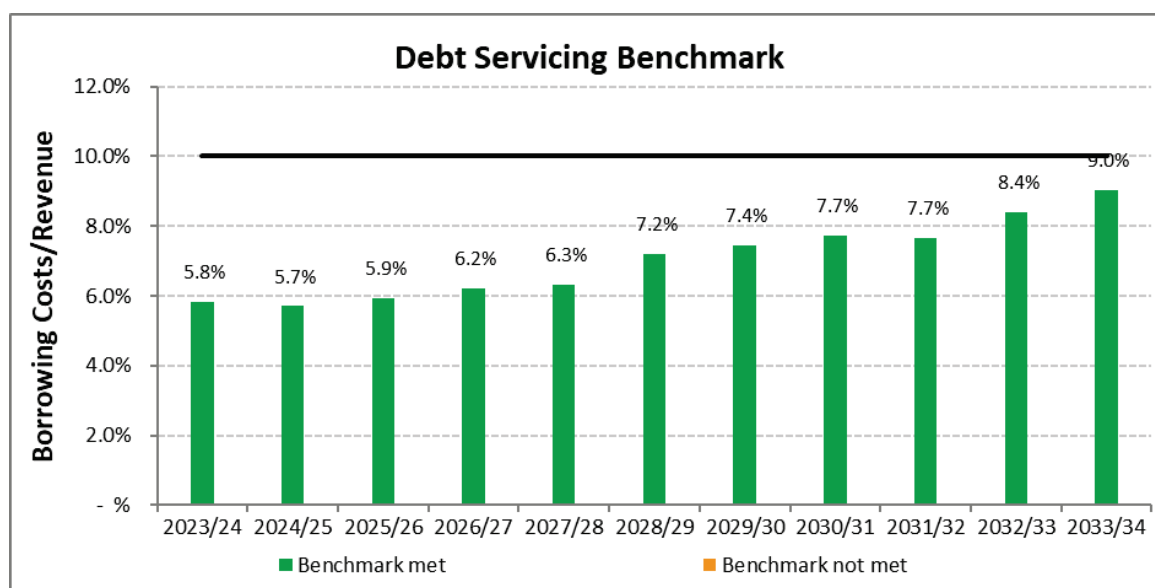


DEBT SERVICING BENCHMARK

Figure 12 displays the Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant or equipment).

Because Statistics New Zealand projects the population of Tasman District will grow more slowly than the national population growth rate, the Council meets the debt servicing benchmark if it's planned borrowing costs equal or are less than 10% of its planned revenue.

Figure 12: Debt Servicing Benchmark



FORECASTING ASSUMPTIONS

TASMAN'S 10-YEAR PLAN 2024-2034

This document provides the significant forecasting assumptions underlying the financial estimates in the Tasman District Council 10-Year Plan 2024-2034.

The Council's 10-Year Plan 2024-2034 is required to contain information on the significant forecasting assumptions underlying the information contained in the document. These assumptions will include assessments of a number of factors that might impact on the Council and the community, including anticipated changes in the population over the next 30 years, the economic and financial environment, how the Council will provide services over the next 30 years, and external factors such as climate change and Government legislation.

Actual results might differ, and these differences could potentially be significant. Therefore, each assumption includes an assessment of how likely the actual results could vary from the assumptions, and an assessment of the impact the variances would have on the Council.

GROWTH ASSUMPTIONS

POPULATION GROWTH

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES, AND HOW COUNCIL WILL MANAGE THE EFFECTS
<p>That the overall population of Tasman increases by 7,400 residents between 2024 and 2034, to reach 67,900. The District will experience ongoing population growth over the next 30 years but the rate of growth will slow over time¹⁴.</p> <p>Based on these assumptions, Council is planning that further 4,200 dwellings and 13 hectares of business land will be required by 2034.</p> <p>The growth assumption also consider non-resident demand for holiday home properties and assumes the current proportion of dwellings will continue to be used as holiday homes.</p> <p>For further information on the 10-Year Plan Growth Projections, please refer to Tasman Growth Projections 2024-2054.</p>	<p>That population growth and development are higher or lower, due to a range of factors, including migration patterns, housing demand, and landowner/developer decisions.</p> <p>Positive net migration is the major contributor to the District's population growth and increasingly offsets natural decrease (more births than deaths). It has historically been highly variable and therefore difficult to predict.</p> <p>Migration patterns could be affected by:</p> <ul style="list-style-type: none"> • An increase in the number of returning New Zealanders • House prices and incomes relative to other regions and countries • Housing supply in other regions, particularly Nelson City. <p>The demand and supply of new commercial and industrial buildings are influenced by a range of factors, including the economic and employment trends.</p>	Medium	<p>The Council will continue to monitor growth and demand.</p> <p>If population growth is higher than assumed, debt incurred by Council to fund the growth-related portion of infrastructure will be repaid more quickly than assumed. Higher growth than planned could also result in an insufficient amount of serviced land (including infrastructure) for development and a worsening of housing affordability. Council may be required to undertake further changes to the Tasman Resource Management Plan and/or increase its investment in infrastructure to make more land for development available. Some infrastructure may need to come forward.</p> <p>If population growth is lower than assumed it may take longer for Development Contributions to pay off debt incurred to fund growth related infrastructure. Council may need to revise its capital programme for growth related infrastructure. The forecast</p>

¹⁴ Dot Consulting, [Projections for Nelson and Tasman](#), 2023, Medium Scenario

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES, AND HOW COUNCIL WILL MANAGE THE EFFECTS
			increases in rates and development contributions may be smaller than anticipated.

AGEING POPULATION

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That the proportion of the population aged 65 years and over is projected to increase from 23% in 2024 to 28% by 2034 (medium scenario).</p> <p>This is likely to mean more residents on limited incomes, for whom rates affordability is a significant issue. The ageing population is also likely to mean a reduction in average household size, as more people live alone or as couples without children, and there is an increased demand for housing, particularly smaller, accessible housing. An increase in the number of residents with disabilities and health issues is likely to increase demand for more accessible facilities, information and services.</p>	<p>Once a population has more than 20 per cent aged 65+ years it is usually approaching the end of natural increase. Tasman reached that threshold in 2016 and has experienced relatively low natural increase in recent years.</p> <p>The proportion aged 65+ years is projected to increase to 29% by 2034 (low scenario) or to 26% (high scenario).</p>	Low	<p>If the population ages faster than assumed, Council may reduce levels of service and/or future investment in infrastructure and facilities in order to reduce future rates increases. Due to an associated reduction in the average household size, it may also be necessary to consider servicing additional land for development to meet the increased demand for housing. This could require increased borrowing. Council may also need to reconsider the mix of services, facilities and infrastructure it provides to meet the needs of the older population structure.</p> <p>If the population ages more slowly than assumed, Council may consider selective increases in levels of service and/or future investment in infrastructure and facilities with the likely consequence of increased future rates rises. Due to an associated lower demand for housing, Council may also reduce its investment in infrastructure to support the growth in land for development (which would reduce debt) and may need to reconsider the mix of services, facilities and infrastructure it provides to meet the needs of the younger population structure.</p>

SUFFICIENT DEVELOPMENT CAPACITY

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That Council won't meet ss.30 and 31 of the Resource Management Act to ensure there is sufficient development capacity within the next ten years in relation to housing and business land to meet the expected demands of the urban area, with demand based on the population growth assumption discussed above. While the Council's planning allows for additional capacity in Tasman's urban environment, this is not as much as required by the National Policy Statement on Urban Development 2020 (NPS UD). Further information is available in the Tasman Housing and Business Assessment.	<p>Due to financial constraints and the increased cost of infrastructure, Council expects there will be enough zoned and service development capacity to meet demand for residential and business land in the urban environment, but not sufficient to meet the additional margin required by the NPS UD.</p> <p>The main risk is that there is not the right type of capacity according to need. The housing and business needs of the region may be different to those Council has assumed, due to factors relating to the population growth, housing preferences and economic situation assumptions. The growth infrastructure projects may not be completed in time to provide the sufficient housing and business capacity required by the NPS Urban Development. There is a risk that landowners won't choose to develop land that is zoned and serviced.</p>	Low in Years 2024/2025 to 2026/2027, Medium in Years 2027/2028 to 2033/2034	<p>The effects are the same as those noted above, in relation to the uncertainty of the growth assumption.</p> <p>If there is insufficient capacity of the right type, the Council will need to immediately notify the Minister for Environment.</p> <p>The Council may need to investigate alternative funding mechanisms for growth infrastructure in order to service further areas for development. This could increase Council borrowing and/or impact Development Contribution levels.</p>

GROWTH IN RATING UNITS

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That the number of rating units will increase from 26,060 in 2024 to 30,800 in 2034, with an average annual increase of 1.7%.	That actual growth in rating units is lower or higher than assumed. Economic conditions, demographic factors, and landowner/developer decisions can cause variations in rating unit growth.	Medium	Any significant variance from rating unit projections will affect rates revenue and development contributions revenue. Lower than projected growth could result in marginally higher rates increases. Council has taken a conservative approach in its estimated growth in the rating base so that the risks are relatively low.

DEVELOPMENT CONTRIBUTIONS (DCS) AND RESERVE FINANCIAL CONTRIBUTIONS (RFCS)

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That Council collects Development and Financial Contributions based on the population growth assumption above. The Council expects to collect \$142 million in Development Contributions over the next 10 years. Council expects to collect in \$31 million in RFC's over the next 10 years. That Council calculates and collects Development Contributions to fund growth infrastructure for the next 30 years (to meet NPS UD requirements). Refer to the Development and Financial Contributions Policy for more detail.	That Council receives development contributions more slowly than assumed. That Council will borrow to fund a significant amount of growth infrastructure in Years 1 -10, which will be recovered from Development Contributions as growth occurs over the next 30 years.	Low in Years 2024/2025 to 2026/2027, Medium in Years 2027/2028 to 2033/2034	If development contributions are received more slowly, Council will hold debt for growth related infrastructure investment for longer. This may put pressure on Council's net debt limit in its Financial Strategy. It will also raise the cost of future development contributions as interest accumulates. Council may have to consider either reducing other debt, or revising the debt limit in its Financial Strategy.

EXTERNAL ASSUMPTIONS

CLIMATE CHANGE

See our website [here](#) for the NIWA reports and further information on the impacts and implications of a changing climate.

ASSUMPTION
<p>The following key assumptions have been made regarding the potential impacts of climate change on the Tasman District community and the Council's activities:</p> <p><u>That Tasman’s climate will change</u> based on the NIWA-modelled climate change projections for Tasman District. The scenarios our assumptions are based on are expressed as a range, from higher emissions to lower emissions, for several climate-related parameters. Two climate scenarios are used across the 2015 and 2019 NIWA reports and are referred below:</p> <ul style="list-style-type: none">• RCP 8.5: “business as usual”, where greenhouse gas emissions continue at current rate.• RCP 4.5: scenario where global action is taken towards mitigating climate change (e.g. Paris climate change agreement). <p><u>That it is not possible to reduce the mid-century warming</u>, due to the amount of greenhouse gas emissions already accumulated in the atmosphere – i.e. that the projections for mid-century are already ‘locked in’.</p> <p>That different climate change scenarios apply depending on the context:</p> <ul style="list-style-type: none">• For infrastructure planning, subdivision, consenting and similar planning purposes, Council assumes the climate change scenario of RCP 8.5 or (for sea level rise) SSP5-8.5¹⁵. This represents a "worst-case" scenario for the impacts of climate change. It is prudent to base design criteria and decision-making on the worst-case scenario, to avoid the risk of having to replace undersized infrastructure or abandon buildings or subdivisions.• For other matters, such as planning Council’s proposed mitigation actions, a low-emissions scenario such as RCP 4.5 may be used as a baseline. This scenario assumes that global greenhouse gas emissions peak in the next few years and decline rapidly thereafter, leading to a global temperature increase of around 1.5°C by the end of the century. <p><u>That sea levels will continue to rise and are likely to rise at an accelerated rate over time</u>. The Tasman District is particularly vulnerable to sea level rise due to its extensive coastline. For low lying coastal land there will be increasing inundation and erosion from sea level rise and storm surge.</p>

¹⁵ RCP = Representative Concentration Pathway. SSP = Shared Socioeconomic Pathway.
RCP scenarios are based on how future greenhouse gas concentrations will change.
Shared Socioeconomic Pathways (SSPs) are scenarios of projected socio-economic global changes up to 2100. They are used to derive greenhouse gas emissions scenarios with different climate policies and in response to socio-economic indicators such as population, economy, land use, and energy change.

ASSUMPTION

Our plans assume sea-level rise (SLR) of:

- 0.32m by 2050
- 0.9m by 2090
- 1.66m by 2130, and
- 2.02m by 2150

(using 1995-2014 baseline (mid-point 2005)).

This is based on the SSP5-8.5H+ (83rd percentile) which is in line with the Ministry for the Environment's Coastal Hazards and Climate Change Guidance (February 2024) and was sourced from the NZ SeaRise: Te Tai Pari O Aotearoa platform.

For coastal subdivisions, greenfield developments, major new infrastructure, changes in land use, and redevelopment (intensification and upzoning), Council is planning for 1.66m SLR by 2130, and also factoring in the relevant rate of vertical land movement locally (as per the MfE 2022 and 2024 guidance). The Tasman coastline is generally subsiding with rates typically in the order of -1.0mm to -4.0mm/year (i.e. -0.10 metres to -0.40 metres per 100 years) which will further exacerbate SLR.

These assumptions were based on the Ministry for the Environment's Interim Guidance on the use of New Sea-level Rise Projections (August 2022) and are also consistent with the updated Coastal Hazards and Climate Change Guidance (February 2024).

That there will be an increased frequency and intensity of extreme weather events: Climate change is expected to lead to more frequent and severe extreme weather events such as storms, heatwaves, and droughts. This could impact the community through damage to property, disruption of services, and increased health risks.

That there will be changes in water availability: Climate change is expected to lead to changes in water availability, including more frequent and severe droughts. This could impact the community through restrictions on water use, reduced agricultural productivity, and impacts on biodiversity.

That biodiversity will be impacted: Climate change is likely to lead to changes in the distribution and abundance of species in the Tasman District. This could result in changes in ecosystem services, impacts on cultural and recreational activities, and increased risks to human health.

NIWA is currently developing updated national climate projections for Aotearoa New Zealand and this is expected to be completed in 2024. This information will be used to inform Council work once available (see: <https://niwa.co.nz/climate/research-projects/updated-national-climate-projections-for-aotearoa-new-zealand>).

BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY
There is an overall risk that the effects of climate change are more <u>or less</u> severe than the scenarios Council’s assumptions are based on and/or sea level rise is higher than the Ministry for the Environment (MfE) predicted advice levels.	High The Council acknowledges that there is a high level of uncertainty associated with climate change projections. While scientific models provide valuable insights into potential impacts, it is difficult to predict with certainty the exact nature and extent of these impacts. As a result, it is important to build flexibility and adaptability into the 10-Year Plan.

POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>There will be social, cultural, economic and environmental implications of climate change for individuals, landowners, businesses, iwi, and the wider community, in addition to the broader implications for the District. Examples of types of impacts include: damage to/loss of assets, property, infrastructure and facilities from coastal storm inundation events, sea level rise, flooding and/or wildfire; issues with water supply security; increased wastewater overflows; inadequate flood protection structures; increased biosecurity incursions and impacts on biodiversity. Climatic events increase Council's costs for both responding to events and building greater resilience into infrastructure and our communities.</p> <p>The 2019 NIWA report details the impacts and implications of the specific climate change scenarios our assumptions are based on. The financial cost to Council of responding to these impacts has not been quantified yet but is likely to be significant. If the impacts are more severe than anticipated, the financial costs will be even higher. A wide range of Council’s services and planned infrastructure provision may be affected, particularly in coastal areas. Council will need to monitor the effects of climate change and sea level rise over time and review its budgets, programme of work and levels of service accordingly.</p> <p>The Council acknowledges that there is a range of potential impacts associated with climate change, and that these impacts may vary depending on the specific location within the Tasman District. A detailed regional climate change risk assessment is underway to identify the key areas of vulnerability (utilising coastal hazards guidance, local government risk assessment guidance, national adaptation plan and national climate change risk assessment, national disaster resilience strategy). The next step will be to develop appropriate strategies and adaptation plans to mitigate these risks.</p> <p>Council’s business must respond to climate change now to ensure a level of preparedness for future impacts. Failure to respond will lead to significant future challenges and costs.</p> <p>The Council will continue to set priorities and apply consistent risk reduction approaches to reduce risk from climate change and natural hazards. Council will monitor climate change, natural hazard, and emergency management related regulatory settings to adjust operations and policy throughout the Long Term Plan period.</p>

NATURAL HAZARDS

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>Natural Hazards:</p> <p>That there will be damaging natural hazard events during the term of Tasman's 10-Year Plan 2024–2034¹⁶. Since 2000, Tasman District has been impacted by at least 10 costly weather-related events¹⁷ of varying scales and it is reasonable to expect the next 10 year period to be similar. The frequency and severity of damaging weather-related events will increase into the future, due to climate change.</p> <p>There is a high likelihood of localised damaging events, such as from flooding, slope failure, strong winds, coastal</p>	<p>That there is a modest or larger natural hazard event and/or a series of more localised events during the period of Tasman's 10-Year Plan 2024–2034. The effects of climate change increases the likelihood of damaging weather-related events (their frequency and severity is also expected to increase).</p> <p>The Nelson Tasman Civil Defence Emergency Management (CDEM) Plan states that the natural hazards with the highest residual risk (i.e. risk that remain after treatment) for Nelson Tasman are: earthquakes (infrequent but significant impact), plant and animal</p>	Medium	<p>Council needs to maintain sufficient Emergency Reserves to fund more regular events.</p> <p>Council has sufficient borrowing capacity above its self-imposed debt cap to be able to use in the case of a natural hazard event where costs exceed its emergency reserves.</p> <p>Following a larger, more widespread, damaging natural hazard event, or a series of more localised events, Council may have to review its levels of service, financial limits and its investment in facilities and infrastructure to support the response and recovery of the District.</p>

¹⁶ [Nelson Tasman Civil Defence Group Plan 2018](#)

¹⁷ Damaging weather-related events affecting Tasman District over the past two decades include:

- 2001 Major drought across the region.
- 2005 Upper Motueka flooding, particularly Motupiko.
- 2010 Very large flood in Aorere Valley. Extensive damage to farmland and the Wangapeka and Murchison areas. Extensive repairs needed to river protection works.
- 2011 Golden Bay and Richmond Hills - extensive landslips and debris flows (\$45m of damage).
- 2013 Richmond and Hope - major flooding, heaviest rainfall seen in Tasman District during one hour (\$45m of damage).
- 2014 Wind caused extensive damage to plantation forestry, as well as trees in urban areas.
- 2018 Cyclone Fehi caused coastal inundation. Cyclone Gita caused flooding damage and extensive landslips/road damage, with the highway over Tākaka Hill closed for many weeks and restricted travel for three years.
- 2019 Major drought across the region and a large damaging fire in Pigeon Valley.
- 2021 Motueka River flooding - extensive river-bank damage requiring repair work.
- 2022 Landslips in Golden Bay, moderate flooding across northern part of the District.

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>erosion, wildfire etc. occurring within the next 10 years, and some of these will be costly (the 2013 Richmond flood was estimated to cost \$45m). There remains a modest chance of larger more widespread damaging events, such as flooding across multiple catchments, drought or a damaging earthquake, occurring over this time, with long-lasting effects such as the damage to the Takaka Hill roading system after Cyclone Gita.</p> <p>Council assumes that 60% of the repairs to underground assets will be funded by central government and 51% of repairs to roading assets will be funded by NZ Transport Agency Waka Kotahi. If the assets sustain storm damage, then the current arrangement with NZ Transport Agency Waka Kotahi is that the funding assistance rate increases with the scale of damage.</p>	pests/diseases, high winds, large scale slope failure and drought.		

EMISSIONS TRADING SCHEME (ETS)

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That the Council's carbon unencumbered units (which are available for sale) are valued at circa \$76-\$80 per unit.</p> <p>The Council's forestry activity produces sufficient committed units (ETS credits) which are valued at \$0 as they are credits obtained through forest growth which must then be surrendered on harvest.</p> <p>The Council will have no permanent forests in the Emissions Trading Scheme.</p> <p>The Regional Landfill Business Unit can purchase ETS units as required to meet its obligations.</p>	<p>That ETS costs are higher than assumed, costing the Council more than forecast through the Regional Landfill Business Unit.</p> <p>The trigger price for the release of additional ETS credits (NZU, carbon units) to the market has been set at:</p> <ul style="list-style-type: none"> • \$38.67 per NZU for 2024/2025 • \$41.45 per NZU for 2025/2026 • \$44.35 per NZU for 2026/2027.¹⁸ <p>The demand for carbon credits is expected to increase exponentially, especially driven by the surge of corporate climate pledges that will boost activities in the voluntary market.</p>	Medium	<p>If the increase in ETS costs are materially higher than assumed, Council may need to increase waste management fees and charges further or increase rates to fund these costs.</p> <p>IF NZU prices are higher than estimated then Council's unencumbered NZU credits will have a higher book value. This value will only be realised if they are sold.</p>

¹⁸ Proposed changes to NZ ETS limit and price control settings for units for 2022 - Ministry for the Environment - Citizen Space

ECONOMIC ENVIRONMENT

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES												
<p>That Tasman’s economy will grow at a similar rate to the long-run average for New Zealand, with negative growth in 2024 before returning to positive growth from 2025.</p> <p>Treasury has forecast NZ GDP per capita to increase as follows to 2027¹⁹</p> <table><tr><th>Year</th><th>Average Annual % Change</th></tr><tr><td>2024</td><td>-0.7</td></tr><tr><td>2025</td><td>-0.1</td></tr><tr><td>2026</td><td>1.5</td></tr><tr><td>2027</td><td>1.8</td></tr><tr><td>2028</td><td>1.5</td></tr></table> <p>Although New Zealand’s economic growth is expected to be stronger in the near term, high-for-longer interest rates means a more delayed recovery in activity is forecast.</p> <p>GDP in Tasman District measured \$2,925 million in the year to March 2022, up 5.9% from a year earlier. This was higher than the national growth rate for New</p>	Year	Average Annual % Change	2024	-0.7	2025	-0.1	2026	1.5	2027	1.8	2028	1.5	<p>The timing and extent of the economic downturn and subsequent recovery may be lower or higher than forecast due to:</p> <ul style="list-style-type: none">the level of central government investment in the NZ economythe extent and timing of changes to the Official Cash Ratethe global economic situation and other national or international factors.	Medium	<p>The demand for various Council services and several sources of Council revenue are dependent on the incomes of residents and businesses.</p> <p>There is a risk that the economic downturn is worse or longer than expected, having a negative impact on rates affordability and various parts of Council’s business and revenue streams, including rates, fees and charges, dividends, and revenue from commercial activities. Council may be called upon to deliver higher levels of service in areas such as community support and working with central government to deliver economic stimulus packages which could require a need to re-direct Council resources or to increase borrowing.</p> <p>There is a risk that the economic situation recovers faster than expected and Council may have</p>
Year	Average Annual % Change														
2024	-0.7														
2025	-0.1														
2026	1.5														
2027	1.8														
2028	1.5														

¹⁹ Half Year Economic and Fiscal Update 2023 (published 20 December 2023, Treasury)

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>Zealand (5.3%) and Tasman District accounted for 0.8% of national GDP in 2022.</p> <p>Economic growth in Tasman District averaged 4.6% annually over the 10 years to 2022, compared with an annual average of 3.0% for New Zealand.</p> <p>The RBNZ's action to increase interest rates to reduce the inflation rate is expected to shrink household disposable incomes, suppress confidence and suppress consumer spending in 2023 and 2024²⁰.</p> <p>However inflation is expected to be within the 1-3% range in the second half of 2024²¹ with interest rates easing and the economy starting to grow more normally.</p> <p>Around 12%²² of Tasman's economy is focused on agriculture and other primary industries. These are expected to grow by 4% in 2023 followed by falling by 1% in 2024 (driven largely by inflationary pressures)²³.</p> <p>Tourism is an important component of the Tasman economy and has been affected by Covid 19 restrictions in recent years. Visitor arrivals to New Zealand are expected to grow an average of 4.0 per cent each year, reaching 5.1 million visitors in 2025.</p>			reduced budgets more than necessary.

²⁰ BERL Cost adjustors Nov 2022

²¹ RBNZ MPS November 2022.

²² Tasman Economic Profile 2021. Infometrics.

²³ Source: Situation and Outlook for Primary Industries-SOPI December 2022, Ministry of Primary Industries

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
Spend growth is forecast to grow slightly higher than the growth of visitor numbers, suggesting that spend per visitor will increase ²⁴ .			

COVID-19 AND OTHER EPIDEMICS

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That New Zealand avoids another widespread outbreak of Covid-19 (or any other pandemic) and no further lockdowns or border restrictions are required in relation to COVID. However, it is assumed that new and different pandemics and other epidemics may emerge which could require time to adapt to.	The occurrence of pandemics or epidemics is difficult to predict but may result in lockdowns or border restrictions.	Medium	<p>For periods of time, Council may only need to provide essential services and may reduce some discretionary services, or continue by remote working.</p> <p>Completing capital works programmes may become more difficult to achieve due to social distancing measures. The economic impact would increase pressures for Council to limit rates increases, potentially at the expense of lower levels of service.</p>

²⁴ International Tourism Forecasts 2019-2025. MBIE

LEGISLATIVE ASSUMPTIONS

THREE WATERS ACTIVITIES

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That delivery of the Council's three waters activities, including Council's shares in the Waimea Community Dam, will remain with Tasman District Council.</p> <p>In 2022 and 2023, the Labour-led Government passed legislation to establish publicly owned water services entities and to enable the transfer of the water services assets and liabilities from Councils to the water services entities by 1 July 2026.</p> <p>In February 2024, the National-led government repealed that legislation and has indicated an intention to introduce replacement legislation by mid-2025 that would allow Councils to voluntarily form their own groupings and Council-Controlled Organisations.</p>	<p>That new legislation is passed which makes significant changes to the delivery or funding of water services.</p>	<p>Medium</p>	<p>Transfer of the Council's three waters assets and activities to another entity will have significant impact on Council's finances and operations.</p>

RESOURCE MANAGEMENT ACT (RMA) REFORM

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That there will continue to be obligations on Council to develop, implement and maintain strategic growth and resource management plans. Council will continue to have a role in the regulatory environment, as well as monitoring and compliance functions.</p> <p>In 2023, the Labour-led government passed the Spatial Planning Act and the Natural and Built Environment Act. In December 2023, the National-led government repealed that legislation and signaled a second reform phase to make amendments to the RMA before a third reform phase to replace the RMA.</p>	<p>There is a risk that work to develop the new resource management plans and strategies will have to be discarded and repeated under new legislation.</p> <p>That new legislative requirements to carry out the development, monitoring and review of resource management plans and strategies require additional funding.</p>	<p>Medium</p>	<p>Until the legislative changes are finalised it is difficult to estimate the likely impact on Council. The current legislation brings with it financial obligations on Council to fund the new regionally based planning system.</p> <p>Indications are that there will be significant increased costs associated with the new system in activities such as monitoring.</p> <p>The Council will make any adjustments necessary to respond to changes to local government legislation through annual plans and the Long-Term Plan 2027-2037.</p>

FUTURE FOR LOCAL GOVERNMENT

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That the existing role and functions of Council will continue through the term of the Long Term Plan 2024–2034.	<p>In 2021 the Minister of Local Government announced that they had established a Ministerial Inquiry into the Future for Local Government. In June 2023 the Review Panel presented its final report, He piki tūranga, he piki kōtuku, to the Minister and Local Government New Zealand.</p> <p>While the final report may recommend significant changes to what local government is and does, the Minister is not required to adopt any of the recommendations from the panel and it is unclear what recommendations are likely to be adopted or when.</p> <p>The Council considers it unlikely that any recommendations could take effect before 1 July 2024, particularly for changes to roles or functions.</p>	Medium	<p>Until the Government has made its intentions clear it is difficult to estimate the likely impact on Council.</p> <p>The Council will make any adjustments necessary to respond to changes to local government legislation through annual plans and the Long-Term Plan 2027-2037.</p>

AMALGAMATION AND SHARED SERVICES

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That the Council will continue through the term of Tasman’s 10-Year Plan 2024–2034 as a separate unitary authority based on existing boundaries. The Council will continue to work with other Councils and entities, (particularly Nelson City Council), to develop shared services, including through Council Controlled Organisations, where this provides economic and social benefits to the community.	<p>That the Nelson and Tasman Councils amalgamate to form one combined Council for the wider region or the Council does not continue in its current form.</p> <p>That some shared services arrangements are discontinued during the 10-Year Plan 2024-2034.</p>	Low	<p>Amalgamation of the two Councils or Councils’ organisational form changing in another way would involve a fundamental reconsideration of the levels of service, capital programme, and finances under a new amalgamated Council.</p> <p>Shared services are in place because there are financial, coordination or other benefits to the parties involved. If some of these are discontinued, there could be increased costs for the Council and/or lower levels of service.</p>

GOVERNMENT LEGISLATION

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That Council will be affected by changes to Government legislation. However, as the nature of these changes is not known, no financial provision has been made for them except where noted elsewhere in these forecasting assumptions. It is assumed that the Council will have the opportunity to submit on legislation likely to affect it and that Government will work with Councils to ensure that any legislative changes are managed appropriately.	That Government legislation increases Council costs or reduces its ability to raise revenue.	Medium	If the increase costs from changes in legislation are material, Council may need to increase rates or fees and charges to fund these or consider reducing discretionary levels of service.

OPERATIONAL ASSUMPTIONS

COUNCIL RESOURCE CONSENTS

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That the resource consents held by the Council will not be significantly altered, and any that are due to expire during the next 10 years will be replaced with similar consents if required.	<p>That the resource consents held by the Council are significantly altered, or the rules significantly changed increasing the consent condition requirements and cost.</p> <p>That the resource consents held by the Council cannot be replaced.</p>	Low	<p>If consent conditions or planning rules are significantly altered, increased compliance costs are expected. The Council may need to consider changing the way it provides the consented activity, or review the fees, charges and/or rates charged in order to cover the additional costs of compliance.</p> <p>If new resource consents for an activity are not approved or are approved for a shorter term, the Council will need to consider the implications in terms of cost and level of service.</p>

DELIVERY OF THE COUNCIL'S CAPITAL PROGRAMME

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That capital projects will be delivered within the budgets prepared for the Long Term Plan.</p> <p>That contractors and materials will be available to undertake the work required to agreed standards, deadlines and to budget.</p> <p>The Council also appreciates that issues occur that mean that all projects will not be delivered on time. As a result, a capital lag of 10% of the following activities capital spend has been built into the plan:</p> <ul style="list-style-type: none"> • Water • Wastewater • Stormwater • Property • Reserves spend funded by Reserve Financial Contributions. <p>This recognises that certain projects will not be completed on time but acknowledges that Council is unsure which project or projects this will relate to.</p>	<p>The Council competes with Central Government and the private sector for the available contractor resources (materials and labour).</p> <p>For various reasons, there may be delays in the delivery of projects in the capital programme greater than the 10% lag assumed.</p> <p>Alternatively, there may be more projects in the capital programme that are delivered on time than assumed through the 10% lag.</p> <p>Co-funded projects may be delayed or cancelled if co-funding is not available or delayed.</p>	Medium	<p>If contractors or materials are not available, the Council's programme of work would have to be reduced and/or amended. This would impact the levels of service for a number of activities and the cost of providing them, as well as potentially slowing growth.</p> <p>Most Council capital expenditure is funded through borrowing. The risk of not spending the forecast level of capital is that the Council does not reach its projected net debt figure in the Financial Strategy.</p> <p>In addition, delays in delivering capital projects will result in lower than planned operational costs associated with the creation of these assets being later. These then flow on into the Profit and Loss account as a surplus because interest and operational costs are lower than planned. As a result, the Council will collect more in rates than necessary.</p> <p>If more projects are delivered on time than anticipated, Council's debt will be higher than forecast with an associated increase in interest costs.</p> <p>\$1 million more or less in debt equates to a rating impact of plus or minus \$80,000 per annum.</p>

DIGITAL INNOVATION PROGRAMME -TRANSITION TO SOFTWARE AS A SERVICE

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That the transition to purchasing software as a service and leasing IT related equipment will continue. The impact of this is a move from loan funded capital expenditure to operational expenditure.	If the transition is delayed, the change from requiring capital expenditure to funding as operational expenditure will be delayed. Loan funding of operational costs is not supported.	Low	The capital and operational estimates may vary significantly from those in the 10-Year Plan budgets. The Council’s debt levels and financing costs may be under- or over-stated.

STAFF NUMBERS

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That staff numbers (Full Time Equivalents ((FTEs)) will increase from 421 in year 2024/2025 of the 10-Year Plan to 474 in year 2033/2034. This is based on new and existing roles identified for Years 1-3, and assuming six extra FTEs each year after that. Specific roles beyond 2027 are yet to be determined.	<p>The assumed FTE numbers provide sufficient resourcing to meet the Council's operational, regulatory and legislative requirements, based on the legislation assumptions noted. The Council's staffing requirements could grow to a greater or lesser extent, grow more rapidly or slowly, as a result of significant change in these requirements, improved information technology or changes to the Council's functions.</p> <p>Underestimating staff numbers may mean more expenditure is needed for consultants or contractors.</p> <p>Workforce analysis by an external expert has indicated Council may need up to 538 FTEs by 2026/2027.</p>	Medium	<p>If the number of staff employed increases less than anticipated, the Council may be able to reduce rates or fees and charges revenue.</p> <p>If the number of staff employed increases more than anticipated, the Council may need to increase rates or fees and charges revenue to fund these.</p>

RICHMOND OFFICE

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That the Richmond office will need an accommodation solution implemented around 2027/2028 to meet the June 2033 deadline to mitigate the seismic risk.</p> <p>The accommodation solution will be consulted on as part of the Long Term Plan 2027-2037. \$3.4M from 2031/2032 operating costs for rental of leased premises and \$1.7M (loan funded) in year 7 capex cost for fitout be included in the Long Term Plan.</p>	<p>The Richmond office is a priority earthquake-prone building and has a deadline of June 2033 to mitigate the seismic risk. On 26 October 2023, Council resolved that the preferred solution for the Richmond office accommodation solution be consulted on as part of the Long Term Plan 2027-2037.</p> <p>The timing of the decision is entirely dependent on the preferred solution that the Council chose. The various solutions already considered by the Council ranging from build and own to build and leasing would require lead times of up to 48 months. This could be longer as it is entirely dependent on the prevailing construction supplier market at the time.</p> <p>The changes in work practices and the uncertainties around local government reform, plus the Council's current financial constraints may require a rethink on whether the Council reconsider refurbishing and strengthening the current Richmond Office.</p> <p>There may become an urgent need to relocate from the Richmond office more quickly than anticipated or supplement the</p>	Medium	<p>If Council has to relocate from the Richmond office earlier than assumed, it could be necessary to increase borrowing (if the Council owns the replacement building) and/or rates (to either lease a building or service the debt).</p> <p>If the Council has to carry out the additional earthquake strengthening work on the Richmond office building it may need to increase debt levels and/or reprioritise other capital projects.</p>

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
	<p>existing capacity through additional office accommodation.</p> <p>The Council may continue to occupy the Richmond office building and have to carry out the necessary additional earthquake strengthening work.</p>		

FINANCIAL ASSUMPTIONS

INFLATION/PRICE CHANGES

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>In preparing Tasman’s 10-Year Plan 2024–2034 the Council has used the inflation factors as set out in the table below.</p> <p>The Council has generally used the inflation figures provided by BERL. The Council has used BERL’s overall average operating and capital local government cost indices, apart from salaries which it has adjusted to reflect the Council’s expected future costs. The non-rates revenue inflation factor is calculated as an average of the operating and salary adjustor, except year 2024/2025 has been set at 10% and year 2025/2026 at 7.5% to reflect the expected rates increases.</p>	<p>Inflation is higher than assumed resulting in budgets being inadequate to deliver the programme of investment in facilities and infrastructure, and to deliver the levels of service in Tasman’s 10-Year Plan 2024–2034.</p>	<p>Medium</p>	<p>If inflation for the goods and services that the Council purchases is higher than assumed, the Council will be required to consider increasing rates and charges, reducing its programme of investment in facilities and infrastructure, increasing debt and/or reducing levels of service.</p> <p>If inflation for the goods and services that the Council purchases is lower than assumed, the Council costs will be lower and the Council will consider reducing rates and/or fees and charges or selectively increasing levels of service.</p> <p>If movements in the consumer price index (CPI) are substantially lower inflation for the goods and services that the Council purchases, then there will be increasing pressure on the Council to reduce any planned rates or fees and charges increases.</p>

YEAR ENDED JUNE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TEN YEAR AVERAGE
Revenue	10.0%	7.5%	2.7%	2.7%	2.6%	2.5%	2.5%	2.4%	2.4%	2.4%	3.77%
Employee costs	4.5%	3.0%	3.2%	3.2%	3.1%	3.0%	3.0%	2.9%	2.9%	2.9%	3.17%
Maintenance	2.9%	2.2%	2.3%	2.3%	2.2%	2.1%	2.0%	2.0%	1.9%	1.9%	2.18%
Energy	2.9%	2.2%	2.3%	2.3%	2.2%	2.1%	2.0%	2.0%	1.9%	1.9%	2.18%
Other Operating Expenses	2.9%	2.2%	2.3%	2.3%	2.2%	2.1%	2.0%	2.0%	1.9%	1.9%	2.18%
Capital	3.0%	2.2%	2.4%	2.3%	2.2%	2.1%	2.1%	2.0%	2.0%	1.9%	2.22%

INTEREST RATES

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>The Council has assumed borrowing costs for each year based on forecasts from Councils Treasury adviser PwC.</p> <p>These borrowing costs include the cost of both funds already borrowed and anticipated new debt at anticipated future borrowing rates.</p> <p>The Council will review the interest rate assumption with our treasury advisors, PwC. Interest rates are volatile at present and the Council will ensure the most up-to-date rates are used.</p>	<p>That borrowing costs are higher than assumed, resulting in the Council's cost of borrowing being higher than anticipated.</p>	<p>Medium/High</p>	<p>If actual interest rates are higher than the assumed rate, this cost would be met by increasing rates or adjusting down future borrowing requirements.</p> <p>A 1% increase in borrowing costs increases finance costs by approximately \$100,000 per annum per \$1 million of borrowing.</p> <p>A degree of protection against fluctuating interest rates has been provided through the use of interest rate swaps.</p> <p>The Council is also a member of the Local Government Funding Agency which provides</p>

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
In February 2024, the Standard and Poors (S&P) Global Ratings agency revised their outlooks on 15 Councils from stable to negative, including Tasman.			<p>access to borrowing at a lower rate than the Council could obtain directly from banks.</p> <p>The Council is exposed to deposit interest rates through its prefunding activities and cash reserves. These interest rates are impacted by the Government’s monetary policy settings in particular the OCR (Official Cash Rate).</p> <p>S&P may decide to raise or lower our current rating. This will have a flow on positive or negative effect on the Council’s new borrowings.</p>

BORROWING RATE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TEN YEAR AVERAGE
	3.9572%	4.11%	4.22%	4.32%	4.77%	5.03%	5.20%	5.35%	5.46%	5.59%	4.80%

NEW ZEALAND TRANSPORT AGENCY WAKA KOTAHI FUNDING

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That NZTA Waka Kotahi indicative funding for the first three years of the LTP, which is \$4.6 million less than we previously budget, is confirmed. Please note the \$4.6m relates to local road pothole prevention and local road operations only.	The confirmed funding is less than the indicative level.	High	If the Council receives less funding, we would do less work using only the Council's share of the budget (49%). This would mean less expenditure on our transport network.
That the Government financial assistance through New Zealand Transport Agency Waka Kotahi (NZTA) Financial Assistance Rate will remain at 51% for the remaining seven years of the 2024–2034 Long Term Plan.	That the Government Policy Statement on Land Transport set by the new National-led government has different priorities that affect the National Land Transport Plan.	High	If NZTA financial assistance rates are lower than assumed, and/or NZTA does not fund the full NLTF request, the Council may need to consider increasing rates and/or debt and/or reducing its programme of transport infrastructure investment. This may result in levels of service being reduced.
That the agreed National Land Transport Plan is provided by NZTA for 2024-2027.	That NZTA financial assistance rates are lower than assumed, and/or that NZTA does not fund the full National Land Transport Fund (NLTF) request thereby increasing the Council's costs for transportation related activities.	High	The Council can choose to commit its full share of funding accepting that the total funding available will be reduced. As a consequence, the Council will need to prioritise work available within available funds and this may negatively impact the condition of the roading network. If NZTA continued at the funding level indicated in the first three years Council will need to continue to prioritise work across the remaining 7 years to

That Council will receive funding for 51% of the August 2022 weather event and other reactive maintenance costs of \$3.9 million that impacted Councils' roading network in the 2023/2024 financial year. Waka Kotahi's contribution would be \$2 million.	The 2023/2024 year is the third and final year of the Waka Kotahi funding cycle. Historically a wash up occurs where additional funding can be made available to Councils. Council have requested funding assistance for the overspend but there is a chance that this will be declined.	High	<p>accommodate the reduced funding which would be circa \$2.3m annually plus inflation. This may result in levels of service being reduced.</p> <p>If Council did not receive funding of \$2 million from Waka Kotahi for the forecast 2023/2024 deficit Council would recover this by rating for the deficit over the following 5 years with the first year being 2025/2026.</p>
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CENTRAL GOVERNMENT FUNDING

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That Government funding will be received for applications where a formal funding agreement has been entered into.</p> <p>The Council has applied for Government funding through a range of funds to improve community well-being. In most cases there is a requirement that the Council also contributes funding towards the projects, there are specific timeframes for completion and at times there are</p>	That the Council is successful in accessing further Government funding for programmes and projects with specific timelines for completion.	Medium	<p>If the Council receives funding for specific programmes or projects, it may be necessary to change the timing of some work to access the government funding available and change when the Council's contribution will be required. This could lead to changes in the timing of other projects to accommodate those attracting government funding.</p> <p>Receiving additional central government funding could impact operating expenditure,</p>

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>project management and accountability costs not covered by the external funding. A number of applications are still pending.</p> <p>With the exception of NZTA funding, the Council has only included government funding in its revenue forecasts where a formal funding agreement has been entered into. The Council negotiates project management costs to be covered by the funding received wherever possible. Any further project management and accountability costs have been provided for where a formal funding agreement has been entered into.</p>			operating revenue, levels of service and debt levels.

MARINE FARMS NOT LIABLE FOR RATES

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That marine farms operating in the sea space within the Council's boundary will not be liable to pay rates. This is the case under existing rating legislation and the Council assumes no change for the duration of Tasman's Long Term Plan 2024–2034.	Central Government could change legislation to enable the Council to rate marine farming industries.	Low	The Council cannot currently rate marine farmers to use the coastal marine area. Any rates revenue from this activity would help to generate additional revenue for the Council to fund related infrastructure and services (e.g. roading and Port Tarakohe). This contribution would ease the level of rates

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
			incidence across the District and/or allow for increased levels of service.

FIXED ASSET REVALUATION

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>The Council re-values fixed assets on a three yearly cycle. It is assumed that the following types of fixed assets will increase in value in 2024/2025 by the Business and Economic Research Ltd (BERL) Capital index (and every three years thereafter): , Solid Waste, Roding, Rivers, Coastal, Land and Buildings. Commercial property will be revalued each and every year using the BERL capital index. Water Supply, Wastewater, Stormwater are assumed to increase in value, by the BERL capital index, from 2023/2024 and every three years thereafter.</p> <p>The revaluation amount is depreciated over a weighted average of 50 years. This is derived from the average life of capital expenditure over the next ten years.</p>	<p>If the revaluation of the Council assets is higher than assumed, the costs of funding depreciation increase.</p>	<p>Low</p>	<p>These assumptions affect the depreciation charges contained within the Council's proposed budgets. The detail for each asset category and the Council's asset depreciation rates are in the Statement of Accounting Policies.</p> <p>If the revaluation of assets is higher/lower than assumed, the Council may need to consider increasing/decreasing fees and charges and/or rates to pay for the different cost of funding depreciation and/or decreasing/increasing capital expenditure for renewals.</p>

CREDIT AVAILABILITY

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That credit can be obtained from financial markets on competitive terms and conditions.	That credit is not available on competitive terms and conditions.	Low	<p>If credit is not available on competitive terms and conditions, there are likely to be impacts on the cost of borrowing or in extreme circumstances the ability of the Council to borrow at all.</p> <p>The Council may have to increase rates to pay for the increased costs of borrowing. Council may have to reduce its investment in infrastructure and facilities and consider reducing levels of service.</p>

USEFUL LIVES OF SIGNIFICANT ASSETS

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That the Council assets have standard useful lives, except where there is good quality information that contradicts this. In Tasman’s 10-Year Plan 2024–2034, the Council has made a number of assumptions about the useful life of its assets (refer Infrastructure Strategy) These assumptions affect the depreciation charges contained within the Council’s proposed budgets. The Council has an ongoing programme to obtain improved information on the age and condition of its assets.	That the lives of assets are materially shorter than assumed, necessitating renewal or replacement at an earlier date.	Low	<p>If the life of assets are materially shorter than those contained within the Plan, the Council may need to increase borrowing with a consequential impact on increasing rates.</p>

RETURN ON INVESTMENTS

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That the return on investments in Council Controlled Trading Organisations and retained earnings on subsidiaries will continue in line with the relevant organisation's Statement of Intent. This includes 50% of the dividend returns from Infrastructure Holdings Limited, forecast to be \$5.6 million in 2024, \$6.3 million in 2025, and \$7.9 million in years 2026 through to 2034.</p> <p>That the return on Enterprise Activity investments will be in line with the Enterprise Activity Investment Strategy 2023.</p> <p>The long-term goal of the investments assigned to the Enterprise Activity is to <i>retain and</i> reinvest 75% of the net income generated and release 25% of net income generated to off-set rates or other Council expenditure each year.</p>	That returns are lower than assumed reducing the revenue from this source.	Low/Medium	<p>There is increased uncertainty about the ongoing economic situation which could negatively affect the return on Council's investments.</p> <p>If revenue from the return on investments is lower than assumed, the Council may need to consider increasing rates and/or reducing levels of service.</p>

INSURANCE COSTS

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That insurance cover for Council assets will be available throughout the life of Tasman’s Long Term Plan 2024–2034 and that premiums will rise faster than the rate of inflation. The Council expects insurance base cost to rise by 15-20% plus the impact of inflation on asset values in those years. Coverage may be limited.</p> <p>The current difficulties obtaining full cover for forestry assets and Port Tarakohe will likely continue and may expand to encompass other higher risk assets and activities.</p>	<p>Due to the physical risks to climate-exposed assets (e.g. infrastructure at risk from sea level rise), insurance premiums will substantially increase or insurance cover will not be available for assets in locations known to be vulnerable. These trends are already happening throughout New Zealand.</p> <p>That insurance cover will not be available for some or all Council assets for at least a period during the life of Tasman’s 10-Year Plan 2024–2034. This is particularly likely for coastal and port assets.</p> <p>That insurance premiums will increase beyond the anticipated level due to increasing material damage from natural hazard and weather related events driving increasing claim levels to insurance companies.</p> <p>The Council is facing a hardening insurance market that will drive increases in deductibles and reduction in cover limits.</p> <p>The Council may need to increase its level of self-insurance if cover is restricted or becomes unaffordable.</p>	<p>Medium</p>	<p>If insurance cover is either not available or premiums are above tolerable limits, the Council may have to assume more of the risks. This requires reserves and /or sufficient borrowing capacity to be able to replace damaged Council assets following a disaster event or similar. Maintaining this increased level of available borrowing capacity may mean the Council has to reduce other borrowing by reviewing its investment in facilities and infrastructure, reviewing its levels of service and/or revising its debt limit in the Financial Strategy.</p> <p>The Council may need to provide additional reserve funds to cover self-insurance risks.</p>

COLLECTION OF LEVIES VIA RATES FOR CENTRAL GOVERNMENT

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>The Council will not incur costs from collecting additional rates or levies to fund central government functions.</p> <p>The Urban Development Act 2020 and the Infrastructure Funding and Financing Act 2020 provide for central government to set rates or levies for local authorities to collect on its behalf.</p>	<p>That the Council will be required to collect one or more rates or levies on behalf of central government and the costs are not fully recovered. In this scenario additional Council rates would be required to fund the outstanding costs.</p>	<p>Medium</p>	<p>If the Council is required to collect rates on central government's behalf for one or more of these purposes, changes will be required to the Council's rating systems and significant administration costs will be incurred on an annual basis to collect and account for this revenue.</p> <p>If the community generally considers the increase in rates to fund the central government functions are attributable to the Council, it is likely that those concerned about rates affordability will become more vocal and public pressure on rates levels could further limit Council's scope to increase rates to pay for the services it delivers. This could lead to reduced levels of service and/or delays in the provision of infrastructure or other capital projects.</p>

NON-RATEABLE LAND AND TREES

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That there is no change to legislation that defines the categories for non-rateable land, including Māori freehold land. This means a significant proportion of the District remains as non-rateable land. Similarly, there is no change to legislation meaning that rates cannot be charged on the capital value of trees in commercial forests.	<p>Legislation is enacted that increases the categories for non-rateable land (including changes to the rateability of Māori freehold land).</p> <p>Legislation is enacted that enables the value of trees to be included in the capital value of commercial forests for rating purposes.</p>	Low	<p>Approximately 66 % of the land area in Tasman is currently non rateable. This includes at least 60% Department of Conservation land - mostly the national parks. If more land becomes unratable, this will have implications for the Council's rate take, meaning the rates would need to increase on the remaining ratepayers to offset this loss.</p> <p>If more land becomes rateable there would be an effect of increasing the incidence of rates on the owners of this land and reducing the incidence of rates on other rate payers. Similarly, if rates could be charged on the value of trees in commercial forest, the effect would be that commercial forest rate payers would pay a larger proportion of rates and other rate payers a lower proportion.</p>

TRANSITION TO FUNDING DEPRECIATION

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That Council's share of depreciation will be fully funded by 2029/2030.</p> <p>As part of its approach to funding infrastructure renewals, Council began funding depreciation from 2015/2016. Because of the large revaluation increases for this 10-Year Plan, the Council has extended the timeframe that Council's share of depreciation will be fully funded. The Council doesn't depreciate the portion of transport infrastructure which is funded by Waka Kotahi NZ Transport Agency.</p>	<p>That the Council's share of depreciation is not fully funded by 2029/2030.</p>	<p>Low</p>	<p>The Council would have to increase its borrowing to fund the portion of depreciation not funded through rates. This may reduce the Council's capacity to borrow for other purposes within its debt cap in the Financial Strategy. The Council may need to review its programme of investment in facilities and infrastructure.</p> <p>The level of funding for depreciation directly impacts on Council rates and other fees and charges.</p>

MAJOR INDUSTRIAL WATER USERS (IWU) AND PROVISION OF WATER TO SOME NELSON PROPERTIES

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
That the volume of water supplied to the residential and industrial properties in the Nelson City Council area will remain relatively static over a 10-year period. Charges will be levied in accordance with the 2021 Engineering Services Agreement between Nelson City Council and Tasman District Council and will approximate the daily and volumetric charges levied in Richmond.	That the Council’s revenue from providing water to major industrial water users and/or residential properties in Nelson South is lower than assumed.	Low	If the amount of water required decreases significantly the Council will need to reassess the water storage and conveyance needs for the urban water supply system. A large reduction in the volume provided might also affect the cost of water provided to other urban water supply users, including Tasman residential properties. The reason for this is that most of the costs of supplying water are fixed, and a change in the volume provided would also change the average cost per cubic metre. If there is a large reduction in the volume of water provided, the Council may need to consider increasing rates and/or reducing levels of service.

COMMUNITY FUNDING TOWARDS COMMUNITY FACILITIES

ASSUMPTION	BRIEF DESCRIPTION OF RISK	LEVEL OF UNCERTAINTY	POTENTIAL EFFECTS OF UNCERTAINTY ON FINANCIAL ESTIMATES
<p>That the investment in the following facilities will be funded by a contribution fundraised by the local community, with the balance funded by the Council.</p> <ul style="list-style-type: none"> • Waimea South Community Facilities (in Wakefield and Brightwater) – 23% community-funded • Motueka Swimming Pool – 22% community-funded • Tapawera Community Hub – 33% community-funded • Murchison Sport, Recreation and Cultural Centre – Stage 2 – 27% community-funded. 	<p>That the community is unable to fundraise the level of funding required by the time the facility development is planned.</p>	<p>High</p>	<p>If the community is unable to contribute the level of fundraising expected for any of these community facilities, the Council will make decisions on how to proceed. The broad options open to the Council are to delay the project to allow more fundraising to take place, explore other funding options, or, as a last resort, cancel the project.</p> <p>The risk will not increase the financial estimates without a specific decision by the Council to increase its share of the funding.</p>

DISCLOSURE STATEMENT

The prospective financial statements contained in Tasman's 10-Year Plan 2024–2034 were authorised for issue on 27 June 2024 by the Tasman District Council. The Council, and management of the Tasman District Council, accept responsibility for the prospective financial statements, including the appropriateness of the assumptions underlying them.

In the opinion of the Council and management of Tasman District Council, the prospective financial statements contained in Tasman's 10-Year Plan 2024–2034 for the period 1 July 2024 to 30 June 2034, fairly represent a formal and public statement of Council's intentions in relation to the matters covered by the Plan. It is acknowledged that adoption of Tasman's 10-Year Plan 2024–2034 does not constitute a decision to act on any specific matter included in the Plan.

Tasman's 10-Year Plan 2024–2034 incorporates the Annual Plan 2024/2025. The prospective financial statements will be updated as necessary in each subsequent year through the Council's Annual Plan, and through a further Long Term Plan not later than 2027.

T B King
Mayor

L Rae
Chief Executive Officer

M Drummond
Group Manager, Finance

AUDIT REPORT

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

APPENDIX 1: GLOSSARY

To further assist readers, the following definitions of other terms used in the document are set out below.

ANNUAL PLAN

A plan required by the Local Government Act 2002 to be produced by the Council in the two intervening years between each three-yearly Long Term Plan (LTP). The main purpose of the Annual Plan is to identify any amendments and variations to the specific year of the base LTP.

ANNUAL REPORT

Annual Reports are published following the end of each financial year which ends on 30 June. It is an audited account of whether the Council completed its planned work programme. Any work not completed as planned is explained. The Annual Report is a key method for the Council to be accountable to the Community for its performance.

ANNUAL RESIDENTS' SURVEY

The Annual Residents' Survey is the survey of residents' opinions that the Council has undertaken annually by an independent research agency.

ACTIVITY MANAGEMENT PLANS

Activity Management Plans (AMPs) describe the infrastructural assets and the activities undertaken by the Council and outline the financial, management and technical practices to ensure the assets are maintained and developed to meet the requirements of communities over the long term. Activity Management Plans focus on the service that is delivered as well as the planned maintenance and replacement of physical assets.

ASSOCIATE

An associate is an entity over which Tasman District Council has a significant influence and that is neither a subsidiary nor an interest in a joint venture.

ASSUMPTIONS

Assumptions are the underlying premises made by the Council that affect its financial planning for a specific activity, or for all Council activities. These are made clear so everyone can understand the basis for Council's financial planning and form an opinion about how reasonable those assumptions are.

CAPITAL COST

The cost of creating or acquiring new physical assets or to increase the capacity of existing assets beyond their most recently assessed design capacity or service potential.

CAPITAL EXPENDITURE

This expenditure relates to the purchase or creation of assets that are necessary to assist in the provision of services. They have useful lives in excess of one year and are therefore included in the

Statement of Financial Position. Capital expenditure includes the creation of assets that did not previously exist or the improvement or enlargement of assets beyond their original size and capacity.

CAPITAL VALUE

Capital value is the value of the property including both the value of the land and any improvements (e.g. buildings) on the land.

COMMUNITY

Community means everyone in Tasman District: individuals, businesses, local and central government, groups and organisations, iwi, Māori, disabled, young, old, families, recent migrants and refugees, rural and urban residents.

COMMUNITY OUTCOMES

Community outcomes are the priorities and aspirations identified by the Council that it aims to achieve to promote the present and future social, economic, environmental and cultural well-being of the community.

CONSULTATION

Consultation is the dialogue that comes before decision-making. Consultation is an exchange of information, points of view and options for decisions between affected and interested people and the decision makers.

COUNCIL-CONTROLLED ORGANISATION

As defined by Section 6 of the Local Government Act 2002, a company under the control of local authorities through their:

- Shareholding of 50 percent or more
- Voting rights of 50 percent or more; or
- Right to appoint 50 percent or more of the directors.

DEPRECIATION

Depreciation is an estimate of the wearing out, consumption or loss of value of an asset over time.

EQUITY INVESTMENT

An equity investment generally refers to the buying and holding of shares in anticipation of income from dividends and capital gains, as the value of the stock rises. Council can also hold equity investments for strategic purposes.

FAIR VALUE

The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

FINANCIAL YEAR

The Council's financial year runs from 1 July to 30 June the following year.

GENERAL RATES

The general rate funds activities which are deemed to provide a general benefit across the entire District or which are not economic to fund separately. It is charged to every rateable property in the District.

GROUPS OF ACTIVITIES

Groups of activities are the services, projects or goods produced by the Council. These are 13 broad groups of all of Council's services and facilities, each with common elements. For example, Community Facilities and Parks is a group of activities and includes services such as Reserves, Libraries and Community Halls.

INCOME

Revenue received from external sources both cash and non-cash in nature.

INFRASTRUCTURE

Networks that are essential to running a district, including the roading network, water supply and wastewater and stormwater networks.

INFRASTRUCTURE ASSETS

These are assets required to provide essential services like water, stormwater, wastewater and roading. They also include associated assets such as pump stations, treatment plants, street lighting and bridges.

LEVELS OF SERVICE

This term describes what the Council will deliver. Performance measures are specific indicators used to demonstrate how the Council is doing regarding delivery of services. The measures are described in each Activity Management Plans. The Council reports on the levels of service it delivered and, on the performance measures each year through the Annual Report.

LONG TERM PLAN (LTP) (TASMAN'S 10-YEAR PLAN)

The Local Government Act 2002 requires Council to adopt a Long Term Plan (Tasman's 10 Year Plan). The LTP outlines the Council's intentions over a 10 year period. The LTP requires extensive community consultation, the identification of community outcomes and priorities, and the establishment of monitoring and review mechanisms. The LTP was previously called the Long Term Council Community Plan.

NET EXTERNAL DEBT (NET DEBT)

Net external debt means total external debt less liquid financial assets and investments.

NET INTEREST

Net interest is interest paid less interest income received.

OPERATING COSTS (OR OPERATING EXPENDITURE)

These expenses, which are included in the Prospective Income Statement, are the regular costs of providing ongoing services and include salaries, maintaining assets, depreciation and interest. The benefit of the cost is received entirely in the year of expenditure.

PERFORMANCE TARGETS

These are the measures that will be used to assess whether the performance has been achieved.

PRIMARY NETWORK

The network of pipes and open drains that manage stormwater for most rainfall events.

RATES INCOME

Income derived from setting and assessing general or targeted rates.

RENEWALS

The replacement of an asset or its component that has reached the end of its life, so as to provide a similar level of service or agreed alternative.

RETURN ON INVESTMENT

Investments are managed to cover costs as well as return a surplus to the Council. Investments with a higher return are favoured over those with a lower return.

RIVERS X AND Y

Funding of river management work is primarily through a targeted rate on all properties in the District, consisting of three different rating categories: River X, River Y, and River Z.

- River X properties are located along rivers with stopbank systems in place and receive some level of flood protection.
- River Y properties are located along rivers that the Council actively manages for erosion control.
- River Z properties are all remaining areas of the District that are not located in River X or River Y areas, including along smaller rivers and streams that are not actively managed by the Council.

River rates are set at a certain rate relative to a property's capital value for river X and river Y areas, and relative to a property's land value for river Z areas. Half of the targeted rate revenue is levied from river X and Y properties, with the remaining half being sourced from river Z properties. River rates are used to undertake a range of surveillance, maintenance, repair, and restoration work along rivers.

SOLID WASTE

Waste products of non-liquid or gaseous nature (for example, building materials, used packaging, household rubbish).

STORMWATER

Water that is discharged during rain and run-off from hard surfaces such as roads.

TARGETED RATES

A targeted rate is designed to fund a specific function or activity. It can be levied on specific categories of property (e.g. determined by a particular use or location) and it can be calculated in a variety of ways (e.g. based on capital value, as a fixed amount per rateable property etc.).

UNCALLED CAPITAL

Capital that a company has raised by issuing shares or bonds but that the company has not collected because it has not requested payment.

UNIFORM ANNUAL GENERAL CHARGE (UAGC)

A UAGC is a portion of the general rate collected as a fixed charge per rateable property. It is deemed that the properties receive equal benefit for services charged regardless of the rateable value of the properties, e.g. use of parks, reserves and libraries.

UNITARY AUTHORITY

Tasman District Council is a unitary authority, which means we carry out the functions of both a regional council and a territorial authority (see page 10).

URBAN WATER CLUB

Includes all those Council-owned urban reticulated water supplies (except Motueka). They are grouped together for the purpose of allocating the costs of urban water supplies. The charge is consistent across all members of the urban water club.

WASTEWATER

Wastewater is the liquid waste from homes (including toilet, bathroom and kitchen wastewater products) and businesses.

ZONE OF BENEFIT

The area which receives a more direct benefit from water augmenting the Waimea River and its aquifers through the construction and operation of the Waimea Community Dam.