



**I, Kitea Tipuna, Tumu Whakarae Chief Executive, hereby give notice that
Wairoa Youth Council Meeting will be held on:**

Date: Tuesday, 12 March 2024
Time: 3:30 pm
Location: Council Chamber, Wairoa District Council,
Coronation Square, Wairoa

AGENDA

Wairoa Youth Council Meeting

12 March 2024

MEMBERSHIP: Youth Cr Trevor Waikawa, Youth Cr Hinetaitapu Moeariki, Youth Cr Amiria Drysdale, Youth Cr Te Rawhitiara Edwards-Hammond, Youth Cr Manaia Hall, Youth Cr Piripi Ropitini, His Worship the Mayor Craig Little, Cr Denise Eaglesome-Karekare, Cr Roslyn Thomas

The agenda and associated papers are also available on our website: www.wairoadc.govt.nz

For further information please contact us 06 838 7309 or by email info@wairoadc.govt.nz

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- 1 KARAKIA**
- 2 APOLOGIES FOR ABSENCE**
- 3 DECLARATIONS OF CONFLICT OF INTEREST**
- 4 CHAIRPERSON'S ANNOUNCEMENTS**
- 5 LATE ITEMS OF URGENT BUSINESS**
- 6 PUBLIC PARTICIPATION**

A maximum of 30 minutes has been set aside for members of the public to speak on any item on the agenda. Up to 5 minutes per person is allowed. As per Standing Order 15.1 requests to speak must be made to the Chief Executive Officer at least one clear day before the meeting; however this requirement may be waived by the Chairperson. Requests should also outline the matters that will be addressed by the speaker(s).

7 MINUTES OF THE PREVIOUS MEETING

Ordinary Meeting - 15 August 2022

Ordinary Meeting - 7 November 2023

**MINUTES OF WAIROA DISTRICT COUNCIL
WAIROA YOUTH COUNCIL MEETING
HELD AT THE COUNCIL CHAMBER, WAIROA DISTRICT COUNCIL, CORONATION SQUARE, WAIROA
ON MONDAY, 15 AUGUST 2022 AT 3.30PM**

PRESENT: Youth Cr Trevor Waikawa, Youth Cr Mohaka Hooper, Youth Cr Grace Kaihe Tahuri, Youth Cr José Manuel (via zoom) , Youth Cr Aralely Rudd, Youth Cr Rongomaiwahine Te Rau o Patuwai (via zoom) , Youth Cr Te Huiariki Tuahine (via zoom) , Youth Cr Lyric Wesche (via zoom) , Cr Melissa Kaimoana (via zoom) , Cr Danika Goldsack arrived at 3.43 pm (via zoom)

IN ATTENDANCE: **Courtney Hayward** (Deputy Electoral Officer / Kaiwhakahaere Kaupapa Here, Mana Ārahi me te Whakawhanake Ōhanga | Policy, Governance and Economic Development Manager), **Sarayde Tapine** (Kaiurungi Kaupapa Here | Policy Officer) , **Alannah Marshall** (Kaiurungi Mana Ārahi me te Whakawhanake Ōhanga | Governance and Economic Development Officer), **Hope Kaihe Tahuri** (Kaiurungi Pārongo Tāpoi | Tourism Information Officer), **Maui Aben** (Senior Sergeant | Wairoa Police)

1 KARAKIA

Karakia was given by Youth Cr Grace Kaihe - Tahuri

2 APOLOGIES FOR ABSENCE

APOLOGY

COMMITTEE RESOLUTION 2022/49

Moved: Youth Cr Aralely Rudd

Seconded: Youth Cr Mohaka Hooper

That the apology received from His worship the Mayor be accepted and leave of absence granted.

CARRIED

3 DECLARATION OF CONFLICT OF INTEREST

None.

4 CHAIRPERSON'S ANNOUNCEMENTS

Deputy Electoral officer / Kaiwhakahaere Kaupapa Here, Mana Ārahi me te Whakawhanake Ōhanga provided members with an update on local government elections and appropriate behaviour expected from Youth Council members during the campaign period.

As rangatahi voter turnout is historically low , more so Māori Rangatahi , Members will look to encourage voter turnout. asdf

5 LATE ITEMS OF URGENT BUSINESS

None.

6 PUBLIC PARTICIPATION

Maui Aben – Senior Sergeant, Wairoa Police

Maui explained the background on what triggered the development of the Wairoa Safety Plan and where it is currently at since it has been in place. He came to the meeting to request Wairoa Youth Council support in actioning the plan, as they will provide a different perspective on how to address matters.

Members agree that a rangathi voice and perspective are essential to implement this plan in the community. Chairman advised a workshop with Maui to plan actions for this.

At 3.39 pm, Youth Cr Te Huiariki Tuahine left the meeting.

At 3.43 pm , Youth Cr Te Huiariki Tuahine returned to the meeting.

Hope Kaihe- Tahui and Grace Kaihe- Tahuri, TUIA Participants

Presented on their experience as current participants of TUIA, and explained what the kaupapa is about.

7 MINUTES OF THE PREVIOUS MEETING

COMMITTEE RESOLUTION 2022/50

Moved: Youth Cr Aralei Rudd

Seconded: Youth Cr Rongomaiwahine Te Rau o Patuwai

That the minutes of the Ordinary Meeting held on 23 May 2022 be confirmed.

CARRIED

Chairman Youth Cr Waikawa requested an update about the proposal made by Morehu Munro for a member of the Wairoa Youth Council to hold a position on the Community Partnership Group (CPG) table.

The process for this to be adopted was explained and members agreed to put a motion forward to Council seeking this position.

COMMITTEE RECOMMENDATION

Moved: Youth Cr Mohaka Hooper
Seconded: Youth Cr Grace Kaihe Tahuri

That the committee recommends a position for a Wairoa Youth Council member on the Community Partnership Table.

MOTION

COMMITTEE RECOMMENDATION

Moved: Youth Cr Mohaka Hooper
Seconded: Youth Cr Grace Kaihe Tahuri

That the committee recommends a position for a Wairoa Youth Council member on the Community Partnership Table.

8 GENERAL ITEMS

8.1 RESIGNATION OF TUAI / WAIKAREMOANA LAKES MEMBER- TE HUIARIKI TUAHINE

COMMITTEE RESOLUTION 2022/52

Moved: Youth Cr José Manuel
Seconded: Youth Cr Lyric Wesche

The Kaiurungi Mana Arahi/Whakawhanake Ohanga Governance and Economic Development Officer RECOMMENDS that Committee accept the resignation of Te Huiariki Tuahine as representative for Tuai/ Waikaremoana.

CARRIED

8.2 MEMBER UPDATE - SOUTHERN WAIROA (RAUPUNGA / MOHAKA)

COMMITTEE RESOLUTION 2022/53

Moved: Youth Cr José Manuel
Seconded: Youth Cr Te Huiariki Tuahine

The Kaiurungi Mana Arahi/Whakawhanake Ohanga Governance and Economic Development

Officer RECOMMENDS that Committee receive the report.

CARRIED

Youth Cr Mohaka Hooper, spoke to her report providing members with an update on kaupapa she has participated in recently.

Members applauded Youth Cr Hooper on her report and for setting a new standard for the group to aspire to, as this is the first member update report provided to a meeting.

Youth Cr Rongomaiwahine Te Rau o Patuawai, provided a verbal report confirming she is busy as a member of 2 local Kapa Haka groups and is also looking to hold rangatahi wananga out at Mahia as well as her own personal venture with Māori clothing Line

Youth Cr Trevor Waikawa also provided a verbal update stating there has been plenty of activity in his takiwa due to recent planting days that where apart of rangatahi wananga around the taiao

The Meeting closed at 4.30 pm with a closing karakia by Youth Cr Grace Kaihe – Tahuri .

The minutes of this meeting were confirmed at the Wairoa Youth Council Meeting held on 26 September 2022.

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CHAIRPERSON

**MINUTES OF WAIROA DISTRICT COUNCIL
WAIROA YOUTH COUNCIL MEETING
HELD AT THE COUNCIL CHAMBER, WAIROA DISTRICT COUNCIL, CORONATION SQUARE, WAIROA
ON TUESDAY, 7 NOVEMBER 2023 AT 3:30 PM**

PRESENT: Youth Cr Trevor Waikawa, Youth Cr Hinetaipatu Moeariki, Youth Cr Amiria Drysdale, Youth Cr Te Rawhitiara Edwards-Hammond, Youth Cr Manaia Hall, Youth Cr Piripi Ropitini (via Zoom), His Worship the Mayor Craig Little, Cr Denise Eaglesome-Karekare, Cr Roslyn Thomas

IN ATTENDANCE: **Gary Borg** (via Zoom) (Pouwhakarae – Pūtea/Tautāwhi Rangapū | Group Manager Finance and Corporate Support), **Sarayde Tapine** (Kaiurungi Kaupapa Here | Policy and Governance Officer)

1 KARAKIA

Opening Karakia was given by Youth Cr Manaia Hall.

2 APOLOGIES FOR ABSENCE

None.

3 DECLARATION OF CONFLICT OF INTEREST

None.

4 CHAIRPERSON'S ANNOUNCEMENTS

Round the table brief introductions.

Welcome to the last meeting for the year. The Chair gave his Christmas wishes and for members to have a safe and blessed holiday. He also wished good luck to those who are sitting exams.

5 LATE ITEMS OF URGENT BUSINESS

None.

6 PUBLIC PARTICIPATION

A maximum of 30 minutes has been set aside for members of the public to speak on any item on the agenda. Up to 5 minutes per person is allowed. As per Standing Order 14.14 requests to speak must be made to the meeting secretary at least one clear day before the meeting; however this requirement may be waived by the Chairperson.

7 MINUTES OF THE PREVIOUS MEETING**COMMITTEE RESOLUTION 2023/58**

Moved: Youth Cr Piripi Ropitini

Seconded: Youth Cr Te Rawhitiara Edwards-Hammond

That the minutes of the Ordinary Meeting held on 19 September 2023 be confirmed.

CARRIED

Cr Eaglesome-Karekare noted Youth Council's 2024 workplan and for Youth Council to take a lead on projects/areas they have an interest in and to provide feedback and input into Council's policies, plans and strategies. This includes providing support to develop a Wairoa Youth Strategy for the wider community.

8 GENERAL ITEMS**8.1 ELECTORAL (LOWERING THE VOTING AGE FOR LOCAL ELECTIONS AND POLLS) LEGISLATION BILL - WDC SUBMISSION UPDATE****COMMITTEE RESOLUTION 2023/59**

Moved: Youth Cr Manaia Hall

Seconded: Youth Cr Piripi Ropitini

The Kaiurungi Kaupapa Here me Mana Ārahi | Policy and Governance Officer RECOMMENDS that the Wairoa Youth Council receive the report.

CARRIED

The Policy and Governance Officer spoke briefly to the report. She noted that majority of the elected members supported the Bill but they also had similar concerns as the Youth Council committee. These were:

- Increase in investment in civics education.
- Focus on resourcing requirements with support from Central Government.
- If youth are mature enough to vote then they must be mature enough to take the punishment for that particular crime.

His Worship noted a debate he was involved in recently in Wellington which was on the topic of lowering the voting age. He advised that his team argued in support of the bill and the arguments they presented were on the below key themes:

- Maturity of 16 year olds – brain development and life experience.
- Political awareness and understanding civics education.
- Influence of peers and parents.
- Impact on voter turnout and representation.
- Rights and responsibilities – do you earn the right to vote/disqualifications.

His Worship also noted that it is not about getting more votes passed but about people being engaged earlier on in their lives so that they understand their right to vote and make it count.

The Policy and Governance Officer also noted that if Council was offered to speak to the submission, that it would be good for and encouraged by staff for youth councillors to do so.

Cr Thomas noted Council's reporting structure that now reflects works done to improve or think about climate action. She encouraged that this be applied to Youth Council decisions and for the committee to think about how their decisions affect or help the environment.

Cr Eaglesome-Karekare also reiterated the appointment of a Youth Cr representative to the Flood Protection Stakeholder Group.

The closing Karakia was given by Youth Cr Manaia Hall.

The Meeting closed at 4:05pm.

The minutes of this meeting were confirmed at the Wairoa Youth Council Meeting held on

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CHAIRPERSON

8 GENERAL ITEMS

8.1 MEMBERSHIP OF COMMITTEE - NEW APPOINTMENT

Author: Sarayde Tapine, Kaiurungi Kaupapa Here me Mana Ārahi | Policy and Governance Officer

Authoriser: Juanita Savage, Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager-Community Services & Development

Appendices: Nil

1. PURPOSE

- 1.1 To confirm a new member appointment to the Wairoa Youth Council.

RECOMMENDATION

The Kaiurungi Kaupapa Here me Mana Ārahi | Policy and Governance Officer RECOMMENDS that Committee welcomes new member Mohaka Hooper as the Wairoa Youth Council representative for Southern Wairoa - Mohaka/Raupunga.

BACKGROUND

- 1.2 In August 2023 Council undertook the process to recruit new members for the Wairoa Youth Council. Council received a total of 7 applications that were considered by Youth Council members.
- 1.3 All 7 applicants were successful and since then 1 applicant has turned down the position due to gaining employment outside of the district.
- 1.4 In early January 2024 Council received an application form from previous Youth Council member Mohaka Hooper to re-stand as the Raupunga/Mohaka – Southern Wairoa representative. This was considered and approved by a panel comprising of His Worship the Mayor, Cr Eaglesome-Karekare, Cr Thomas and the Chief Executive.
- 1.5 It is now for the Wairoa Youth Council to welcome new member Mohaka Hooper as the representative for Southern Wairoa – Mohaka/Raupunga.

2. YOUTH COUNCIL MEMBERS 2023-2024

- 2.1 Below is a current list of Wairoa Youth Council members and the area they represent.

Member Name	Locality
Trevor Waikawa (Chairperson)	Iwitea/Whakakī - (Eastern Wairoa)
Te Rawhitiara Edwards-Hammond	Frasertown / Te Reinga - (Northern Wairoa)
Amiria Drysdale	Wairoa Township
Hinetaitapu Moeariki	Wairoa Township
Manaia Hall	Tuai/ Waikaremoana - (Lakes)

Piripi Ropitini	Nūhaka/ Mōrere
Mohaka Hooper	Mohaka/Raupunga (Southern Wairoa)

- 2.2 Two localities - Mahia and North Clyde (Township North) remain vacant and applications for these positions are welcomed.

Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

8.2 TERMS OF REFERENCE

- Author:** Sarayde Tapine, Kaiurungi Kaupapa Here me Mana Ārahi | Policy and Governance Officer
- Authoriser:** Juanita Savage, Pouwhakarae Rātonga Hapori me te Whakawhanake | Group Manager-Community Services & Development
- Appendices:** 1. Wairoa Youth Council Terms of Reference [↓](#)

1. PURPOSE

- 1.1 The purpose of this report is for the Wairoa Youth Council to consider its Terms of Reference.

RECOMMENDATION

The Kaiurungi Kaupapa Here me Mana Ārahi | Policy and Governance Officer RECOMMENDS that the Wairoa Youth Council recommends any changes to the Terms of Reference.

BACKGROUND

- 1.2 The Youth Council Terms of Reference was adopted in 2021. The review section states:
- The Terms of Reference will be reviewed after a twelve-month trial period and then on an annual basis.
- 1.3 The Youth Council are encouraged to advise of any changes they would recommend to the Terms of Reference, and these can be taken to Council as recommendations.

Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

NGĀ PAEARU MAHI/TERMS OF REFERENCE: WAIROA YOUTH COUNCIL 2021



TE KAUPAPA/PURPOSE

To provide Council with an independent youth voice to support the decision making process at the Local Government level. This voice allows younger Rangatahi to let Council hear their thoughts on the impacts of Councils decisions on their own generation as the future ratepayers of Wairoa.

NGĀ KAWENGA ME NGĀ WHĀINGA/RESPONSIBILITIES AND OBJECTIVES

- To give Wairoa youth a real voice, so that young people can be heard and taken seriously on issues affecting youth, and to promote the development of a dynamic community for the youth of the future.
- To promote the Wairoa Youth Council and the activities it undertakes, and to inform/engage the Wairoa District Council, Wairoa youth, and the general public on issues being dealt with.
- To bring the needs and concerns of young people to the attention of local and central government and to encourage consideration of such issues at a local, regional and national level.
- To assist Wairoa District Council with its planning processes and projects, with a focus on the provision of services and facilities that have a potential impact on young people.
- To identify local youth needs and resources.
- To develop youth leadership skills through experience of representation processes, local government and civic activities.
- Ensure that the work of the Youth Council is carried out in a manner that enhances the social, economic, cultural, and environmental wellbeing of the Wairoa district.
- In accordance with the work programme agreed to by Wairoa District Council, developing strategy and policy to recommend to Wairoa District Council.
- Comply with these responsibilities and objectives and those set out in Appendix A → Role Descriptions Wairoa Youth Council.
- To encourage more youth engagement in the civic process.

NGĀ TUKANGA ME TE MAHI/PROCEDURES AND OPERATION

- The Wairoa Youth Council will meet every six weeks from February to December, and as required.
- Wairoa District Council will provide the administrative and secretarial requirements for the Wairoa Youth Council.
- Agenda items for each Youth Council agenda will be determined with consultation between the Wairoa District Council Liaison Officer and the Chairperson of the Youth Council. This finalised agenda will be distributed one week prior to the scheduled meeting.
- The Wairoa Youth Council will report to the Wairoa District Council.

- The Chairperson (and deputy) of the Youth Council will be determined by vote of members of the Wairoa Youth Council.
- Support will be provided by Wairoa District Councillors and Wairoa District Council Staff
- Wairoa Youth Council acknowledges that it has a responsibility to take into account the principles of the Treaty of Waitangi. These responsibilities include maintaining and improving opportunities for Rangatahi/Māori youth to contribute to local government decision-making processes.
- Minutes are submitted to Wairoa District Council for receipt.
- There will be an appropriate induction for new members of the Youth Council.
- Comply with Appendix B → Wairoa Youth Council Code of Conduct, the Wairoa District Council's Code of Conduct, and the Wairoa District Council's Standing Orders.

NGĀ MEMATANGA/MEMBERSHIP

The Wairoa Youth Council will be comprised of representatives of the following localities:

- Two members from the Wairoa Township
- One member from each of the following localities:
 - North Clyde (Township North)
 - Raupunga/Mohaka (Southern Wairoa)
 - Frasertown/Te Reinga (Northern Wairoa)
 - Tuai/Waikaremoana (Lakes)
 - Iwitea/Whakakī (Eastern Wairoa)
 - Nūhaka/Mōrere
 - Mahia

PLUS one elected member from the Wairoa District Council AND His Worship the Mayor as ex officio.

Other members may be co-opted, as appropriate (e.g. tourism, education, and digital) at the discretion of the Wairoa District Council.

- Members must be aged between 16 and 25 years of age and live within the boundaries of the Wairoa District.
- The call for applications for will be made in October 2020, successful candidates will be appointed by February of the next calendar year.
- Potential candidates can apply or be put forward as a result of consultation with local community groups, Iwi, Hapu, Council and other community stakeholders.
- The selection panel consisting of His Worship the Mayor two Elected Councillors, and the Wairoa District Council Chief Executive will on the advice of the Wairoa District Council Governance Team select the candidates to become Wairoa Youth Councillors.
- Further information can be found in Appendix C → Recruitment and selection process.
- Wairoa District Council staff members are not eligible to sit on the Wairoa Youth Council.
- Should all locality vacancies not be filled for any reason, the Wairoa District Council may use its discretionary power to appoint a representative to fill the vacancy on the Youth Council.

TE WĀHANGA O TE KOPOUNGA/TERM OF APPOINTMENT

- 1- Members are appointed to the Youth Council for a twelve month, renewable term
- 2- Members can re-apply at the end of each term and consideration will be given to those with ongoing commitment with the Youth Council.
- 3- If for any reason a vacancy becomes available throughout the term, a new member may, at the discretion of the Wairoa District Council be appointed to join for the remainder of the Youth Councils tenure.

TE KŌRAMA/QUORUM

Five Youth Council members PLUS one Wairoa District Council Elected Member must be in attendance for a quorum.

TE HĪKINA/REMOVAL

Members will take an active part in meetings and/or workshops. Youth Councillors are expected to put in their apologies if they are unable to attend a meeting.

- If a member is absent from three meetings, without providing apologies, then membership may be terminated, unless the Youth Council resolves otherwise.
- In the event of a Youth Councillor failing to observe the Wairoa District Council Standing Orders, Wairoa District Council Code of Conduct, the Wairoa Youth Council Code of Conduct, or if a concern or complaint is received about a Youth Councillor, Wairoa District Council may remove the Youth Councillor from membership. Where relevant, this will be done in consultation with the representative and organisation involved. All concerns and/or complaints must be received in writing by the Wairoa District Council Group Manager Community and Engagement.

NGĀ TUKU MANA/DELEGATIONS

Power to co-opt other members as appropriate.

All powers necessary to perform the Committee's responsibilities except:

- a. Powers that Council cannot lawfully delegate under the Local Government Act 2002.
- b. Where the Committee's responsibility is limited to making a recommendation only.
- c. Approval of expenditure not contained within approved budgets.
- d. The approval of final policy.
- e. Deciding significant matters for which there is high public interest and which are controversial
- f. The commissioning of reports on new policy where that policy programme of work has not been approved by the Council
- g. Establishing subcommittees
- h. Delegating the Committee's responsibilities, duties or powers

TE AROTAKE/REVIEW

The Terms of Reference will be reviewed after a twelve month trial period, and then on an annual basis.

8.3 MINOR UPDATES TO REVENUE AND FINANCING POLICY AND SIGNIFICANCE AND ENGAGEMENT POLICY

Author: Gary Borg, Pouwhakarae - Putea | Tautawhi Rangapu Group Manager Finance and Corporate Support

Authoriser: Kitea Tipuna, Tumu Whakarae Chief Executive

Appendices:

1. Updated Revenue and Financing Policy - tracked [↓](#)
2. Updated Revenue and Financing Policy - clean [↓](#)
3. Updated Significance and Engagement Policy - tracked [↓](#)
4. Updated Significance and Engagement Policy - clean [↓](#)

1. PURPOSE

- 1.1 The purpose of this report is to present minor updates to the two policies that are statutory content for the Long-term Plan.

RECOMMENDATION

The Pouwhakarae - Putea | Tautawhi Rangapu Group Manager Finance and Corporate Support RECOMMENDS that Youth Council receives the report.

2. BACKGROUND

- 2.1 The Revenue and Financing Policy and Significance and Engagement Policy are statutory components of a Long-term Plan (LTP) and as such are integral to Council planning and decision-making.
- 2.2 These policies are routinely reviewed as part of each LTP iteration and proposed updates to each are attached as **Appendices**.
- 2.3 Both policies are considered fit for purpose and have been refreshed merely to reflect the current strategic planning environment and updates to other relevant statutes.

3. OPTIONS

- 3.1 Due to the timing of meetings this is an information report. The options below are as presented to Council and are included for context and completeness:
 - a. Do nothing.
 - b. Endorse the updates as presented.
 - c. Direct further updates.
- 3.2 Under option a. the policies would remain unchanged and included as is in the 2024-27 LTP. They would continue to be effective but may marginally infract other legislative updates.
- 3.3 Under option b. known and anticipated circumstances can be recognised and incorporated in updated policies that can be included in the LTP 2024-27.
- 3.4 Council may wish to invoke option c. if it is conscious of notable omissions or inconsistencies in either policy. This may create a consultation requirement.

- 3.5 The preferred option is *b. Endorse the updates as presented*, this contributes to the following community outcomes:

Cultural wellbeing	Economic wellbeing	Social Wellbeing	Environmental Wellbeing
Valued and cherished community.	Strong and prosperous economy.	Safe, supported and well-led community.	Protected and healthy environment

4. CORPORATE CONSIDERATIONS

What is the change?

- 4.1 No change

Compliance with legislation and Council Policy

- 4.2 The updates to the Revenue and Financing policy include an overt reference to LGA s102(3A) whilst also allowing for flexibility as Water Services Legislation is repealed and potentially rewritten.
- 4.3 The updated policies will become part of the LTP 2024-27.

What are the key benefits?

- 4.4 Statutory compliance, consistency with the strategic developments and flexibility where needed.

What is the cost?

- 4.5 Nil

What is the saving?

- 4.6 Not applicable.

Service delivery review

- 4.7 Not applicable

5. SIGNIFICANCE

- 5.1 These are significant policies but the proposed updates are not.

6. RISK MANAGEMENT

- 6.1 In accordance with the Council's Risk Management Policy the inherent risks associated with this matter are: the potential for future legal challenge if policies are not maintained relevant and current.

Human	Financial	Regulatory
Low	Low	Low
Operations	Employees	Image & Reputation
Low	Low	Low

Comparative Levels of Risk

E	Extreme Risk	Immediate action required to manage risk – reported to Council
H	High Risk	Senior management attention to manage risk – reported to FARC
M	Considerable Risk	Management responsibility must be specified and risk controls reviewed
L	Low Risk	Managed by routine procedures

	Consequences				
Probability/ Likelihood	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likely	M	H	E	E	E
Moderate	M	H	H	E	E
Rare	L	M	H	E	E
Very Rare	L	L	M	H	E
Unanticipated	L	L	M	H	E

Who has been consulted?

Despite the editorial updates these policies substantively remain what was consulted upon in previous versions. Therefore, no consultation is required at this time.

Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

Draft Revenue and Financing Policy 2024

Purpose and scope

- 1. This policy outlines the choices Council has made in deciding the appropriate sources of funding for operating and capital expenditure from those sources listed in the Local Government Act 2002 (LGA). The policy also shows how the Council complied with section 101(3) of the LGA which sets out a number of factors we must consider when making these decisions. A comprehensive analysis of this is included in the Funding Needs Analysis (Appended).
- 2. Deciding the best way to fund activities is complex. Applying the legislation is complex and involves many statutes, regulations and multiple statutory policies. The outcome of balancing all those matters requires judgement having considered many factors including but not limited to:
 - Legal.
 - Social.
 - Competition.
 - Affordability.
 - Impact of change.
 - Efficiency.
 - Equity.
 - Cost.
 - Intergenerational equity.
 - Transparency.
 - Accountability.
 - Business.
 - Strategic Alignment.
 - Benefit.

Policy

Funding of Recovery

- 3. Recovery work packages will be undertaken within the Council activities with greatest strategic alignment to those packages. While the funding for these packages may often mirror what takes place in the normal course of business for these activities, the funding for each will be separately determined and formalised in updates to the Recovery Plan. The policy statements and parameters that follow in this document pertain to the normal course of business.

Water Services Reforms

- 4. At the time of this policy review the Government has repealed the pre-existing Water Services Entities and Water Services Reform legislation under its 'Local Water Done Well' programme. The future for water services remains uncertain but it is generally held that change is inevitable. As such, policy statements relating to the funding of Water Supply, Wastewater and Stormwater within this document shall hold for as long as these activities are delivered exclusively by Council.

Funding sources for operating expenses

- 5. Operating costs are the everyday spending on Council activities. This includes contributions to the wear and tear on assets used (depreciation), interest charged on borrowing for capital projects and overheads.
- 6. The funding of each activity must be considered individually. Some activities may be best funded by user charges, such as building consents, others with targeted rates, such as water, and others from the general rate, such as roading.
- 7. The funding sources used for operating costs and the Council's policies in respect of funding operating expenses are described in the following sections.

User Charges

8. User charges are applied to services where it is identified there is a benefit to an individual or group, or directly attributable cost. User charges are a broad group of fees charged directly to an individual or entity including but not limited to:
 - Service charges.
 - Hire.
 - Rent, lease, licences for land and buildings.
 - Permits.
 - Regulatory charges.
 - Fines and penalties.
 - Connection fees.
 - Disposal fees.
 - Deposits.
 - Private works.
 - Planning and consent fees.
 - Statutory charges.
 - Retail sales.
 - Landing fees.
9. The price of the service is based on a number of factors, including but not limited to:
 - a. The cost of providing the service.
 - b. The estimate of the users' private benefit from using the service.
 - c. The impact of cost to encourage/discourage behaviours.
 - d. The impact of cost on demand for the service.
 - e. Market pricing, including comparability with other councils.
 - f. The impact of rates subsidies if competing with local businesses.
 - g. Cost and efficiency of collection mechanisms.
 - h. The impact of affordability on users.
 - i. Statutory limits.
 - j. Other matters as determined by the Council.
10. The ability to charge user charges is limited by various statutes and regulations. As a general rule, fees for statutory functions should be set at no more than the cost of providing the service. In some cases, legislation sets the fees at a level that is below cost and in other cases, where provided by legislation (such as the Waste Minimisation Act 2008) fees may be set at greater than the cost of providing the service. It is appropriate to incorporate overhead costs when determining the cost of providing a service.
11. Where goods or services are sold commercially, and taking into consideration legislative limitations, the Council's preference is to charge a market price. This includes retail sales, leases, rents and licences for land and buildings.
12. Fees and charges may be set at any time and are reviewed annually. A list of current fees and charges is maintained on our website.
13. Revenue from user charges is generally allocated to the activity which generates the revenue.

Grants, sponsorship, subsidies and other income

14. Grants, sponsorship and subsidies are used where they are available. Many of these types of income are regular and predictable and can be budgeted for (for example Waka Kotahi NZTA roading subsidy). Some other types are unexpected or unpredictable and may not be able to be prudently budgeted (such as Provincial Growth Fund funding, reparation payments, civil defence and other reimbursements, legal settlements and insurance claims). These are applied as they arise to the corresponding activity or project.

Investment income and proceeds from the sale of assets

15. The Council's approach to investments is documented in the Investment and Liability Management Policies. These investments generate income such as dividends, interest, and rents.
16. Income from all asset disposals are generally receipted to the activity that used the asset to deliver service. Generally, these proceeds are considered to be capital in nature. However, low value items may be used to fund operating costs. Council may resolve to utilise higher value proceeds for operating purposes if it is satisfied that it is prudent and in the community's interest.

Surpluses

17. Council will price its activities (fees and charges, leases) on a prudent cost recovery basis. As a not-for-profit public benefit entity its financial objective is to maximise value. There are however several circumstances where Council may make a surplus:

- a. To pay for future projects – funds will be held in reserve until the project budget is approved.
- b. Windfalls and donations without conditions. Council will determine appropriate utilisation.
- c. 'Sales' volumes exceed expectations, e.g. consenting revenue, licenses. Surpluses will be used to repay debt or acquire investments the income from which may be used to offset operating expenses.

Development contributions, financial contributions and lump sum contributions

16-18. Generally, there is little revenue from these funding sources to fund operating costs.

17-19. Lump sum contributions have been used for the Māhia and Ōpoutama wastewater schemes, which included a portion of operating cost (interest). Council has an Early Payment of Rates Policy enabling existing ratepayers for these schemes to pay future targeted rates for this in advance.

18-20. Council will consider using lump sum contribution arrangements as a suitable funding option for future projects.

19-21. Financial contributions, relating to resource consents are collected and placed in a reserve fund. The use of this funds could include some operating costs. The Council does not currently take development contributions, but it is considering the use of these they are a legitimate source of revenue for specific purposes that this policy permits as part of its review of the District Plan subject to the adoption of a separate Development Contributions Policy. Should development contributions be implemented a portion of revenue funds the interest cost on debt for growth related capital projects.

Reserve funds

20-22. Reserve funds are used for the purposes that they were created. Reserve funds may be used to meet operating costs if the expenditure is consistent with the purpose of the fund.

Borrowing

21-23. The Council's approach to Borrowing is documented in the Investment and Liability Management Policies. The Council generally plans to fund all cash operating costs from sources other than borrowing but may in specific circumstances, where it determines it is prudent to do so, fund some operating costs from borrowing.

Rates

22-24. Having exhausted all other funding sources, Council funds its remaining operating expenses from rates. For many activities this is the main funding source.

23-25. The Council may establish general or targeted rates to fund operating costs.

Summary of sources of funding for operation costs by activity

24-26. The above funding sources were considered when determining the funding required from all sources (including general rates or targeted rates) for each activity in the Funding Needs Analysis, as required by section 101(3)(a).

25-27. Table 1 shows the degree (expressed as a range) to which each funding source is used to fund operating costs in relation to each activity to be funded, as required by section 101(3)(a) of the LGA.

26-28. After the activity by activity analysis, the Council undertakes an analysis of the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community. The results of this analysis may vary the outcome of the activity by activity analysis.

~~27-29.~~ The ranges in Table 1 are expressed as a percentage of the revenue budgeted to fund each activity and are indicative only. They may change over time because of changes in expenditure requirements. Actual funding sources may differ from the budgeted funding sources.

Table 1: Operating Funding by Activity	User charges	Grants, subsidies & other	Invest. Income	Fin. and Dev. Contributions	Reserve Funds	Borrowing	General Rates	Targeted rates
Water Supply	0% -20%	0%	0% -20%	0%	0%	0%	0% -20%	80% - 100%
Wastewater	0% -20%	0%	0% -20%	0%	0%	0%	0% -20%	80% - 100%
Stormwater	0% -20%	0%	0% -20%	0%	0%	0%	0% -20%	80% - 100%
Waste Management	20% -40%	0%	0%	0%	0%	0%	0% -20%	40% - 60%
Airport	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Parking	0%	0%	0%	0%	0%	0%	100%	0%
Roading	0%	60% - 80%	0%	0%	0%	0%	20% -40%	0%
Camping Grounds	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Cemeteries	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Community Centre	0%	0%	0%	0%	0%	0%	80% - 100%	0%
Community Support	0%	0% -20%	0%	0%	0%	0%	80% - 100%	0%
Library	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Memorial Hall	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Parks and Reserves	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Resource Planning	0% -20%	0%	0%	0%	20% -40%	20% -40%	40% - 60%	0%
Environmental Health	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Building Control	40% - 60%	0%	0%	0%	0%	0%	40% - 60%	0%
Liquor Control	40% - 60%	0%	0%	0%	0%	0%	60% - 80%	0%
Bylaw Compliance	40% - 60%	0%	0%	0%	0%	0%	40% - 60%	0%
Community Representation	0%	0%	0%	0%	0%	0%	100%	0%
Māori Relationships	0%	0%	0%	0%	0%	0%	100%	0%
Economic Development	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Gaiety Theatre	80% - 100%	0%	0%	0%	0%	0%	0% -20%	0%
Visitor Information	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Pensioner Housing	100%	0%	0%	0%	0%	0%	0%	0%
Property	0% -20%	0% -20%	0% -20%	0%	0%	0%	80% - 100%	0%
Funds Management	0%	0%	100%	0%	0%	0%	0%	0%

Funding sources for capital costs

~~28-30.~~ Capital costs are those costs associated with the purchase and improvement of assets, and the repayment of debt. The funding sources for capital costs and Council's policies in respect of the funding of this expenditure are described in the sections that follow.

User charges

~~29-31.~~ User charges are not often used for capital costs as individual user contributions would generally be too large to be affordable. Borrowing and charging users annually for financing costs (interest and principal) via rates is often a more affordable method of collecting user contributions for capital costs.

~~30-32.~~ The Council may charge for capital works that are for private benefit (such as, a network extension to a single dwelling) or where capital works are undertaken outside of Asset Management Plans at the request of individuals (for example, a rural seal extension for dust suppression).

Grants, subsidies, and other income

~~31-33.~~ The Council relies on significant subsidies for capital works relating to our transport activity. Grants and subsidies may be available for other activities from time to time.

~~32-34.~~ Other income can be from many and varied sources and is unlikely to be predictable enough to budget for in advance. Other income used to fund capital costs could include bequests, insurance claims, and legal settlements.

~~33-35.~~ Grants, subsidies and other income are used wherever they are available.

Development contributions

~~34-36.~~ Development Contributions (DCs) fund capital costs necessary to service growth. Council does not have a development contributions policy at this time and will consider this as part of the consideration of financial contributions in the review of the District Plan. This policy permits the collection of DCs should Council adopt a separate Development Contributions policy.

Financial contributions

~~35-37.~~ Financial contributions are collected under the Resource Management Act 1991 to avoid, remedy or mitigate adverse effects on the environment as conditions to resource consents. The requirements for these contributions are outlined in the District Plan. Contributions may be received in cash or as revenue by the vesting of assets.

Proceeds from the sale of assets

~~36-38.~~ From time-to-time, assets are disposed of. Usually these are low value items and the revenue is allocated to the activities that the assets were used in. In the case of short-life assets these proceeds would normally contribute to the cost of their replacement.

~~37-39.~~ The Council holds some higher value assets for investment purposes which, although not budgeted for, could be sold. Unrestricted proceeds from the sale of these assets would be used to repay debt or supplement the corresponding asset replacement reserves, unless otherwise resolved. Restricted revenues would be placed in the appropriate reserve fund and used for the purpose required by the document that imposes the restriction.

Reserve funds

~~38-40.~~ Reserve funds for capital projects are held and the funds are used when a project meets the specific criteria for accessing the reserve. This includes renewal funding derived from rates for operating costs such as depreciation and other accounting provisions.

Borrowing

~~39-41.~~ The Council borrows to fund its asset programme. The amount of borrowing available is restricted by the debt limits set in the Financial Strategy.

~~40-42.~~ Borrowed funds, both the principal and interest (an operational cost), are generally repaid by future rates.

~~44-43.~~ Borrowing spreads the cost of the project over a longer period of time, smoothing changes in rates and ensuring that future ratepayers who will enjoy the benefit of long-lived assets contribute to their costs.

Lump sum contributions

~~42-44.~~ When undertaking a major project, there is an option to seek lump sum contributions to the capital cost of the project from those who are identified in the projects "capital project funding plan". Lump sum contributions are provided for in the Local Government (Rating) Act 2002 and have restrictions placed on how they are used. Where a lump sum payment option is proposed ratepayers may choose to pay the lump sum or not. If not, the rating unit will be liable to pay any targeted rate set to recover the loan costs.

Rates

~~43-45.~~ Rates are mostly used to fund everyday expenses including depreciation and interest costs related to borrowing.

~~44-46.~~ A portion of rates funds the capital (principal) repayments of debt.

~~45-47.~~ Council may establish targeted rates to fund specific capital projects where there is a benefit of separate funding.

~~46-48.~~ Council holds reserve funds for capital expenditure. Some of which has been sourced from rates.

Summary of sources of funding for capital costs by activity

~~47-49.~~ Funding of Capital costs will be determined via the same principles as the operating costs funding policy unless the Council resolves otherwise. Such a resolution will follow the funding guidelines and in doing so will be consistent with this policy and not require an amendment to the policy. Existing projects (projects resolved prior to the adoption of this policy) will be funded according to the Annual Plan, Long-Term Plan or other resolution made at the time the Council approved the project. It is not practicable to determine a funding policy for all unknown future projects.

The main difference is that it is the purpose of the expenditure will have more bearing on the funding available. Capital projects are often large in nature and will provide benefits over many years, and the funding approach must reflect this.

~~48-50.~~ The Council uses the following guidelines when considering the funding of capital projects:

- a. A Funding Needs Analysis will be completed where the project is not included in the capital works programme or is additional to planned services, or where its inclusion impacts on Council's overall funding capacity.
- b. All projects are first funded from grants, subsidy or other external income where available.
- c. Renewal projects that maintain the same service level are then funded from reserve funds set aside for that purpose.
- d. General purpose funds or unrestricted reserve funds held for other complementary purposes are considered.
- e. Lump sum rating options are considered.
- f. Projects that have exhausted previous funding sources or are for new or increased service levels or for growth in infrastructure are then funded from debt.

~~49-51.~~ A single project may have a mix of each of these funding options.

~~50-52.~~ It is not practical to create separate funding policies for each and every capital project. The Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity.

~~51-53.~~ Whenever funding a capital project, the Council will consider the available sources of funds, the Revenue and Financing Policy, and section 101(3) in applying the above guidelines to a capital project. Generally, the Council will resolve the funding policy at the time the project

is proposed in an Annual or Long-Term Plan.

Overall funding consideration

~~52-54.~~ The Council is required by section 101(3)(b) of the LGA to consider “the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community”. This section allows that as a final measure, we may modify the overall mix of funding that would otherwise apply after the initial s101(3)(a) analysis for each activity to be funded.

~~53-55.~~ The following adjustments ~~have been~~can be made:

- a. The allocation of the rates liability between sectors of the rating base may be altered by using differentials on the general rate and certain targeted rates. The allocations in this Long-Term Plan were determined by the Council after consultation with the community in 2020. The Council may modify the differential factors during the term of the Long-Term Plan to reflect a change in allocation of cost, or benefit, or to achieve better community outcomes or wellbeing.

This adjustment included an additional allocation of cost to the forestry differential for all activities, rather than just the incremental cost previously allocated from roading activities. The Council has decided this allocation to increase the rates to this sector is appropriate because of comparative negative community wellbeing impacts on the Wairoa community.

- b. Rates affordability (people’s ability to pay rates) is an issue in parts of the region. Adjustments to limit the impact of fixed rates on lower value rating units were made so that rates are more affordable for lower value rating units.
- c. Fees and charges may be waived or discounted where it is considered appropriate to do so. Some matters we may consider in deciding whether it is appropriate to waive fees are for social reasons (e.g., the promotion of events and facilities) or commercial reasons (e.g., due to poor service or to minimise risk).
- d. Rates may be remitted where it considered appropriate to do so and as allowed for in the Rates Remissions and Postponements Policies (including Māori Freehold Land). These policies address social matters as well as adjusting rates for benefits that differ for some rates assessments (such as additional or no provision of some services).

Relief during Severe Weather Event Response and Recovery

56. Council considers that the tools described in section 55 above, when applied in conjunction with bespoke funding and relief packages that become available during emergency response and recovery conditions, are sufficient in providing an adequate baseline level of financial relief to affected customers and ratepayers. Council will consider supplementing this with other mechanisms where it believes this is appropriate.

Rates

~~4-a.~~ The Council may use accounting provisions and reserve funds to spread the costs of activities over multiple years to smooth the cost to users and ratepayers.

~~54-57.~~ Our final consideration of funding by rates comes:

- a. After considering how other funding sources will be used to fund operating and capital costs.
- b. how rates have been applied to activities in the Funding Needs Analysis; and/or
- c. After being adjusted for the overall impact of allocation of liability.

~~55-58.~~ The following section outlines the Revenue and Financing Policy requirements that are used to set rates. To have a full understanding of rates they should be read with regards to the analysis above and in conjunction with the Rating Policy, Funding Impact Statement and Rates Resolution.

General rates

~~56-59.~~ The Council sets a general rate is assessed on all rateable properties (rating units) based on the capital value of the property. A Uniform Annual General Charge (UAGC) will be set on each separately used or inhabited part (SUIP) of all rating units.

~~57-60.~~ The Council has determined in its Funding Needs Analysis which activities should be funded from general rates (see Table 1).

~~58-61.~~ The Council has chosen to differentiate the General Rate into four rating categories, applying 6 rating differentials, based on the use to which the land is put. In respect of residential land, Council observes the provisions of s101(3)(b) of the LGA and the overall impact of the allocation of liability for revenue needs on the community. In doing so it has determined that the application of 3 rating differentials to land categorised as residential for rating purposes is appropriate. The General Rate will be assessed on capital value of the land. The factors to be applied to all differentials and the thresholds for the residential differentials will be determined in the Funding Impact Statement

- a. Residential will be
 - i. Residential A
 - ii. Residential B
 - iii. Residential C
- b. Commercial.
- c. Rural.
- d. Forestry.

~~59-62.~~ The Council primarily uses valuation data (specified in the Rating Valuations Rules) to determine the allocation of rating units to differential rating categories. The full definitions can be found in the Rating Policy and the Funding Impact Statement and may change during the term of the Long-term Plan.

~~60-63.~~ In setting the differential categories, and the differential factors, the Council considered the requirements of the LGA and other considerations, including:

- a. The activities funded by the general rate and the s101(3) considerations for the activities.
- b. The impact of any change, or rate of change to the differential.
- c. The views of those impacted by the differentials.
- d. Other reasonable options, and the advantages and disadvantages of those options.
- e. The overall impact of the differential on all ratepayers.

~~61-64.~~ The UAGC is part of the general rates and is a fixed amount each year. The Council can set the UAGC based on an allocation of the cost of specific activities or at an amount the Council considers is appropriate. In past years, the Council has preferred to base the UAGC on the allocation basis. From 2021 the Council will set the UAGC at a level it considers appropriate.

~~62-65.~~ The Council recognises the regressive nature of fixed rates. Rates affordability is a matter the Council considers when setting the UAGC. Council's remissions policies provide for some adjustment to UAGCs for properties where appropriate. During the term of this Long-term Plan the Council may adjust the UAGC as part of its rate setting process in order to improve community wellbeing for current and/or future communities.

~~63-66.~~ If the cost allocation from activities (as described in the Rating Policy) is amended, or an adjustment is made to the UAGC to improve community wellbeing, the amount removed from the UAGC will remain part of general rates.

Targeted rates

~~64-67.~~ Targeted rates are finalised when adopting the Funding Impact Statement in the Long-Term Plan or an Annual Plan. The Council may introduce new targeted rates, consistent with this policy, when setting rates in any year as documented in the respective year's Funding Impact Statement and Rates Resolution. The Council's requirement to consult is determined by s95A of the LGA.

~~65-68.~~ The Council has chosen to have a small number of targeted rates and will provide transparency of how much a ratepayer's rates is contributing to activities by using better communication tools than the rates invoice. Information on targeted rates is listed in the Rating Policy, Rates Resolutions and Funding Impact Statement for each year.

~~69.~~ The Council consulted on changes to targeted rates in its 2020 rates review, the outcomes of which are reflected in this and other relevant policies.

Preamble to Te Ture Whenua Māori Act 1993:

70. Council's main tools for ensuring it supports and promotes the retention of Māori land in the hands of its owners, their whānau and their hāpū and to facilitate the development and utilization of that land for the benefit of the same are within its suite of rating and remission tools, particularly as they relate to Māori freehold land in multiple ownership, papa kainga, and whenua rahui.

~~66-71.~~ This is furthered by ensuring that its Rating Information Database contains land classification and valuation information complies with the Local Government (Rating of Whenua Māori) Amendment Bill.

References

- The Funding Needs Analysis, required by section 101(3) of the LGA, provides the background and analysis to explain the funding decisions we have made. It is guided by the funding principles and choices of funding sources documented in the Revenue and Financing Policy.
- The Investment and Liability Management Policies place restrictions on the use of the proceeds from asset sales.
- The Rating Policy further clarifies funding requirements by documenting matters not included in this Revenue and Financing Policy. It includes definitions and, when applicable, maps for rating areas.
- The Funding Impact Statement is included in each Long-term Plan and Annual Plan as required by clauses 15 or 20 of schedule 10. This statement shows the results of the detailed rates calculation for each year.

Together the above documents form the necessary components to lawfully charge under

the LGA for our revenue requirements. We must also comply with other legislation regarding the setting of some fees and charges and the Local Government (Rating) Act 2002 for the setting of rates.

DRAFT Funding Needs Analysis

This policy does not form part of the Revenue and Financing Policy, it is a separate document that records the detailed application of s101(3). The Revenue and Financing Policy describes how the Council has complied with s101(3). A change in this document does not in itself change the Revenue and Financing Policy.

Purpose and scope

1. The Funding Needs Analysis (FNA) provides the background and analysis to explain the funding decisions made by the Council.
2. To comply with section 101(3),¹ the Council must determine the appropriate sources of funding² for each activity. In determining this, they must take into consideration under s 101(3)(a):
 - a. *"The community outcomes to which the activity primarily contributes.*
 - b. *The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals.*
 - c. *The period in or over which those benefits are expected to occur.*
 - d. *The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity.*
 - e. *The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities."*
3. The legislation places no more or less weight or priority on any one of the factors listed in section 101(3)(a).
4. Having completed the above analysis, the Council must then consider under section 101(3)(b): *"The overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community."*
5. The following sections document the matters and approaches the Council has taken to determine the funding needs of an activity and how that translates into the Council's decision on the appropriate funding sources to be used.

Previous reviews

6. The FNA was last reviewed in 2018, and Council retained its existing Revenue and Financing Policy included in the 2018-28 Long-term Plan (LTP).
7. The Council undertook a review and rewrite in 2020. Changes have been made reflecting the considerations of the Council as they considered the funding of activities in developing the 2021-31 LTP.

Funding sources for operating costs

8. Operating costs are the everyday spending that maintains the services delivered by the Council. This includes corporate overheads, funded wear and tear on assets (depreciation) and interest costs of borrowing for capital projects.
9. The Council must consider the funding for each activity in a way that relates exclusively to that activity. Some activities may be best funded by user charges such as swimming pool entry fees, others with targeted rates and others from a general rate. Distinct funding may assist ratepayers or payers of user charges to assess more readily whether the cost of the service provided to them either directly or indirectly represents good value. They can also more easily determine

¹ All references to legislation are to the Local Government Act 2002 (LGA), unless otherwise stated.

² The funding sources are listed in section 103 LGA and the Council’s preference for using funding sources is described in the Revenue and Financing Policy. how much money is being raised for the service and spent on the service.

10. The funding sources for operating and capital costs are:
- a. Fees and charges.
 - b. Grants and subsidies and fuel taxes.
 - c. Other income.
 - d. Investment income.
 - e. Financial contributions
 - f. Development contributions
 - g. Lump sum payments
 - h. Reserve funds.
 - i. Borrowing
 - j. Proceeds from the sale of assets
 - k. Rates
 - General rate
 - Targeted rates.
11. Each funding source and how the Council prefers to use that funding source for operating expenses is described in detail in the Revenue and Financing Policy and is based on the analysis set out in this document.

Table 1: Matters the Council considers in applying the legislation for operating expenses

Section 101(3)(a) - Step 1 reference	Matters Council might consider
Community outcomes - s.101(3)(a)(i)	<p>The Council determines which of its community outcomes an activity primarily contributes to.</p> <p>Council will consider how their funding choices will support the achievement of the community outcomes.</p>
Distribution benefits - s.101(3)(a)(ii)	<p>The distribution of benefits is given consideration by the Council. Determining benefit is inherently subjective.</p> <p>Where the Council considers there is a clearly identified direct relationship between users and the services provided then the Council will consider fees and charges or targeted rates.</p> <p>Where the Council considers the services provide a benefit to the community as a whole; is of a uniform nature; or where the Council is not able to identify a direct relationship between users and the service the Council will consider using general rates.</p>
Period of benefit - s.101(3)(a)(iii)	<p>For most operational expenses the benefit is received in the year the expense is incurred.</p> <p>For most activities depreciation (an operating expense) is cash funded from revenue sources and this is placed into reserve funds for the future renewal of assets.</p> <p>Some operational expenses (provisions) may have a benefit over multiple years and so the Council may choose to fund the activity over that period.</p>

Who creates the need - s.101(3)(a)(iv)	<p>Some services are provided because the actions or inactions of individuals or groups create the need to undertake the activity.</p> <p>The Council may choose to target these people or organisations through fines, charges or rates.</p>
Separate funding - s.101(3)(a)(v)	<p>The Council must consider the practicalities of separate funding along with transparency and accountability.</p> <p>In some cases, while it may be desirable to charge individuals there may be no practical way of doing so.</p> <p>For all activities the Council is able to easily identify what proportion of operational expenses is recovered from each funding sources. In the case of rates the Council is able to inform individual ratepayers of their rates contribution to each activity using communication tools.</p>

12. Analysis for operating costs by activity is described in Schedule 1.

Funding sources for capital costs

13. Capital costs are those costs associated with the purchase and improvement of assets and for the repayment of debt. The funding sources for capital costs include:
- Fees and charges.
 - Grants and subsidies and fuel taxes.
 - Other income.
 - Investment income.
 - Financial contributions
 - Development contributions
 - Lump sum payments
 - Reserve funds.
 - Borrowing
 - Proceeds from the sale of assets
 - Rates
 - General rate
 - Targeted rates.
14. Each funding source and how the Council prefers to use that funding source for capital expenditure is described in detail in the Revenue and Financing Policy and is based on the analysis set out in this document.

Analysis for capital costs by activity

15. Capital costs would be funded on the same principles as the operating costs funding policy, subject to the nature and purpose of the expenditure, unless the Council resolves otherwise. Such a resolution will follow the funding guidelines and in doing so would be consistent with this policy and would not require amendment to the policy. ~~Existing Planned~~ projects ~~{projects-resolved-prior-to-3-December-2020}~~ will be funded according to the Annual Plan, Long-term Plan or other resolution at the time of the Council approving the project. It is not always practicable to determine a funding policy for an unknown future project in advance.
16. The Council uses the following guidelines when considering the funding of capital projects:
- A Funding Needs Analysis will be completed (see paragraph 18).
 - All projects are first funded from grants, subsidy or other income where available.

- c. Renewal projects that maintain the same service level are then funded from reserve funds set aside for that purpose.
 - d. Reserve funds for other purposes that are not restricted are considered.
 - e. Lump sum and other rating options are considered.
 - f. Projects that have exhausted previous funding sources or are for new or increased service levels or for growth in non-network infrastructure are then funded from debt.
17. A single project may have a mix of each of these funding options.
18. It is not practical to create separate funding policies for each and every capital project. The Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity.
19. Whenever funding a capital project, the Council will consider the available sources of funds, the Revenue and Financing Policy, section 101(3) in applying the above guidelines to a capital project. Generally, the Council will resolve the funding policy at the time the project is proposed in an Annual or Long-term Plan. In undertaking this assessment, it shall have regard to the matters in table two.

Table 2: Matters the Council considers in applying the legislation for capital expenses

Headings -s.101 reference	Matters Council might consider
Community outcomes - s.101(3)(a)(i)	<p>The Council determines which of its community outcomes the capital project or activity contributes to.</p> <p>Council will consider how their funding choices will support the achievement of the community outcomes.</p>
Distribution benefits - s.101(3)(a)(ii)	<p>The distribution of benefits is expected to be the same as that for the operating costs of the activity in which it is funded unless the Council resolves otherwise. Determining benefit is inherently subjective.</p> <p>The Council may choose to target those people or organisations who primarily benefit through financial and development contributions, lump sum options or targeted rates.</p>
Period of benefit- s.101(3)(a)(iii)	<p>For most capital projects the benefit is received over the life of the asset. The Council will have regard to the equitable distribution of costs to each generation for the construction and renewal of the asset. For example, this may result in the Council not funding asset renewal while still funding debt.</p>
Who creates the need- s.101(3)(a)(iv)	<p>Some services are provided because the actions or inactions of individuals or groups create the need to undertake the activity.</p> <p>The Council may choose to target these people or organisations through financial contributions or targeted rates.</p>
Separate funding- s.101(3)(a)(v)	<p>The Council must consider the practicalities of separate funding along with transparency and accountability.</p> <p>In some cases, while it may be desirable to charge individuals there may be no practical way of doing so.</p>

For many smaller capital projects, it is not practical to have a separate funding policy. Where the Council does not resolve otherwise a capital project will be funded consistently with the funding mechanism adopted for the operating costs in the activity in which it is funded, and the purpose of the project.

Funding bands

- 20. After considering the section 101(3)(a) components, the Council considers to what extent each of the funding sources can fund each activity. This guide is intended to be in place for the next three years before it is reviewed. As costs change over time, it is not possible to precisely determine the percentage allocated. For this reason, the Council has decided to band the percentages into the categories listed in table three.
- 21. The assessment in Schedule 1 identifies the most likely sources of funding an activity is budgeted to receive. In all cases , rates fund the balance of the activity after all other sources have been maximised. It is likely that from time to time the Council will be able to secure additional funding that may be become available.
- 22. Budgets will normally be set within these ranges. These ranges are expressed as a percentage of the cost of the activity and are indicative only. They may change over time because of changes in expenditure rather than changes in revenue. It is also likely that actual funding sources will be different from budgeted funding sources.

Table 3: Funding bands

Name	Percentage range
Unlikely	0%
Minimal	0% - 20%
Low	20% - 40%
Moderate	40% - 60%
High	60% - 80%
Most	80% -100%
All	100%

Funding sources and rationale

- 23. The ‘Rationale’ column of Schedule 1 identifies which of the funding sources the Council plans to use in budgeting to fund the operating costs of each activity. It is determined by the Council after consideration of each clause of section 101(3)(a).
- 24. The assessment of the funding sources is a complex matter of weighing up the requirements of section 101(3)(a) with the available sources and the Council’s preferences for using these sources. The Council has documented its rationale for choosing each the funding source in this Funding Needs Analysis and the Revenue and Financing Policy.
- 25. The funding source for an activity may be modified by the Council when it considers the requirements of section 101(3)(b). If this has occurred, it is considered as part of the overall funding considerations section in the Revenue and Financing Policy.

Schedule One: Activity Funding Needs Analysis – operating costs

Group Activity: Transport		Activity: Transport				Funding Sources by Funding Stream	
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale		
<p>This activity primarily contributes to Council's outcome:</p> <ul style="list-style-type: none">Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none">Safe, supported and well-led community <p>Our communities and business are connected to each other and to our markets by a safe efficient and integrated transport network.</p>	<p>Roading: The roading network serves the whole district and everyone benefits.</p> <p>Roads are necessary to deliver export products to markets within Wairoa, New Zealand and the world. The district's economic prosperity is dependent on production from its rural catchment.</p> <p>Roads provide corridors for other utility providers such as power, communications, water and wastewater.</p> <p>Roads, street lighting, signage, and footpaths and parking are provided as a public good. Individuals and business benefit directly from access to property and facilities.</p> <p>Airport: The provides quick access in and out of the region supporting business and emergency management.</p> <p>The availability of the airport serves the whole district, and everyone benefits.</p> <p>Individual uses receive a private benefit.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>There is an impact of the actions or inactions of others. Costs are driven by traffic volumes and size. Large vehicles, wear roads out more quickly than vehicles.</p> <p>The forestry industry places significant demand on the roading network for which Council incurs additional costs. The growth of the forestry industry is leading to greater roading damage.</p> <p>Airport users expect a consistent service level.</p>	<p>The whole community benefits from the roading network and airport, as such there is little advantage in having separate funding.</p> <p>The use of differential rating tools can easily adjust for sectors to make a varying contribution.</p> <p>There are few reasonably practicable options for charges in users directly for their use of or damage to the roads.</p> <p>Charging airport users for rents and landing fees is common and efficient.</p>	<p>Subsidies are primarily sourced from New Zealand Transport Agency (NZTA). Additional funding will be sourced whenever available (e.g., Provincial Growth Fund)</p> <p>Council also receives a small amount of regional petrol tax.</p> <p>Council maximises the amount of subsidy for the level of spending it approves.</p> <p>The whole district benefits from the roading network.</p> <p>The general rate allows for the differential allocation of benefit to sectors and adjustment of contribution for those whose actions cause additional costs and for advancing community outcomes.</p>	<p>ROADING</p> <p>HIGH (60% - 80%) Grants and subsidies.</p> <p>LOW (20% - 40%) General rate</p> <p>UNLIKELY (0%) All other funding sources.</p> <p>AIRPORT</p> <p>HIGH (60% - 80%) General rates</p> <p>MINIMAL (0% - 20%) Fees and charges</p> <p>Other</p> <p>UNLIKELY (0%) All other funding sources</p>	

Group Activity: Water					
Activity: Water					
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community Strong and prosperous economy Protected and healthy environment Valued and cherished culture <p>Access to safe water that is managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>The communities that are reticulated with a public water supply are the beneficiaries. With extended dry seasons there is greater demand on Council's network for tanker water to be supplied to non-reticulated properties.</p> <p>The entire community benefits through better health, kai moana, recreation and the environment outcomes and having protection in the case of fire.</p> <p>This community benefit can be recognised with a general rates component in the funding.</p> <p>All property owners/residents/tourists benefit from receiving water and protection from any fire risk.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have a minor impact. There is considerable government intervention in the provision of safe, healthy, compliant drinking water.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p> <p>It also provides transparency on the cost of an essential service.</p>	<p>Those who (either directly or indirectly) benefit should pay.</p> <p>There are some water users where charging based on actual quantities is practical due to the location, size or the use of the property. Their share of costs is recovered by way of targeted water meter rates.</p> <p>The cost of the water supply and network is equalised across all non-metered connections within the district.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>
					<p>Funding Sources by Funding Stream</p> <p>MOST (80 - 100%) Targeted rates</p> <p>MINIMUM (0% - 20%) General rates</p> <p>UNLIKELY Interest and dividend</p> <p>All other funding sources.</p>

Group Activity: Wastewater					
Activity: Wastewater					
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community Strong and prosperous economy Protected and healthy environment Valued and cherished culture <p>Access to safe water that is managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>The collection, treatment, and disposal of wastewater are primarily a private benefit for people whose properties are connected to the schemes. Rural septic tank septage is transported to council wastewater treatment ponds.</p> <p>The protection of the environment is a benefit to the serviced communities.</p> <p>The entire community benefits through better health, kai moana, recreation and the environment outcomes.</p> <p>The benefits are expected to accrue primarily to individual users and businesses.</p> <p>There is a public health, environmental and recreational benefits are to whole district. This community benefit can be recognised with a general rates component in the funding.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>A small number of heavy commercial producers have an adverse impact greater than most users.</p> <p>There is considerable government intervention in the provision of safe, healthy, compliant wastewater systems.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p> <p>It also provides transparency on the cost of an essential service.</p>	<p>In most cases it is not practicable to measure the quantity of each individual's contribution to the wastewater system.</p> <p>In the case of heavy commercial users of the waste system it is practical to measure the volume and quality of waste and charge appropriately for this.</p> <p>Those who (either directly or indirectly) connected targeted rate per pan is an efficient and simple way that approximates benefit of access and use of the services.</p> <p>Septage tankers are not paying the full cost of treatment recognising the wider community health benefits.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>
					<p>Funding Sources by Funding Stream</p> <p>MOST (80% - 100%) Targeted rates</p> <p>MINIMAL (0% -20%) General rates Fees and charges Interest and dividends</p> <p>UNLIKELY All other funding sources.</p>

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Group Activity: Waste Management					
Activity:	Waste				
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>Managing waste assists houses and businesses. It must be managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>Individuals benefit directly from kerbside recycling and domestic refuse collection.</p> <p>The whole community benefits from waste minimisation and education as well as litter collection.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> • Primarily to individual users • Partly to the district as a whole 	<p>The benefit of most operating costs is expected to occur in the year the funding is sourced.</p>	<p>This activity is only required due to the act of creating waste.</p> <p>Those who create the waste are individuals and business.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p>	<p>The actions of individuals or groups (largely business) create the need to have this activity.</p> <p>Targeted rates appropriately recognise this benefit.</p> <p>The whole community benefits from litter collection of public places can be appropriately funded from general rates.</p> <p>The fees and charges at landfills and transfer stations (where Council provides the services), only partially funds the cost of disposal.</p> <p>Higher fees and charges encourage those who create the waste recognise the cost of their actions and encourage waste reduction.</p> <p>There is also a small benefit to the whole community of this activity with waste not dumped elsewhere</p>
					<p>Funding Sources by Funding Stream</p> <p>MODERATE (40% - 60%) Targeted rates</p> <p>LOW (20% - 40%) Fees and charges</p> <p>MINIMAL (0% - 20%) General rates</p> <p>Other</p> <p>UNLIKELY All other funding sources.</p>

Group Activity: Leadership and Governance						
Activity: Community Representation						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>Local people making local decisions requires balancing the conflict needs of individuals for the overall benefit of the whole community</p>	<p>The activity supports the decision-making function of Council and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community; the majority of electors are ratepayers.</p>	<p>All (100%) General rates UNLIKELY All other funding sources.</p>
Activity: Māori Relations						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Valued and cherished culture • Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Strong and prosperous economy • Protected and healthy environment <p>Māori are 66% of the community, having strong relations with Māori it is essential to community wellbeing.</p>	<p>The activity supports the decision-making function of Council and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community.</p>	<p>All (100%) General rates UNLIKELY All other funding sources.</p>
Activity: Economic Development						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Protected and healthy environment • Valued and cherished culture <p>Jobs are essential to population growth and the wellbeing of all in the community.</p>	<p>The activity supports the district promotion, visitor information including the I-site.</p> <p>Increased economic activity creates jobs and supports everyone and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community.</p>	<p>MOST (80%-100%) General rate MINIMAL (0%-20%) Grants and Subsidies UNLIKELY All other funding sources.</p>

Group Activity: Planning and Regulatory					
Activity: Resource Planning					
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Strong and prosperous economy and is associated with Council's outcomes: Safe, supported and well-led community Valued and cherished culture <p>District planning and consenting is essential to protecting environmental and cultural outcomes supporting a prosperous economy.</p>	<p>Individuals that apply for consents and use the other services in this area are the predominant beneficiaries of this activity. Through their actions they directly drive the majority of the costs.</p> <p>These resource consent activities also provide benefit to persons other than the applicant such as future owners and occupiers of the land (a property-based benefit). There is also a person-based benefit in relation to the information that is supplied to the public through inquiries, for example providing support to potential applications or responding to service requests.</p> <p>Future residents benefit from the protection of our environment and our response to climate change.</p> <p>Resource Consent Compliance Monitoring and RMA Enforcement benefits the consent holder and the community.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> Primarily to individual users. Partly to the district as a whole in support of the community outcomes. 	<p>The principal benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>There is a secondary benefit to future sustainability.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>A user charge recognises the benefits to people who apply for resource consents.</p> <p>Although the primary benefit of a resource consent sits with the consent holder the community outcomes desires that we have a strong prosperous economy and so, Council wants to encourage a high level of consent compliance.</p> <p>For these reasons Council considers it appropriate to fund a portion of the costs of consents from ratepayers rather than consent applicants.</p> <p>As future ratepayers benefit from the development of a district plan, the funding for this is spread over future years with borrowing.</p>
					<p>Funding Sources by Funding Stream</p> <p>MODERATE (40%-60%) Borrowing General rate</p> <p>MINIMAL (0%-20%) Fees and Charges</p> <p>UNLIKELY All other funding sources.</p>
Activity: Building Control					
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Strong and prosperous economy and is associated with Council's outcomes: Safe, supported and well-led community Protected and healthy environment Valued and cherished culture <p>Safe homes and buildings improve the wellbeing of all in the community.</p>	<p>Individuals that apply for consents, licenses and use other services in this area directly drive the majority of the costs.</p> <p>Services within this activity also provide for the safety of the public, and requirements earthquake prone buildings.</p> <p>Information is supplied to the public through inquiries, for example providing support to potential applications or responding to service requests.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> Primarily to individual users. Partly to the district as a whole. 	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>There is a secondary benefit to future housing stock that is fit for purpose.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p>	<p>The distinct beneficiaries for each component support multiple funding streams.</p>	<p>Fees and charges are favoured for the full cost of UMIs and PIMS.</p> <p>Although the primary benefit of a building consent sits with the consent holder the Council wants to encourage growth and improvement of existing housing and businesses.</p> <p>For these reasons Council considers it appropriate to fund a portion of the costs of consents from ratepayers rather than consent applicants.</p>
					<p>Funding Sources by Funding Stream</p> <p>MODERATE (40%-60%) General rate</p> <p>MINIMAL (0%-20%) Fees and charges</p> <p>UNLIKELY All other funding sources.</p>

Activity: Bylaw Compliance					
This activity primarily contributes to Council's outcomes: <ul style="list-style-type: none">Safe, supported and well-led community and is associated with Council's outcomes: <ul style="list-style-type: none">Strong and prosperous economyProtected and healthy environmentValued and cherished culture The community must feel a safe place to live. This part of a people's rationale when choosing where to live. Growing communities then support a growing a strong and prosperous economy.	Dog and livestock control minimise danger, distress and nuisance caused by stray dogs and to ensure the control of stock on the roads of the district in the interests of public safety. General Bylaw Enforcement: <ul style="list-style-type: none">Supports public health and safety and the enjoyment of public spaces.Enforces the rules for users of roads, water, wastewater and cemeteries and for the impacts of urban fires. The benefits are expected to accrue: <ul style="list-style-type: none">Partly to individual users.Partly to the district as a whole.	The benefit of operating costs is expected to arise in the year the funding is sourced.	The actions of individuals and groups drive the costs in this activity. Particularly: <ul style="list-style-type: none">owners of dogs who create the requirement to manage all dogs.Owners of non-controlled dogs and livestockThose who breach bylaws	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	Fees and charges for Dog Control are largely collected in registration the owners of dogs in recognition that it is their action of owning a dog or then inaction of controlling a dog or stock that drives costs. Fees and charges (including fines and other enforcement charges) are required for no compliance of all bylaws. General rates recognise that a portion of these services benefit the whole community.
Activity: Liquor Control					
This activity primarily contributes to Council's outcomes: <ul style="list-style-type: none">Safe, supported and well-led communityStrong and prosperous economy and is associated with Council's outcomes: <ul style="list-style-type: none">Protected and healthy environmentValued and cherished culture Liquor has positive and negative impacts on the community.	Liquor can only be sold with a license and the benefit of that license sits largely with the licensee. The community benefits from appropriate liquor control by limiting the negative effects from alcohol harm while maximising positive benefits in social environments	The benefit of operating costs is expected to arise in the year the funding is sourced.	The actions of individuals and groups drive the costs in this activity. Particularly: <ul style="list-style-type: none">Applicants for liquor and associated licencesThose who breach the rules.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity. There is no mechanism for Council to charge those who create negative social outcomes.	Fees and charges for liquor licensing are set by Government and only recover part of the cost of the activity. Managing good social behaviours and eliminating adverse events is in the interest of the community as whole.
Activity: Environmental Health					
This activity primarily contributes to Council's outcomes: <ul style="list-style-type: none">Safe, supported and well-led communityStrong and prosperous economyProtected and healthy environment and is associated with Council's outcomes: <ul style="list-style-type: none">Valued and cherished culture	This activity promotes and improves human health, safety, comfort and wellbeing for all persons in the district and protects the environment from preventable harm. This activity comprises noise control, food and registered premises, water supply monitoring, public nuisances and implementation of public health frameworks. The main beneficiaries are business owners, consent holders, and the community as a whole.	The benefit of operating costs is expected to arise in the year the funding is sourced.	The actions of individuals and groups drive the costs in this activity. Some activities are undertaken to protect others from the actions of others.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	Fees and charges are preferred where the actions of individuals or groups of individuals create negative effects on the community and where there is a direct benefit to the user of the service. Council prefers a general rate for that portion of the budget that cannot be recovered from fees and charges due to these services contributing to the vibrancy of the district by making it safer.

The community must feel a safe place to live. This part of a people's rationale when choosing where to live . Growing communities then support a growing a strong and prosperous economy.

Group Activity: Community Facilities					
Activity:	Cemeteries				Funding Sources by Funding Stream
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Valued and cherished culture Safe, supported and well-led community and is associated with Council's outcomes: Strong and prosperous economy <p>Different cultures and circumstances contribute to different approaches to death. These are important social and cultural considerations in determining funding choices.</p>	<p>Cemeteries: Individual users, particularly families of the deceased.</p> <p>The community as a whole in the availability of well-maintained open space and as a repository of genealogical and other human interest or heritage information.</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have some impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>Users of the services pay for their use of the facilities.</p> <p>There is no practicably way to charge for on-going maintenance that is therefore best funded from the general rate</p> <p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Fees and charges</p> <p>UNLIKELY All other funding sources.</p>
Activity:	Parks and Reserves				
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Valued and cherished culture Safe, supported and well-led community and is associated with Council's outcomes: Strong and prosperous economy <p>Access to parks and reserves provide benefits of being active as well as creating environments for enjoyment.</p>	<p>There is a public/whole of community benefit through the provision of formal and informal recreational opportunities that enhance and support community health and well-being.</p> <p>There is a private/individual benefit to the community and sporting groups who use Council recreational facilities.</p> <p>There is a small benefit for event organisers and sections of the business community from the commercial spend of participants associated with particular events.</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have some impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>There is no practical way to collect revenues from some individual benefit across this activity.</p> <p>Local residents enjoy the benefits of landscape amenity in their locality.</p> <p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Other</p> <p>UNLIKELY All other funding sources.</p>
Activity:	Community Support				
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Valued and cherished culture Safe, supported and well-led community and is associated with Council's outcomes: Protected and healthy environment Strong and prosperous economy 	<p>The whole community benefits from the support of events, encouragement of participation and community facilities.</p> <p>These benefits are widespread across the district</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current</p>	<p>The actions of most individuals or groups have minor impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>The whole district benefits from the growth of community social and cultural wellbeing.</p> <p>External bodies will support the district to undertake this activity.</p> <p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Grants and subsidies</p> <p>UNLIKELY All other funding sources.</p>

Community support and development builds communities through empowering them to evolve develop and grow.	year and probably in future years. This is managed through reserve funds.
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Group Activity: Corporate Functions				
Activity:	Property			
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding
This activity primarily contributes to Council's outcomes: <ul style="list-style-type: none"> Safe, supported and well-led community and is associated with Council's outcomes: <ul style="list-style-type: none"> Valued and cherished culture Protected and healthy environment Strong and prosperous economy Community support and development builds communities through empowering them to evolve develop and grow.	The activity supports the Council operations by providing and maintaining operational properties. <ul style="list-style-type: none"> External income is derived from rents and leases for private benefit. 	The benefit of most operating costs is expected to arise in the year the funding is sourced.	The actions of individuals or groups have a minor impact on this activity. Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.
Rationale				
The benefits are available to individuals and groups is collected from rents and leases. The remainder of the benefit is to the whole community.				
Funding Sources by Funding Stream				
MODERATE (40%-60%) General rate Fees and charges MINIMAL (0%-20%) Grants and subsidies. Other UNLIKELY All other funding sources.				

Group Activity: Corporate Funds Management				
Activity:	Corporate Funds Management			
This activity primarily contributes to Council's outcomes: <ul style="list-style-type: none"> Safe, supported and well-led community and is associated with Council's outcomes: <ul style="list-style-type: none"> Valued and cherished culture Protected and healthy environment Strong and prosperous economy Community support and development builds communities through empowering them to evolve develop and grow.	The activity supports the Council operations by effectively managing all investments. The whole community benefits from this.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	The actions of individuals or groups have a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.
Rationale				
The benefit is to the whole community.				
Funding Sources by Funding Stream				
MOST (80%-100%) Interest and dividends MINIMAL (0%-20%) Regional Fuel Tax Fees and charges UNLIKELY All other funding sources.				

Group Activity: Corporate Support Services				
Activity:	Corporate Support Services			
This activity primarily contributes to Council's outcomes: <ul style="list-style-type: none"> Safe, supported and well-led community 	The whole community benefits from this.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	The actions of individuals or groups have a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of
Rationale				
The cost of this activity is allocated to all other activities				
Funding Sources by Funding Stream				
ALL (100%) Internal fees and charges				

and is associated with Council's outcomes: <ul style="list-style-type: none">• Valued and cherished culture• Protected and Healthy environment• Strong and prosperous economy Community support and development builds communities through empowering them to evolve develop and grow.	have a minor impact on this activity.	Council's costs on this activity.
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Revenue and Financing Policy 2024

Purpose and scope

1. This policy outlines the choices Council has made in deciding the appropriate sources of funding for operating and capital expenditure from those sources listed in the Local Government Act 2002 (LGA). The policy also shows how the Council complied with section 101(3) of the LGA which sets out a number of factors we must consider when making these decisions. A comprehensive analysis of this is included in the Funding Needs Analysis (Appended).

2. Deciding the best way to fund activities is complex. Applying the legislation is complex and involves many statutes, regulations and multiple statutory policies. The outcome of balancing all those matters requires judgement having considered many factors including but not limited to:
- Legal.

▪ Social.

▪ Competition.

▪ Affordability.

▪ Impact of change.

▪ Efficiency.

▪ Equity.

▪ Cost.

▪ Intergenerational equity.

▪ Transparency.

▪ Accountability.

▪ Business.

▪ Strategic Alignment.

▪ Benefit.

Policy

Funding of Recovery

3. Recovery work packages will be undertaken within the Council activities with greatest strategic alignment to those packages. While the funding for these packages may often mirror what takes place in the normal course of business for these activities, the funding for each will be separately determined and formalised in updates to the Recovery Plan. The policy statements and parameters that follow in this document pertain to the normal course of business.

Water Services Reforms

4. At the time of this policy review the Government has repealed the pre-existing Water Services Entities and Water Services Reform legislation under its ‘Local Water Done Well’ programme. The future for water services remains uncertain but it is generally held that change is inevitable. As such, policy statements relating to the funding of Water Supply, Wastewater and Stormwater within this document shall hold for as long as these activities are delivered exclusively by Council.

Funding sources for operating expenses

5. Operating costs are the everyday spending on Council activities. This includes contributions to the wear and tear on assets used (depreciation), interest charged on borrowing for capital projects and overheads.

6. The funding of each activity must be considered individually. Some activities may be best funded by user charges, such as building consents, others with targeted rates, such as water, and others from the general rate, such as roading.

7. The funding sources used for operating costs and the Council’s policies in respect of funding operating expenses are described in the following sections.

User Charges

8. User charges are applied to services where it is identified there is a benefit to an individual or group, or directly attributable cost. User charges are a broad group of fees charged directly to an individual or entity including but not limited to:
 - Service charges.
 - Hire.
 - Rent, lease, licences for land and buildings.
 - Permits.
 - Regulatory charges.
 - Fines and penalties.
 - Connection fees.
 - Disposal fees.
 - Deposits.
 - Private works.
 - Planning and consent fees.
 - Statutory charges.
 - Retail sales.
 - Landing fees.
9. The price of the service is based on a number of factors, including but not limited to:
 - a. The cost of providing the service.
 - b. The estimate of the users' private benefit from using the service.
 - c. The impact of cost to encourage/discourage behaviours.
 - d. The impact of cost on demand for the service.
 - e. Market pricing, including comparability with other councils.
 - f. The impact of rates subsidies if competing with local businesses.
 - g. Cost and efficiency of collection mechanisms.
 - h. The impact of affordability on users.
 - i. Statutory limits.
 - j. Other matters as determined by the Council.
10. The ability to charge user charges is limited by various statutes and regulations. As a general rule, fees for statutory functions should be set at no more than the cost of providing the service. In some cases, legislation sets the fees at a level that is below cost and in other cases, where provided by legislation (such as the Waste Minimisation Act 2008) fees may be set at greater than the cost of providing the service. It is appropriate to incorporate overhead costs when determining the cost of providing a service.
11. Where goods or services are sold commercially, and taking into consideration legislative limitations, the Council's preference is to charge a market price. This includes retail sales, leases, rents and licences for land and buildings.
12. Fees and charges may be set at any time and are reviewed annually. A list of current fees and charges is maintained on our website.
13. Revenue from user charges is generally allocated to the activity which generates the revenue.

Grants, sponsorship, subsidies and other income

14. Grants, sponsorship and subsidies are used where they are available. Many of these types of income are regular and predictable and can be budgeted for (for example Waka Kotahi NZTA roading subsidy). Some other types are unexpected or unpredictable and may not be able to be prudently budgeted (such as Provincial Growth Fund funding, reparation payments, civil defence and other reimbursements, legal settlements and insurance claims). These are applied as they arise to the corresponding activity or project.

Investment income and proceeds from the sale of assets

15. The Council's approach to investments is documented in the Investment and Liability Management Policies. These investments generate income such as dividends, interest, and rents.
16. Income from all asset disposals are generally receipted to the activity that used the asset to deliver service. Generally, these proceeds are considered to be capital in nature. However, low value items may be used to fund operating costs. Council may resolve to utilise higher value proceeds for operating purposes if it is satisfied that it is prudent and in the community's interest.

Surpluses

17. Council will price its activities (fees and charges, leases) on a prudent cost recovery basis. As a not-for-profit public benefit entity its financial objective is to maximise value. There are however several circumstances where Council may make a surplus:
 - a. To pay for future projects – funds will be held in reserve until the project budget is approved.
 - b. Windfalls and donations without conditions. Council will determine appropriate utilisation.
 - c. ‘Sales’ volumes exceed expectations, e.g. consenting revenue, licenses. Surpluses will be used to repay debt or acquire investments the income from which may be used to offset operating expenses.

Development contributions, financial contributions and lump sum contributions

18. Generally, there is little revenue from these funding sources to fund operating costs.
19. Lump sum contributions have been used for the Māhia and Ōpoutama wastewater schemes, which included a portion of operating cost (interest). Council has an Early Payment of Rates Policy enabling existing ratepayers for these schemes to pay future targeted rates for this in advance.
20. Council will consider using lump sum contribution arrangements as a suitable funding option for future projects.
21. Financial contributions, relating to resource consents are collected and placed in a reserve fund. The use of this funds could include some operating costs. The Council does not currently take development contributions, but they are a legitimate source of revenue for specific purposes that this policy permits subject to the adoption of a separate Development Contributions Policy. Should development contributions be implemented a portion of revenue funds the interest cost on debt for growth related capital projects.

Reserve funds

22. Reserve funds are used for the purposes that they were created. Reserve funds may be used to meet operating costs if the expenditure is consistent with the purpose of the fund.

Borrowing

23. The Council’s approach to Borrowing is documented in the Investment and Liability Management Policies. The Council generally plans to fund all cash operating costs from sources other than borrowing but may in specific circumstances, where it determines it is prudent to do so, fund some operating costs from borrowing.

Rates

24. Having exhausted all other funding sources, Council funds its remaining operating expenses from rates. For many activities this is the main funding source.
25. The Council may establish general or targeted rates to fund operating costs.

Summary of sources of funding for operation costs by activity

26. The above funding sources were considered when determining the funding required from all sources (including general rates or targeted rates) for each activity in the Funding Needs Analysis, as required by section 101(3)(a).
27. Table 1 shows the degree (expressed as a range) to which each funding source is used to fund operating costs in relation to each activity to be funded, as required by section 101(3)(a) of the LGA.
28. After the activity by activity analysis, the Council undertakes an analysis of the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community. The results of this analysis may vary the outcome of the activity by activity analysis.

29. The ranges in Table 1 are expressed as a percentage of the revenue budgeted to fund each activity and are indicative only. They may change over time because of changes in expenditure requirements. Actual funding sources may differ from the budgeted funding sources.

Table 1: Operating Funding by Activity	User charges	Grants, subsidies & other	Invest. Income	Fin. and Dev. Contributions	Reserve Funds	Borrowing	General Rates	Targeted rates
Water Supply	0% -20%	0%	0% -20%	0%	0%	0%	0% -20%	80% - 100%
Wastewater	0% -20%	0%	0% -20%	0%	0%	0%	0% -20%	80% - 100%
Stormwater	0% -20%	0%	0% -20%	0%	0%	0%	0% -20%	80% - 100%
Waste Management	20% -40%	0%	0%	0%	0%	0%	0% -20%	40% - 60%
Airport	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Parking	0%	0%	0%	0%	0%	0%	100%	0%
Roading	0%	60% - 80%	0%	0%	0%	0%	20% -40%	0%
Camping Grounds	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Cemeteries	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Community Centre	0%	0%	0%	0%	0%	0%	80% - 100%	0%
Community Support	0%	0% -20%	0%	0%	0%	0%	80% - 100%	0%
Library	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Memorial Hall	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Parks and Reserves	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Resource Planning	0% -20%	0%	0%	0%	20% -40%	20% -40%	40% - 60%	0%
Environmental Health	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Building Control	40% - 60%	0%	0%	0%	0%	0%	40% - 60%	0%
Liquor Control	40% - 60%	0%	0%	0%	0%	0%	60% - 80%	0%
Bylaw Compliance	40% - 60%	0%	0%	0%	0%	0%	40% - 60%	0%
Community Representation	0%	0%	0%	0%	0%	0%	100%	0%
Māori Relationships	0%	0%	0%	0%	0%	0%	100%	0%
Economic Development	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Gaiety Theatre	80% - 100%	0%	0%	0%	0%	0%	0% -20%	0%
Visitor Information	0% -20%	0%	0%	0%	0%	0%	80% - 100%	0%
Pensioner Housing	100%	0%	0%	0%	0%	0%	0%	0%
Property	0% -20%	0% -20%	0% -20%	0%	0%	0%	80% - 100%	0%
Funds Management	0%	0%	100%	0%	0%	0%	0%	0%

Funding sources for capital costs

30. Capital costs are those costs associated with the purchase and improvement of assets, and the repayment of debt. The funding sources for capital costs and Council's policies in respect of the funding of this expenditure are described in the sections that follow.

User charges

31. User charges are not often used for capital costs as individual user contributions would generally be too large to be affordable. Borrowing and charging users annually for financing costs (interest and principal) via rates is often a more affordable method of collecting user contributions for capital costs.
32. The Council may charge for capital works that are for private benefit (such as, a network extension to a single dwelling) or where capital works are undertaken outside of Asset Management Plans at the request of individuals (for example, a rural seal extension for dust suppression).

Grants, subsidies, and other income

33. The Council relies on significant subsidies for capital works relating to our transport activity. Grants and subsidies may be available for other activities from time to time.
34. Other income can be from many and varied sources and is unlikely to be predictable enough to budget for in advance. Other income used to fund capital costs could include bequests, insurance claims, and legal settlements.
35. Grants, subsidies and other income are used wherever they are available.

Development contributions

36. Development Contributions (DCs) fund capital costs necessary to service growth. This policy permits the collection of DCs should Council adopt a separate Development Contributions policy.

Financial contributions

37. Financial contributions are collected under the Resource Management Act 1991 to avoid, remedy or mitigate adverse effects on the environment as conditions to resource consents. The requirements for these contributions are outlined in the District Plan. Contributions may be received in cash or as revenue by the vesting of assets.

Proceeds from the sale of assets

38. From time-to-time, assets are disposed of. Usually these are low value items and the revenue is allocated to the activities that the assets were used in. In the case of short-life assets these proceeds would normally contribute to the cost of their replacement.
39. The Council holds some higher value assets for investment purposes which, although not budgeted for, could be sold. Unrestricted proceeds from the sale of these assets would be used to repay debt or supplement the corresponding asset replacement reserves, unless otherwise resolved. Restricted revenues would be placed in the appropriate reserve fund and used for the purpose required by the document that imposes the restriction.

Reserve funds

40. Reserve funds for capital projects are held and the funds are used when a project meets the specific criteria for accessing the reserve. This includes renewal funding derived from rates for operating costs such as depreciation and other accounting provisions.

Borrowing

41. The Council borrows to fund its asset programme. The amount of borrowing available is restricted by the debt limits set in the Financial Strategy.
42. Borrowed funds, both the principal and interest (an operational cost), are generally repaid by future rates.

43. Borrowing spreads the cost of the project over a longer period of time, smoothing changes in rates and ensuring that future ratepayers who will enjoy the benefit of long-lived assets contribute to their costs.

Lump sum contributions

44. When undertaking a major project, there is an option to seek lump sum contributions to the capital cost of the project from those who are identified in the projects "capital project funding plan". Lump sum contributions are provided for in the Local Government (Rating) Act 2002 and have restrictions placed on how they are used. Where a lump sum payment option is proposed ratepayers may choose to pay the lump sum or not. If not, the rating unit will be liable to pay any targeted rate set to recover the loan costs.

Rates

45. Rates are mostly used to fund everyday expenses including depreciation and interest costs related to borrowing.
46. A portion of rates funds the capital (principal) repayments of debt.
47. Council may establish targeted rates to fund specific capital projects where there is a benefit of separate funding.
48. Council holds reserve funds for capital expenditure. Some of which has been sourced from rates.

Summary of sources of funding for capital costs by activity

49. Funding of Capital costs will be determined via the same principles as the operating costs funding policy unless the Council resolves otherwise. Such a resolution will follow the funding guidelines and in doing so will be consistent with this policy and not require an amendment to the policy. Existing projects (projects resolved prior to the adoption of this policy) will be funded according to the Annual Plan, Long-Term Plan or other resolution made at the time the Council approved the project. It is not practicable to determine a funding policy for all unknown future projects. The main difference is that it is the purpose of the expenditure will have more bearing on the funding available. Capital projects are often large in nature and will provide benefits over many years, and the funding approach must reflect this.
50. The Council uses the following guidelines when considering the funding of capital projects:
 - a. A Funding Needs Analysis will be completed where the project is not included in the capital works programme or is additional to planned services, or where its inclusion impacts on Council's overall funding capacity.
 - b. All projects are first funded from grants, subsidy or other external income where available.
 - c. Renewal projects that maintain the same service level are then funded from reserve funds set aside for that purpose.
 - d. General purpose funds or unrestricted reserve funds held for other complementary purposes are considered.
 - e. Lump sum rating options are considered.
 - f. Projects that have exhausted previous funding sources or are for new or increased service levels or for growth in infrastructure are then funded from debt.
51. A single project may have a mix of each of these funding options.
52. It is not practical to create separate funding policies for each and every capital project. The Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity.
53. Whenever funding a capital project, the Council will consider the available sources of funds, the Revenue and Financing Policy, and section 101(3) in applying the above guidelines to a capital project. Generally, the Council will resolve the funding policy at the time the project is proposed in an Annual or Long-Term Plan.

Overall funding consideration

54. The Council is required by section 101(3)(b) of the LGA to consider “the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community”. This section allows that as a final measure, we may modify the overall mix of funding that would otherwise apply after the initial s101(3)(a) analysis for each activity to be funded.
55. The following adjustments can be made:
 - a. The allocation of the rates liability between sectors of the rating base may be altered by using differentials on the general rate and certain targeted rates. The allocations in this Long-Term Plan were determined by the Council after consultation with the community in 2020. The Council may modify the differential factors during the term of the Long-Term Plan to reflect a change in allocation of cost, or benefit, or to achieve better community outcomes or wellbeing.

This adjustment included an additional allocation of cost to the forestry differential for all activities, rather than just the incremental cost previously allocated from roading activities. The Council has decided this allocation to increase the rates to this sector is appropriate because of comparative negative community wellbeing impacts on the Wairoa community.
 - b. Rates affordability (people’s ability to pay rates) is an issue in parts of the region. Adjustments to limit the impact of fixed rates on lower value rating units were made so that rates are more affordable for lower value rating units.
 - c. Fees and charges may be waived or discounted where it is considered appropriate to do so. Some matters we may consider in deciding whether it is appropriate to waive fees are for social reasons (e.g., the promotion of events and facilities) or commercial reasons (e.g., due to poor service or to minimise risk).
 - d. Rates may be remitted where it considered appropriate to do so and as allowed for in the Rates Remissions and Postponements Policies (including Māori Freehold Land). These policies address social matters as well as adjusting rates for benefits that differ for some rates assessments (such as additional or no provision of some services).

Relief during Severe Weather Event Response and Recovery

56. Council considers that the tools described in section 55 above, when applied in conjunction with bespoke funding and relief packages that become available during emergency response and recovery conditions, are sufficient in providing an adequate baseline level of financial relief to affected customers and ratepayers. Council will consider supplementing this with other mechanisms where it believes this is appropriate.

Rates

- a. The Council may use accounting provisions and reserve funds to spread the costs of activities over multiple years to smooth the cost to users and ratepayers.
 57. Our final consideration of funding by rates comes:
 - a. After considering how other funding sources will be used to fund operating and capital costs.
 - b. how rates have been applied to activities in the Funding Needs Analysis; and/or
 - c. After being adjusted for the overall impact of allocation of liability.
 58. The following section outlines the Revenue and Financing Policy requirements that are used to set rates. To have a full understanding of rates they should be read with regards to the analysis above and in conjunction with the Rating Policy, Funding Impact Statement and Rates Resolution.

General rates

59. The Council sets a general rate is assessed on all rateable properties (rating units) based on the capital value of the property. A Uniform Annual General Charge (UAGC) will be set on each separately used or inhabited part (SUIP) of all rating units.
60. The Council has determined in its Funding Needs Analysis which activities should be funded from general rates (see Table 1).
61. The Council has chosen to differentiate the General Rate into four rating categories, applying 6 rating differentials, based on the use to which the land is put. In respect of residential land, Council observes the provisions of s101(3)(b) of the LGA and the overall impact of the allocation of liability for revenue needs on the community. In doing so it has determined that the application of 3 rating differentials to land categorised as residential for rating purposes is appropriate. The General Rate will be assessed on capital value of the land. The factors to be applied to all differentials and the thresholds for the residential differentials will be determined in the Funding Impact Statement
 - a. Residential will be
 - i. Residential A
 - ii. Residential B
 - iii. Residential C
 - b. Commercial.
 - c. Rural.
 - d. Forestry.
62. The Council primarily uses valuation data (specified in the Rating Valuations Rules) to determine the allocation of rating units to differential rating categories. The full definitions can be found in the Rating Policy and the Funding Impact Statement and may change during the term of the Long-term Plan.
63. In setting the differential categories, and the differential factors, the Council considered the requirements of the LGA and other considerations, including:
 - a. The activities funded by the general rate and the s101(3) considerations for the activities.
 - b. The impact of any change, or rate of change to the differential.
 - c. The views of those impacted by the differentials.
 - d. Other reasonable options, and the advantages and disadvantages of those options.
 - e. The overall impact of the differential on all ratepayers.

64. The UAGC is part of the general rates and is a fixed amount each year. The Council can set the UAGC based on an allocation of the cost of specific activities or at an amount the Council considers is appropriate. In past years, the Council has preferred to base the UAGC on the allocation basis. From 2021 the Council will set the UAGC at a level it considers appropriate.
65. The Council recognises the regressive nature of fixed rates. Rates affordability is a matter the Council considers when setting the UAGC. Council's remissions policies provide for some adjustment to UAGCs for properties where appropriate. During the term of this Long-term Plan the Council may adjust the UAGC as part of its rate setting process in order to improve community wellbeing for current and/or future communities.
66. If the cost allocation from activities (as described in the Rating Policy) is amended, or an adjustment is made to the UAGC to improve community wellbeing, the amount removed from the UAGC will remain part of general rates.

Targeted rates

67. Targeted rates are finalised when adopting the Funding Impact Statement in the Long-Term Plan or an Annual Plan. The Council may introduce new targeted rates, consistent with this policy, when setting rates in any year as documented in the respective year's Funding Impact Statement and Rates Resolution. The Council's requirement to consult is determined by s95A of the LGA.
68. The Council has chosen to have a small number of targeted rates and will provide transparency of how much a ratepayer's rates is contributing to activities by using better communication tools than the rates invoice. Information on targeted rates is listed in the Rating Policy, Rates Resolutions and Funding Impact Statement for each year.
69. The Council consulted on changes to targeted rates in its 2020 rates review, the outcomes of which are reflected in this and other relevant policies.

Preamble to Te Ture Whenua Māori Act 1993:

70. Council's main tools for ensuring it supports and promotes the retention of Māori land in the hands of its owners, their whānau and their hāpū and to facilitate the development and utilization of that land for the benefit of the same are within its suite of rating and remission tools, particularly as they relate to Māori freehold land in multiple ownership, papa kainga, and whenua rahui.
71. This is furthered by ensuring that its Rating Information Database contains land classification and valuation information complies with the Local Government (Rating of Whenua Māori) Amendment Bill.

References

- The Funding Needs Analysis, required by section 101(3) of the LGA, provides the background and analysis to explain the funding decisions we have made. It is guided by the funding principles and choices of funding sources documented in the Revenue and Financing Policy.
- The Investment and Liability Management Policies place restrictions on the use of the proceeds from asset sales.
- The Rating Policy further clarifies funding requirements by documenting matters not included in this Revenue and Financing Policy. It includes definitions and, when applicable, maps for rating areas.
- The Funding Impact Statement is included in each Long-term Plan and Annual Plan as required by clauses 15 or 20 of schedule 10. This statement shows the results of the detailed rates calculation for each year.

Together the above documents form the necessary components to lawfully charge under the LGA for our revenue requirements. We must also comply with other legislation regarding the setting of some fees and charges and the Local Government (Rating) Act 2002

for the setting of rates.

Funding Needs Analysis

This policy does not form part of the Revenue and Financing Policy, it is a separate document that records the detailed application of s101(3). The Revenue and Financing Policy describes how the Council has complied with s101(3). A change in this document does not in itself change the Revenue and Financing Policy.

Purpose and scope

1. The Funding Needs Analysis (FNA) provides the background and analysis to explain the funding decisions made by the Council.
2. To comply with section 101(3),¹ the Council must determine the appropriate sources of funding² for each activity. In determining this, they must take into consideration under s 101(3)(a):
 - a. *"The community outcomes to which the activity primarily contributes.*
 - b. *The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals.*
 - c. *The period in or over which those benefits are expected to occur.*
 - d. *The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity.*
 - e. *The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities."*
3. The legislation places no more or less weight or priority on any one of the factors listed in section 101(3)(a).
4. Having completed the above analysis, the Council must then consider under section 101(3)(b): *"The overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community."*
5. The following sections document the matters and approaches the Council has taken to determine the funding needs of an activity and how that translates into the Council's decision on the appropriate funding sources to be used.

Previous reviews

6. The FNA was last reviewed in 2018, and Council retained its existing Revenue and Financing Policy included in the 2018-28 Long-term Plan (LTP).
7. The Council undertook a review and rewrite in 2020. Changes have been made reflecting the considerations of the Council as they considered the funding of activities in developing the 2021-31 LTP.

Funding sources for operating costs

8. Operating costs are the everyday spending that maintains the services delivered by the Council. This includes corporate overheads, funded wear and tear on assets (depreciation) and interest costs of borrowing for capital projects.
9. The Council must consider the funding for each activity in a way that relates exclusively to that activity. Some activities may be best funded by user charges such as swimming pool entry fees, others with targeted rates and others from a general rate. Distinct funding may assist ratepayers or payers of user charges to assess more readily whether the cost of the service provided to them either directly or indirectly represents good value. They can also more easily determine

¹ All references to legislation are to the Local Government Act 2002 (LGA), unless otherwise stated.

² The funding sources are listed in section 103 LGA and the Council's preference for using funding sources is described in the Revenue and Financing Policy. how much money is being raised for the service and spent on the service.

10. The funding sources for operating and capital costs are:
- a. Fees and charges.
 - b. Grants and subsidies and fuel taxes.
 - c. Other income.
 - d. Investment income.
 - e. Financial contributions
 - f. Development contributions
 - g. Lump sum payments
 - h. Reserve funds.
 - i. Borrowing
 - j. Proceeds from the sale of assets
 - k. Rates
 - General rate
 - Targeted rates.
11. Each funding source and how the Council prefers to use that funding source for operating expenses is described in detail in the Revenue and Financing Policy and is based on the analysis set out in this document.

Table 1: Matters the Council considers in applying the legislation for operating expenses

Section 101(3)(a) - Step 1 reference	Matters Council might consider
Community outcomes - s.101(3)(a)(i)	<p>The Council determines which of its community outcomes an activity primarily contributes to.</p> <p>Council will consider how their funding choices will support the achievement of the community outcomes.</p>
Distribution benefits - s.101(3)(a)(ii)	<p>The distribution of benefits is given consideration by the Council. Determining benefit is inherently subjective.</p> <p>Where the Council considers there is a clearly identified direct relationship between users and the services provided then the Council will consider fees and charges or targeted rates.</p> <p>Where the Council considers the services provide a benefit to the community as a whole; is of a uniform nature; or where the Council is not able to identify a direct relationship between users and the service the Council will consider using general rates.</p>
Period of benefit - s.101(3)(a)(iii)	<p>For most operational expenses the benefit is received in the year the expense is incurred.</p> <p>For most activities depreciation (an operating expense) is cash funded from revenue sources and this is placed into reserve funds for the future renewal of assets.</p> <p>Some operational expenses (provisions) may have a benefit over multiple years and so the Council may choose to fund the activity over that period.</p>

Who creates the need - s.101(3)(a)(iv)	<p>Some services are provided because the actions or inactions of individuals or groups create the need to undertake the activity.</p> <p>The Council may choose to target these people or organisations through fines, charges or rates.</p>
Separate funding - s.101(3)(a)(v)	<p>The Council must consider the practicalities of separate funding along with transparency and accountability.</p> <p>In some cases, while it may be desirable to charge individuals there may be no practical way of doing so.</p> <p>For all activities the Council is able to easily identify what proportion of operational expenses is recovered from each funding sources. In the case of rates the Council is able to inform individual ratepayers of their rates contribution to each activity using communication tools.</p>

12. Analysis for operating costs by activity is described in Schedule 1.

Funding sources for capital costs

13. Capital costs are those costs associated with the purchase and improvement of assets and for the repayment of debt. The funding sources for capital costs include:
- Fees and charges.
 - Grants and subsidies and fuel taxes.
 - Other income.
 - Investment income.
 - Financial contributions
 - Development contributions
 - Lump sum payments
 - Reserve funds.
 - Borrowing
 - Proceeds from the sale of assets
 - Rates
 - General rate
 - Targeted rates.
14. Each funding source and how the Council prefers to use that funding source for capital expenditure is described in detail in the Revenue and Financing Policy and is based on the analysis set out in this document.

Analysis for capital costs by activity

15. Capital costs would be funded on the same principles as the operating costs funding policy, subject to the nature and purpose of the expenditure, unless the Council resolves otherwise. Such a resolution will follow the funding guidelines and in doing so would be consistent with this policy and would not require amendment to the policy. Planned projects will be funded according to the Annual Plan, Long-term Plan or other resolution at the time of the Council approving the project. It is not always practicable to determine a funding policy for an unknown future project in advance.
16. The Council uses the following guidelines when considering the funding of capital projects:
- A Funding Needs Analysis will be completed (see paragraph 18).
 - All projects are first funded from grants, subsidy or other income where available.
 - Renewal projects that maintain the same service level are then funded from reserve funds set aside

for that purpose.

- d. Reserve funds for other purposes that are not restricted are considered.
- e. Lump sum and other rating options are considered.
- f. Projects that have exhausted previous funding sources or are for new or increased service levels or for growth in non-network infrastructure are then funded from debt.

- 17. A single project may have a mix of each of these funding options.
- 18. It is not practical to create separate funding policies for each and every capital project. The Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity.
- 19. Whenever funding a capital project, the Council will consider the available sources of funds, the Revenue and Financing Policy, section 101(3) in applying the above guidelines to a capital project. Generally, the Council will resolve the funding policy at the time the project is proposed in an Annual or Long-term Plan. In undertaking this assessment, it shall have regard to the matters in table two.

Table 2: Matters the Council considers in applying the legislation for capital expenses

Headings -s.101 reference	Matters Council might consider
Community outcomes - s.101(3)(a)(i)	<p>The Council determines which of its community outcomes the capital project or activity contributes to.</p> <p>Council will consider how their funding choices will support the achievement of the community outcomes.</p>
Distribution benefits - s.101(3)(a)(ii)	<p>The distribution of benefits is expected to be the same as that for the operating costs of the activity in which it is funded unless the Council resolves otherwise. Determining benefit is inherently subjective.</p> <p>The Council may choose to target those people or organisations who primarily benefit through financial and development contributions, lump sum options or targeted rates.</p>
Period of benefit- s.101(3)(a)(iii)	<p>For most capital projects the benefit is received over the life of the asset. The Council will have regard to the equitable distribution of costs to each generation for the construction and renewal of the asset. For example, this may result in the Council not funding asset renewal while still funding debt.</p>
Who creates the need- s.101(3)(a)(iv)	<p>Some services are provided because the actions or inactions of individuals or groups create the need to undertake the activity.</p> <p>The Council may choose to target these people or organisations through financial contributions or targeted rates.</p>
Separate funding- s.101(3)(a)(v)	<p>The Council must consider the practicalities of separate funding along with transparency and accountability.</p> <p>In some cases, while it may be desirable to charge individuals there may be no practical way of doing so.</p>

For many smaller capital projects, it is not practical to have a separate funding policy. Where the Council does not resolve otherwise a capital project will be funded consistently with the funding mechanism adopted for the operating costs in the activity in which it is funded, and the purpose of the project.

Funding bands

- 20. After considering the section 101(3)(a) components, the Council considers to what extent each of the funding sources can fund each activity. This guide is intended to be in place for the next three years before it is reviewed. As costs change over time, it is not possible to precisely determine the percentage allocated. For this reason, the Council has decided to band the percentages into the categories listed in table three.
- 21. The assessment in Schedule 1 identifies the most likely sources of funding an activity is budgeted to receive. In all cases , rates fund the balance of the activity after all other sources have been maximised. It is likely that from time to time the Council will be able to secure additional funding that may be become available.
- 22. Budgets will normally be set within these ranges. These ranges are expressed as a percentage of the cost of the activity and are indicative only. They may change over time because of changes in expenditure rather than changes in revenue. It is also likely that actual funding sources will be different from budgeted funding sources.

Table 3: Funding bands

Name	Percentage range
Unlikely	0%
Minimal	0% - 20%
Low	20% - 40%
Moderate	40% - 60%
High	60% - 80%
Most	80% -100%
All	100%

Funding sources and rationale

- 23. The ‘Rationale’ column of Schedule 1 identifies which of the funding sources the Council plans to use in budgeting to fund the operating costs of each activity. It is determined by the Council after consideration of each clause of section 101(3)(a).
- 24. The assessment of the funding sources is a complex matter of weighing up the requirements of section 101(3)(a) with the available sources and the Council’s preferences for using these sources. The Council has documented its rationale for choosing each the funding source in this Funding Needs Analysis and the Revenue and Financing Policy.
- 25. The funding source for an activity may be modified by the Council when it considers the requirements of section 101(3)(b). If this has occurred, it is considered as part of the overall funding considerations section in the Revenue and Financing Policy.

Schedule One: Activity Funding Needs Analysis – operating costs

Group Activity: Transport		Activity: Transport				Funding Sources by Funding Stream	
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale		
<p>This activity primarily contributes to Council's outcome:</p> <ul style="list-style-type: none">Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none">Safe, supported and well-led community <p>Our communities and business are connected to each other and to our markets by a safe efficient and integrated transport network.</p>	<p>Roading: The roading network serves the whole district and everyone benefits.</p> <p>Roads are necessary to deliver export products to markets within Wairoa, New Zealand and the world. The district's economic prosperity is dependent on production from its rural catchment.</p> <p>Roads provide corridors for other utility providers such as power, communications, water and wastewater.</p> <p>Roads, street lighting, signage, and footpaths and parking are provided as a public good. Individuals and business benefit directly from access to property and facilities.</p> <p>Airport: The provides quick access in and out of the region supporting business and emergency management.</p> <p>The availability of the airport serves the whole district, and everyone benefits.</p> <p>Individual uses receive a private benefit.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>There is an impact of the actions or inactions of others. Costs are driven by traffic volumes and size. Large vehicles, wear roads out more quickly than vehicles.</p> <p>The forestry industry places significant demand on the roading network for which Council incurs additional costs. The growth of the forestry industry is leading to greater roading damage.</p> <p>Airport users expect a consistent service level.</p>	<p>The whole community benefits from the roading network and airport, as such there is little advantage in having separate funding.</p> <p>The use of differential rating tools can easily adjust for sectors to make a varying contribution.</p> <p>There are few reasonably practicable options for charges in users directly for their use of or damage to the roads.</p> <p>Charging airport users for rents and landing fees is common and efficient.</p>	<p>Subsidies are primarily sourced from New Zealand Transport Agency (NZTA). Additional funding will be sourced whenever available (e.g., Provincial Growth Fund)</p> <p>Council also receives a small amount of regional petrol tax.</p> <p>Council maximises the amount of subsidy for the level of spending it approves.</p> <p>The whole district benefits from the roading network.</p> <p>The general rate allows for the differential allocation of benefit to sectors and adjustment of contribution for those whose actions cause additional costs and for advancing community outcomes.</p>	<p>Roading</p> <p>HIGH (60% - 80%) Grants and subsidies.</p> <p>LOW (20% - 40%) General rate</p> <p>UNLIKELY (0%) All other funding sources.</p> <p>Airport</p> <p>HIGH (60% - 80%) General rates</p> <p>MINIMAL (0% - 20%) Fees and charges</p> <p>Other</p> <p>UNLIKELY (0%) All other funding sources</p>	

Group Activity: Water					
Activity: Water					
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community Strong and prosperous economy Protected and healthy environment Valued and cherished culture <p>Access to safe water that is managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>The communities that are reticulated with a public water supply are the beneficiaries. With extended dry seasons there is greater demand on Council's network for tanker water to be supplied to non-reticulated properties.</p> <p>The entire community benefits through better health, kai moana, recreation and the environment outcomes and having protection in the case of fire.</p> <p>This community benefit can be recognised with a general rates component in the funding.</p> <p>All property owners/residents/tourists benefit from receiving water and protection from any fire risk.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have a minor impact. There is considerable government intervention in the provision of safe, healthy, compliant drinking water.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p> <p>It also provides transparency on the cost of an essential service.</p>	<p>Those who (either directly or indirectly) benefit should pay.</p> <p>There are some water users where charging based on actual quantities is practical due to the location, size or the use of the property. Their share of costs is recovered by way of targeted water meter rates.</p> <p>The cost of the water supply and network is equalised across all non-metered connections within the district.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>
					<p>Funding Sources by Funding Stream</p> <p>MOST (80 - 100%) Targeted rates</p> <p>MINIMUM (0% - 20%) General rates</p> <p>INTEREST Interest and dividend</p> <p>UNLIKELY All other funding sources.</p>

Group Activity: Wastewater					
Activity: Wastewater					
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community Strong and prosperous economy Protected and healthy environment Valued and cherished culture <p>Access to safe water that is managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>The collection, treatment, and disposal of wastewater are primarily a private benefit for people whose properties are connected to the schemes. Rural septic tank septage is transported to council wastewater treatment ponds.</p> <p>The protection of the environment is a benefit to the serviced communities.</p> <p>The entire community benefits through better health, kai moana, recreation and the environment outcomes.</p> <p>The benefits are expected to accrue primarily to individual users and businesses.</p> <p>There is a public health, environmental and recreational benefits are to whole district. This community benefit can be recognised with a general rates component in the funding.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>A small number of heavy commercial producers have an adverse impact greater than most users.</p> <p>There is considerable government intervention in the provision of safe, healthy, compliant wastewater systems.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p> <p>It also provides transparency on the cost of an essential service.</p>	<p>In most cases it is not practicable to measure the quantity of each individual's contribution to the wastewater system.</p> <p>In the case of heavy commercial users of the waste system it is practical to measure the volume and quality of waste and charge appropriately for this.</p> <p>Those who (either directly or indirectly) connected targeted rate per pan is an efficient and simple way that approximates benefit of access and use of the services.</p> <p>Septage tankers are not paying the full cost of treatment recognising the wider community health benefits.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>
					<p>Funding Sources by Funding Stream</p> <p>MOST (80% - 100%) Targeted rates</p> <p>MINIMAL (0% -20%) General rates Fees and charges Interest and dividends</p> <p>UNLIKELY All other funding sources.</p>

Group Activity: Stormwater					
Activity: Stormwater					
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>With forecast increase in heavy rain events collecting and managing stormwater protects houses, businesses and infrastructure. It must be managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>The collection, treatment and disposal of stormwater are primarily a community benefit in serviced communities.</p> <p>This benefit extends to the wider community as it includes protection of the environment and an accessible roading network.</p> <p>Some individual properties or groups of properties benefit from not being flooded.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> • To individual properties • The whole community 	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of individuals in increasing hard surfaces on properties increases stormwater volumes.</p> <p>There is considerable government intervention in the provision of safe, healthy, compliant wastewater systems.</p> <p>The Freshwater NPS will put more pressure on treating stormwater.</p>	<p>There is no practical way to charge individuals or groups for any direct benefit.</p> <p>Urban stormwater networks are funded from a mix of general and targeted rates reflecting the benefit to property owners in an urban area and the wider community benefit of stormwater managed on the road corridor.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>	<p>There is no practical way to charge individuals or groups for any direct benefit.</p> <p>Urban stormwater networks are funded from a mix of general and targeted rates reflecting the benefit to property owners in an urban area and the wider community benefit of stormwater managed on the road corridor.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>
					<p>Funding Sources by Funding Stream</p> <p>MOST (80% - 100%) Targeted rates</p> <p>MINIMAL (0% - 20%) General rates</p> <p>UNLIKELY Interest and dividends</p> <p>All other funding sources.</p>

Group Activity: Waste Management					
Activity:	Waste				
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>Managing waste assists houses and businesses. It must be managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>Individuals benefit directly from kerbside recycling and domestic refuse collection.</p> <p>The whole community benefits from waste minimisation and education as well as litter collection.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> • Primarily to individual users • Partly to the district as a whole 	<p>The benefit of most operating costs is expected to occur in the year the funding is sourced.</p>	<p>This activity is only required due to the act of creating waste.</p> <p>Those who create the waste are individuals and business.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p>	<p>The actions of individuals or groups (largely business) create the need to have this activity.</p> <p>Targeted rates appropriately recognise this benefit.</p> <p>The whole community benefits from litter collection of public places can be appropriately funded from general rates.</p> <p>The fees and charges at landfills and transfer stations (where Council provides the services), only partially funds the cost of disposal.</p> <p>Higher fees and charges encourage those who create the waste recognise the cost of their actions and encourage waste reduction.</p> <p>There is also a small benefit to the whole community of this activity with waste not dumped elsewhere</p>
					<p>Funding Sources by Funding Stream</p> <p>MODERATE (40% - 60%) Targeted rates</p> <p>LOW (20% - 40%) Fees and charges</p> <p>MINIMAL (0% - 20%) General rates</p> <p>Other</p> <p>UNLIKELY All other funding sources.</p>

Group Activity: Leadership and Governance						
Activity: Community Representation						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community Strong and prosperous economy Protected and healthy environment Valued and cherished culture <p>Local people making local decisions requires balancing the conflict needs of individuals for the overall benefit of the whole community</p>	<p>The activity supports the decision-making function of Council and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community; the majority of electors are ratepayers.</p>	<p>All (100%) General rates UNLIKELY All other funding sources.</p>
Activity: Māori Relations						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Valued and cherished culture Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> Strong and prosperous economy Protected and healthy environment <p>Māori are 66% of the community, having strong relations with Māori it is essential to community wellbeing.</p>	<p>The activity supports the decision-making function of Council and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community.</p>	<p>All (100%) General rates UNLIKELY All other funding sources.</p>
Activity: Economic Development						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community Protected and healthy environment Valued and cherished culture <p>Jobs are essential to population growth and the wellbeing of all in the community.</p>	<p>The activity supports the district promotion, visitor information including the I-site.</p> <p>Increased economic activity creates jobs and supports everyone and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community.</p>	<p>MOST (80%-100%) General rate MINIMAL (0%-20%) Grants and Subsidies UNLIKELY All other funding sources.</p>

Group Activity: Planning and Regulatory					
Activity: Resource Planning					
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Strong and prosperous economy and is associated with Council's outcomes: Safe, supported and well-led community Valued and cherished culture <p>District planning and consenting is essential to protecting environmental and cultural outcomes supporting a prosperous economy.</p>	<p>Individuals that apply for consents and use the other services in this area are the predominant beneficiaries of this activity. Through their actions they directly drive the majority of the costs.</p> <p>These resource consent activities also provide benefit to persons other than the applicant such as future owners and occupiers of the land (a property-based benefit). There is also a person-based benefit in relation to the information that is supplied to the public through inquiries, for example providing support to potential applications or responding to service requests.</p> <p>Future residents benefit from the protection of our environment and our response to climate change.</p> <p>Resource Consent Compliance Monitoring and RMA Enforcement benefits the consent holder and the community.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> Primarily to individual users. Partly to the district as a whole in support of the community outcomes. 	<p>The principal benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>There is a secondary benefit to future sustainability.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>A user charge recognises the benefits to people who apply for resource consents.</p> <p>Although the primary benefit of a resource consent sits with the consent holder the community outcomes desires that we have a strong prosperous economy and so, Council wants to encourage a high level of consent compliance.</p> <p>For these reasons Council considers it appropriate to fund a portion of the costs of consents from ratepayers rather than consent applicants.</p> <p>As future ratepayers benefit from the development of a district plan, the funding for this is spread over future years with borrowing.</p>
					<p>Funding Sources by Funding Stream</p> <p>MODERATE (40%-60%) Borrowing General rate</p> <p>MINIMAL (0%-20%) Fees and Charges</p> <p>UNLIKELY All other funding sources.</p>
Activity: Building Control					
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Strong and prosperous economy and is associated with Council's outcomes: Safe, supported and well-led community Protected and healthy environment Valued and cherished culture <p>Safe homes and buildings improve the wellbeing of all in the community.</p>	<p>Individuals that apply for consents, licenses and use other services in this area directly drive the majority of the costs.</p> <p>Services within this activity also provide for the safety of the public, and requirements earthquake prone buildings.</p> <p>Information is supplied to the public through inquiries, for example providing support to potential applications or responding to service requests.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> Primarily to individual users. Partly to the district as a whole. 	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>There is a secondary benefit to future housing stock that is fit for purpose.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p>	<p>The distinct beneficiaries for each component support multiple funding streams.</p>	<p>Fees and charges are favoured for the full cost of UMIs and PIMS.</p> <p>Although the primary benefit of a building consent sits with the consent holder the Council wants to encourage growth and improvement of existing housing and businesses.</p> <p>For these reasons Council considers it appropriate to fund a portion of the costs of consents from ratepayers rather than consent applicants.</p>
					<p>Funding Sources by Funding Stream</p> <p>MODERATE (40%-60%) General rate</p> <p>MINIMAL (0%-20%) Fees and charges</p> <p>UNLIKELY All other funding sources.</p>

Activity: Bylaw Compliance					
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none">Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none">Strong and prosperous economyProtected and healthy environmentValued and cherished culture <p>The community must feel a safe place to live. This part of a people's rationale when choosing where to live. Growing communities then support a growing a strong and prosperous economy.</p>	<p>Dog and livestock control minimise danger, distress and nuisance caused by stray dogs and to ensure the control of stock on the roads of the district in the interests of public safety.</p> <p>General Bylaw Enforcement:</p> <ul style="list-style-type: none">Supports public health and safety and the enjoyment of public spaces.Enforces the rules for users of roads, water, wastewater and cemeteries and for the impacts of urban fires. <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none">Partly to individual users.Partly to the district as a whole.	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p> <p>Particularly:</p> <ul style="list-style-type: none">owners of dogs who create the requirement to manage all dogs.Owners of non-controlled dogs and livestockThose who breach bylaws	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>Fees and charges for Dog Control are largely collected in registration the owners of dogs in recognition that it is their action of owning a dog or then inaction of controlling a dog or stock that drives costs.</p> <p>Fees and charges (including fines and other enforcement charges) are required for no compliance of all bylaws.</p> <p>General rates recognise that a portion of these services benefit the whole community.</p>
					<p>MODERATE (40%-60%)</p> <p>General rate</p> <p>Fees and charges</p> <p>UNLIKELY</p> <p>All other funding sources.</p>
Activity: Liquor Control					
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none">Safe, supported and well-led communityStrong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none">Protected and healthy environmentValued and cherished culture <p>Liquor has positive and negative impacts on the community.</p>	<p>Liquor can only be sold with a license and the benefit of that license sits largely with the licensee.</p> <p>The community benefits from appropriate liquor control by limiting the negative effects from alcohol harm while maximising positive benefits in social environments</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p> <p>Particularly:</p> <ul style="list-style-type: none">Applicants for liquor and associated licencesThose who breach the rules.	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p> <p>There is no mechanism for Council to charge those who create negative social outcomes.</p>	<p>Fees and charges for liquor licensing are set by Government and only recover part of the cost of the activity.</p> <p>Managing good social behaviours and eliminating adverse events is in the interest of the community as whole.</p>
					<p>MODERATE (40%-60%)</p> <p>General rate</p> <p>Fees and charges</p> <p>UNLIKELY</p> <p>All other funding sources.</p>
Activity: Environmental Health					
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none">Safe, supported and well-led communityStrong and prosperous economyProtected and healthy environment <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none">Valued and cherished culture	<p>This activity promotes and improves human health, safety, comfort and wellbeing for all persons in the district and protects the environment from preventable harm.</p> <p>This activity comprises noise control, food and registered premises, water supply monitoring, public nuisances and implementation of public health frameworks.</p> <p>The main beneficiaries are business owners, consent holders, and the community as a whole.</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p> <p>Some activities are undertaken to protect others from the actions of others.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>Fees and charges are preferred where the actions of individuals or groups of individuals create negative effects on the community and where there is a direct benefit to the user of the service.</p> <p>Council prefers a general rate for that portion of the budget that cannot be recovered from fees and charges due to these services contributing to the vibrancy of the district by making it safer.</p>
					<p>MOST (80%-100%)</p> <p>General rate</p> <p>MINIMAL (0%-20%)</p> <p>Fees and charges</p> <p>UNLIKELY</p> <p>All other funding sources.</p>

The community must feel a safe place to live. This part of a people's rationale when choosing where to live . Growing communities then support a growing a strong and prosperous economy.

Group Activity: Community Facilities					
Activity:	Cemeteries				
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Valued and cherished culture Safe, supported and well-led community and is associated with Council's outcomes: Strong and prosperous economy <p>Different cultures and circumstances contribute to different approaches to death. These are important social and cultural considerations in determining funding choices.</p>	<p>Cemeteries: Individual users, particularly families of the deceased.</p> <p>The community as a whole in the availability of well-maintained open space and as a repository of genealogical and other human interest or heritage information.</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have some impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>Users of the services pay for their use of the facilities.</p> <p>There is no practically way to charge for on-going maintenance that is therefore best funded from the general rate</p>
					<p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Fees and charges</p> <p>UNLIKELY All other funding sources.</p>
Activity:	Parks and Reserves				
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Valued and cherished culture Safe, supported and well-led community and is associated with Council's outcomes: Strong and prosperous economy <p>Access to parks and reserves provide benefits of being active as well as creating environments for enjoyment.</p>	<p>There is a public/whole of community benefit through the provision of formal and informal recreational opportunities that enhance and support community health and well-being.</p> <p>There is a private/individual benefit to the community and sporting groups who use Council recreational facilities.</p> <p>There is a small benefit for event organisers and sections of the business community from the commercial spend of participants associated with particular events.</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have some impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>There is no practical way to collect revenues from some individual benefit across this activity.</p> <p>Local residents enjoy the benefits of landscape amenity in their locality.</p>
					<p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Other</p> <p>UNLIKELY All other funding sources.</p>
Activity:	Community Support				
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Valued and cherished culture Safe, supported and well-led community and is associated with Council's outcomes: Protected and healthy environment Strong and prosperous economy 	<p>The whole community benefits from the support of events, encouragement of participation and community facilities.</p> <p>These benefits are widespread across the district</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current</p>	<p>The actions of most individuals or groups have minor impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>The whole district benefits from the growth of community social and cultural wellbeing.</p> <p>External bodies will support the district to undertake this activity.</p>
					<p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Grants and subsidies</p> <p>UNLIKELY All other funding sources.</p>

Community support and development builds communities through empowering them to evolve develop and grow.	year and probably in future years. This is managed through reserve funds.
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Group Activity: Corporate Functions				
Activity:	Property			
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community and is associated with Council's outcomes: Valued and cherished culture Protected and healthy environment Strong and prosperous economy <p>Community support and development builds communities through empowering them to evolve develop and grow.</p>	<p>The activity supports the Council operations by providing and maintaining operational properties.</p> <ul style="list-style-type: none"> External income is derived from rents and leases for private benefit. 	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>
Funding Sources by Funding Stream				
				<p>MODERATE (40%-60%) General rate Fees and charges</p> <p>MINIMAL (0%-20%) Grants and subsidies. Other</p> <p>UNLIKELY All other funding sources.</p>
Rationale				
				<p>The benefits are available to individuals and groups is collected from rents and leases.</p> <p>The remainder of the benefit is to the whole community.</p>
Group Activity: Corporate Funds Management				
Activity:	Corporate Funds Management			
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community and is associated with Council's outcomes: Valued and cherished culture Protected and Healthy environment Strong and prosperous economy <p>Community support and development builds communities through empowering them to evolve develop and grow.</p>	<p>The activity supports the Council operations by effectively managing all investments.</p> <p>The whole community benefits from this.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>
Funding Sources by Funding Stream				
				<p>MOST (80%-100%) Interest and dividends</p> <p>MINIMAL (0%-20%) Regional Fuel Tax Fees and charges</p> <p>UNLIKELY All other funding sources.</p>
Rationale				
				<p>The benefit is to the whole community.</p>
Group Activity: Corporate Support Services				
Activity:	Corporate Support Services			
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community 	<p>The whole community benefits from this.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups</p>	<p>Identifying separate funding assists in the accountability and transparency of</p>
Funding Sources by Funding Stream				
				<p>ALL (100%) Internal fees and charges</p>

and is associated with Council's outcomes: <ul style="list-style-type: none">• Valued and cherished culture• Protected and Healthy environment• Strong and prosperous economy Community support and development builds communities through empowering them to evolve develop and grow.	have a minor impact on this activity.	Council's costs on this activity.
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SIGNIFICANCE AND ENGAGEMENT POLICY



WAIROA
DISTRICT COUNCIL

Stored:	Hyperlink
Approved by:	Senior Leadership Team
Department:	
Policy Author:	
Date Approved:	
Next Review Date:	December 2023
Reviewed:	November 2020
Revision No:	3
Relevant:	
Legislation related policies:	Local Government Act 2002
Related forms:	

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PURPOSE

This Policy lets both Council and the community identify the degree of significance attached to particular decisions, to understand when the community can expect to be engaged in Council's decision making processes, and know how this engagement is likely to take place.

This Policy exists to:

- inform you about what you can expect from Council regarding community engagement and the ways you can influence and participate in the decision-making of Council.
- provide Council with a tool that clearly guides the assessment of significance during decision-making and provides direction on the consideration of community views and the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal.

OVERVIEW

Decisions made by the Wairoa District Council affect the residents and ratepayers of Wairoa. We are committed to building and maintaining positive relationships with stakeholders and our community so that decisions are well informed. Wherever practical, we will engage with individuals, organisations and groups in our community in ways that give them the best opportunity to have their say.

This Significance and Engagement Policy (Policy) meets the requirements of the Local Government Act 2002 (LGA 2002).

The objectives of this Policy are:

1. To establish a general approach and process for identifying the significance of Council decisions;
2. To set out when and how Council will engage with the community in decision-making, depending on the significance of the decision.

The LGA 2002 states that one role of a Council is to enable democratic local decision-making and action by, and on behalf of, communities. This Policy explains how Council will decide the level of significance that a matter has, the types of matters where the community will be involved in the decision-making process, and when the community can expect Council to make a decision on its behalf.

There are many informal ways that Council engages with the community during its everyday business which helps to inform it on community views. There are also decisions that a Council must make which require a more structured form of engagement. This is because of the importance that a matter has within the wider community, or for groups within the community.

The first part of this Policy sets out how Council will decide whether or not a matter is "significant". The second part of this Policy sets out when and how the community's views will be heard on these significant, and other, matters.

POLICY STATEMENT

SIGNIFICANCE

Local authorities must make decisions about a wide range of matters and most will have a degree of significance, but not all issues will be considered “significant”. An assessment of the degree of significance of proposals and decisions, and the appropriate level of engagement, will therefore be considered in the early stages of a proposal before decision making occurs.

Council has identified criteria to assess the degree of significance. The significance of an issue, proposal or decision lies somewhere on a continuum from low to high. Where the significance of a proposal or decision is unclear against one criterion, then Council will treat that criterion as being more, rather than less, significant. If any of the criteria are met, the proposal or decision may be ‘significant’. However, the criteria should be considered collectively to get to this point.

CRITERIA FOR SIGNIFICANCE

Significance means the importance of an issue, proposal, decision, or matter, as assessed by Council. Council will take into account the following matters when assessing the degree of significance of proposals and decisions, and the appropriate level of engagement:

- The likely impact/consequences of the issue, proposal, decision or other matter, on the district.
- Whether the asset is a strategic asset as listed in appendix two two of this Policy.
- The impact on levels of service provided by Council or the way in which services are delivered.
- The degree of impact on Council's debt or the level of rates it charges.
- The financial and non-financial costs and implications of the issue, proposal, decision or other matter having regard to Council's capacity to perform its role.
- Whether the decision is reversible and the likely impact on future generations.
- The impact on the community, how many people are affected and by how much.
- Whether the decision or action flows from, or promotes, a decision or action that has already been taken by Council or furthers a community outcome, policy or strategy.
- Is there a history or reasonable expectation of the issue generating wide public interest within the district.
- [The views of and anticipated impact on Māori](#)
- The likely impact/consequences of the issue, proposal, decision or other matter, on youth, elderly and [other priority groups](#)

It may be that only one of the criteria applies, but to such a high degree that the decision will be considered “significant”. Conversely, several criteria may be applicable, but to only a low degree, and therefore will be considered to have a lower level of significance. Each decision will involve staff making an assessment for consideration by elected members. Appendix one of this Policy sets out how the criteria will be used to assess significance.

DETERMINING SIGNIFICANCE

In the first instance, staff will be responsible for assessing the significance of a potential decision, in accordance with legislation and this Policy. Reports to Council and its Committees will include the staff assessment of the significance of the proposals and any options or recommended decisions.

ENGAGEMENT

Any community engagement will be undertaken in proportion to the level of significance of the matter being considered. When any engagement takes place, Council will provide information and:

- Seek to hear from everyone affected by a decision.
- Ask for views early in the decision-making process so that there is enough time for you to give us feedback, and for your views to be considered properly.
- Listen and consider views in an open and honest way.
- Respect everyone's point of view.
- Provide information that is clear and easy to understand.
- Consider different ways in which the community can share views with us.
- Ensure that the engagement process is efficient and cost effective.

PRINCIPLES OF ENGAGEMENT

Council will take a principle-based approach to our community engagement activities.

- Genuine: We will listen to the views provided by the community with an open mind and will give due consideration to them when making decisions.
- Timeliness: We will engage with the community as early as appropriate and ensure that engagement processes are an integral part of project planning. We will allow enough time for participants to contribute and for them to be able to raise unexpected issues.
- Purposeful: We will be clear about the purpose of engagement and the ability and scope of the engagement to influence decisions.
- Inclusive and accessible: We will engage in a way which encourages participation of all who are likely to be affected by, or are interested in, a decision.
- Recognise diversity: We will use engagement methods which are appropriate to the issue and those we are seeking to engage, having regard to their culture, age, ability and time availability.
- Informed: We will ensure information relating to the engagement is readily available so that participants can make informed contributions.
- Responsive: We will record, consider and respond to participants' contributions, and provide information to the community on how their feedback influenced the decision-making.
- Engagement with Māori: We will acknowledge the unique perspectives of Māori in our community.
- Cost-effective: We will engage in a cost-effective manner, and resource engagement in proportion to the significance of the decision. We will ensure the least possible cost to all involved in the engagement (including the costs to the communities/affected parties).

The ways engagement can take place are varied and will be in proportion to the significance of the matter being considered.

STATUTORY COMPLIANCE

The LGA 2002 and other legislation require Council to consult with the community in a range of circumstances. The LGA 2002 has also sets out principles to guide all consultation and prescribes specific consultative procedures, which must be followed in certain circumstances. At a minimum, Council will adhere to all legislative requirements.

SPECIAL CONSULTATIVE PROCEDURE

There are situations where the Special Consultative Procedure must be used under the LGA 2002:

- Adoption or amendments to the Long-Term Plan
- Adoption or amendment to a significant bylaw
- Transfer of ownership of a significant strategic asset
- Changes to financial policies.

There are also statutes which require the special consultative procedure to be followed in specified situations including:

- Resource Management Act 1991
- Local Government (Rating) Act 2002
- Building Act 2004
- Sale and Supply of Alcohol Act 2012
- Psychoactive Substances Act 2013
- Dog Control Act 1996
- Waste Minimisation Act 2008
- Freedom Camping Act 2011
- Land Transport Management Act 2003
- Energy Companies Act 1992

It is important to note that formal consultation using a special consultative procedure is a structured process outlined in legislation and supported by case-law. In other engagement processes, however, there are no explicit statutory or legal rules constraining or defining community engagement processes. The LGA 2002 has given local authorities the ability to determine this as appropriate for their communities.

SIGNIFICANT PROPOSALS OR DECISIONS

Council will determine the nature and form of the engagement in accordance with the significance of the particular decision. In general, the greater the significance of the decision, the more we will do to engage the community. A 'significant' decision does not automatically require the special consultative procedure.

ENGAGEMENT WITH MĀORI

Council will honour all engagement processes, agreements and memorandums of understanding developed with Māori as they relate to its decision-making policies. It will also take into account its obligations as outlined under the Resource Management and Local Government Acts.

Te Tiriti o Waitangi/the Treaty of Waitangi is the founding document of New Zealand. Council accepts the great importance of this living, dynamic document, and is committed to upholding the spirit of Te Tiriti o Waitangi/the Treaty of Waitangi principles

- Principle of Tino Rangatiratanga – Self-management
The rights of Māori to exercise full authority and control over their lands, resources and taonga.
- Principle of Kawanatanga – Governance
The authority to make laws for the good order and security of the country subject to the duty imposed (on the Crown) to Māori under the Treaty.
- Principle of Whakawhanaungatanga – Partnership
A partnership between Māori and the Crown which requires the parties to act reasonably and with the utmost good faith in accordance with the Treaty of Waitangi.
- Principle of Oritetanga – Equality and privileges of citizenship

The right of tangata whenua as individual citizens to receive, as a minimum, fair and equal access to the resources and benefits provided by the Crown.

- Principle of Kaitiakitanga – Stewardship
The responsibility of Māori to undertake their duty of custodianship, stewardship and guardianship over their lands, resources and taonga.
- Principle of Whakatika i te mea he – Duty to remedy past breaches
The duty of the Crown to remedy past breaches of the Treaty and to prevent further breaches.
- Principle of Tuatiaki ngangahau – Active protection of taonga and Māori interests
The duty to ensure the active protection of taonga for as long as Māori wish it to apply.
- Principle of He here kia mōhio – Duty to be informed
The duty of the Crown to make informed decisions through consultation with Māori.

More information on Council's processes that provide tangata whenua contribution to Council's decision making can be found in our Māori Policy.

ENGAGEMENT ON OTHER MATTERS

Outside of matters where it remains mandatory for a special consultative procedure to be undertaken, Council will determine the appropriate level of engagement on a case by case basis.

Council may decide that it will use a special consultative procedure if the matter is of high significance, or it may choose another form of appropriate consultation. In instances where significance is judged to be moderate, engagement with the community could involve consulting through an advisory committee or focus group, public meetings, or surveys.

When Council decides that a matter is of low to moderate significance, or in instances where it is considered that the views of the community are already known, it may make a decision on behalf of the community and then inform the community of the outcome. This may be, for instance, through publication on the Council website, in the local media, or other appropriate means.

REASONS NOT TO ENGAGE

Council acknowledges there are times when it is not necessary, appropriate or possible to engage the community on a proposal or decision. This will be decided in accordance with the criteria below:

1. The proposal or decision is not of a nature or significance that requires engagement.
2. Council already has a sound understanding of the views and preferences of the people likely to be affected by, or interested in, the proposal or decision.
3. There is a need for confidentiality or commercial sensitivity.
4. The costs of engagement outweigh the benefits of it.
5. The proposal or decision has already been addressed by Council's strategies, policies or plans, which have previously been consulted on.
6. An immediate or quick response or decision is needed or it is not reasonably practicable to engage.

Whenever Council does not formally engage, community views will still be considered before a decision is made and as much information will be provided to the public as possible.

ENGAGEMENT ACTIVITIES

Council will decide which engagement activities or processes to use based on the individuals, communities and sectors that are affected by, or interested in the proposal; and the extent of that interest/impact. In the first instance, staff will be responsible for assessing the appropriateness of engagement activities for each proposal or decision at the project planning stage.

There may be times where Council activities are affected by events at a regional, national, or global scale – such as extreme weather, or a pandemic. In these instances, Council may delay activities to ensure an appropriate level of engagement. Council may also implement alternative forms of engagement in order to overcome barriers these events have created to engagement. These will be considered on a case by case basis.

INFORMATION REQUIREMENTS

Council will ensure that, when conducting any engagement or consultation process in relation to a significant decision, it provides:

- Clear information on what is being proposed and why it is being proposed
- Sufficient information on which to provide meaningful feedback
- The advantages and disadvantages of each option being considered
- What impacts, if any, will occur if the proposal goes ahead
- How the community can provide its views
- The timeframe for completing the community engagement or consultation
- How submitters and participants can learn about the outcome.

DEFINITIONS

Community	A group of people living in the same place or having a particular characteristic in common. Includes interested parties, affected people and key stakeholders.
Decisions	Refers to all the decisions made by or on behalf of Council including those made by officers under delegation. (Management decisions made by officers under delegation during the implementation of council Council decisions will not be deemed to be significant).
Engagement	Is a term used to describe the process of seeking information from the community to inform and assist decision making. There is a continuum of community involvement.
Significance	<p>As defined in Section 5 of the LGA 2002 <i>in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:</i></p> <p><i>The district or region</i></p> <p><i>Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter</i></p> <p><i>The capacity of the local authority to perform its role, and the financial and other costs of doing so.</i></p>
Strategic Asset	<p>As defined in Section 5 of the LGA 2002 <i>in relation to the assets held by the local authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority’s capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes</i></p> <p><i>Any asset or group of assets listed in accordance with Section 90(2) by the local authority; and</i></p> <p><i>Any land or building owned by the local authority and required to maintain the local authority’s capacity to provide affordable housing as part of its social policy; and</i></p> <p><i>Any equity securities held by the local authority in</i></p> <p><i>A port company within the meaning of the Port Companies Act 1988</i></p> <p><i>An airport company within the meaning of the Airport Authorities Act 1966</i></p>

RAISING A CONCERN

Concerns with the engagement process should be raised with the Wairoa District Council Governance team (governance@wairoadc.govt.nz)

APPENDIX 1: ASSESSING SIGNIFICANCE AGAINST CRITERIA

CRITERIA	HIGHER SIGNIFICANCE	LESSER SIGNIFICANCE
Change in levels, or delivery, of service provided by Council.	There is a major and/or long term change to services.	There is a medium to low level of change to services.
Level of financial impact.	There is a major and long term financial impact.	There is a medium to low level of impact.
Impact on the community.	The decision would have a major impact on sections or all of the community.	The impact on the community is medium to low.
Decision involves a “strategic asset” as listed in this Policy.	The decision involves the sale or transfer of more than 20% of a strategic asset.	The decision does not impact on Council’s ownership of the asset.
Impact on Council debt or level of rates.	The impact is major and/or long term on either debt levels or rates.	The impact is of a medium to low level.
Reversibility of decision.	The decision is irreversible and would impact negatively on future generations to a high degree.	The decision is not irreversible, or if it were, the impact on future generations would not be high.
Building on previous decisions.	The matter is considered to be significant by other criteria, and has not been previously consulted with the community.	The decision or action is consequential to, or promotes, a decision or action already taken by Council or the views of the community on this matter are already known.
Historic interest.	There is a history of the matter generating wide and intense public interest and a reasonable expectation that this will again be so.	There is no history of the matter generating widespread interest.
The likely impact/consequences of the issue, proposal, decision or other matter, on youth, elderly and Māori.	The decision would have a major impact on youth, elderly and Māori.	The impact on youth, elderly and Māori is medium to low.

APPENDIX 2: LIST OF STRATEGIC ASSETS

The LGA 2002 definition of a strategic asset is outlined in Section 5.

The list of assets outlined below are considered to be “strategic assets”, however not all decisions made regarding them will be significant. For example, the road network is strategic but the purchase or sale of small land parcels that make up the network may not amount to a significant decision.

- Water supply catchments and supply network as a whole.
- Wastewater network as a whole.
- Stormwater and flood protection network as a whole.
- Land transport network as a whole.
- Waste management facilities as a whole.
- Cemeteries.
- Ownership of community facilities as a whole.
- Ownership of Quality Roading and Services (Wairoa) Ltd (QRS).

SIGNIFICANCE AND ENGAGEMENT POLICY



WAIROA
DISTRICT COUNCIL

Stored:	Hyperlink
Approved by:	Senior Leadership Team
Department:	
Policy Author:	
Date Approved:	
Next Review Date:	December 2023
Reviewed:	November 2020
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SIGNIFICANCE

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- Whether the decision is reversible and the likely impact on future generations.
- The impact on the community, how many people are affected and by how much.
- Whether the decision or action flows from, or promotes, a decision or action that has already been taken by Council or furthers a community outcome, policy or strategy.
- Is there a history or reasonable expectation of the issue generating wide public interest within the district.
- The views of and anticipated impact on Māori
- The likely impact/consequences of the issue, proposal, decision or other matter, on youth, elderly and other priority groups

It may be that only one of the criteria applies, but to such a high degree that the decision will be considered “significant”. Conversely, several criteria may be applicable, but to only a low degree, and therefore will be considered to have a lower level of significance. Each decision will involve staff making an assessment for consideration by elected members. Appendix one of this Policy sets out how the criteria will be used to assess significance.

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ENGAGEMENT

Any community engagement will be undertaken in proportion to the level of significance of the matter being considered. When any engagement takes place, Council will provide information and:

- Seek to hear from everyone affected by a decision.
- Ask for views early in the decision-making process so that there is enough time for you to give us feedback, and for your views to be considered properly.
- Listen and consider views in an open and honest way.
- Respect everyone's point of view.
- Provide information that is clear and easy to understand.
- Consider different ways in which the community can share views with us.
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- Purposeful: We will be clear about the purpose of engagement and the ability and scope of the engagement to influence decisions.
- Inclusive and accessible: We will engage in a way which encourages participation of all who are likely to be affected by, or are interested in, a decision.
- Recognise diversity: We will use engagement methods which are appropriate to the issue and those we are seeking to engage, having regard to their culture, age, ability and time availability.
- Informed: We will ensure information relating to the engagement is readily available so that participants can make informed contributions.
- Responsive: We will record, consider and respond to participants' contributions, and provide information to the community on how their feedback influenced the decision-making.
- Engagement with Māori: We will acknowledge the unique perspectives of Māori in our community.
- Cost-effective: We will engage in a cost-effective manner, and resource engagement in proportion to the significance of the decision. We will ensure the least possible cost to all involved in the engagement (including the costs to the communities/affected parties).

The ways engagement can take place are varied and will be in proportion to the significance of the matter being considered.

STATUTORY COMPLIANCE

The LGA 2002 and other legislation require Council to consult with the community in a range of circumstances. The LGA 2002 also sets out principles to guide all consultation and prescribes specific consultative procedures, which must be followed in certain circumstances. At a minimum, Council will adhere to all legislative requirements.

SPECIAL CONSULTATIVE PROCEDURE

There are situations where the Special Consultative Procedure must be used under the LGA 2002:

- Adoption or amendments to the Long-Term Plan
- Adoption or amendment to a significant bylaw
- Transfer of ownership of a significant strategic asset
- Changes to financial policies.

There are also statutes which require the special consultative procedure to be followed in specified situations including:

- Resource Management Act 1991
- Local Government (Rating) Act 2002
- Building Act 2004
- Sale and Supply of Alcohol Act 2012
- Psychoactive Substances Act 2013
- Dog Control Act 1996
- Waste Minimisation Act 2008
- Freedom Camping Act 2011
- Land Transport Management Act 2003
- Energy Companies Act 1992

It is important to note that formal consultation using a special consultative procedure is a structured process outlined in legislation and supported by case-law. In other engagement processes, however, there are no explicit statutory or legal rules constraining or defining community engagement processes. The LGA 2002 has given local authorities the ability to determine this as appropriate for their communities.

SIGNIFICANT PROPOSALS OR DECISIONS

Council will determine the nature and form of the engagement in accordance with the significance of the particular decision. In general, the greater the significance of the decision, the more we will do to engage the community. A 'significant' decision does not automatically require the special consultative procedure.

ENGAGEMENT WITH MĀORI

Council will honour all engagement processes, agreements and memorandums of understanding developed with Māori as they relate to its decision-making policies. It will also take into account its obligations as outlined under the Resource Management and Local Government Acts.

Te Tiriti o Waitangi/the Treaty of Waitangi is the founding document of New Zealand. Council accepts the great importance of this living, dynamic document, and is committed to upholding the spirit of Te Tiriti o Waitangi/the Treaty of Waitangi principles

- Principle of Tino Rangatiratanga – Self-management
The rights of Māori to exercise full authority and control over their lands, resources and taonga.
- Principle of Kawanatanga – Governance
The authority to make laws for the good order and security of the country subject to the duty imposed (on the Crown) to Māori under the Treaty.
- Principle of Whakawhanaungatanga – Partnership
A partnership between Māori and the Crown which requires the parties to act reasonably and with the utmost good faith in accordance with the Treaty of Waitangi.
- Principle of Oritetanga – Equality and privileges of citizenship

The right of tangata whenua as individual citizens to receive, as a minimum, fair and equal access to the resources and benefits provided by the Crown.

- Principle of Kaitiakitanga – Stewardship
The responsibility of Māori to undertake their duty of custodianship, stewardship and guardianship over their lands, resources and taonga.
- Principle of Whakatika i te mea he – Duty to remedy past breaches
The duty of the Crown to remedy past breaches of the Treaty and to prevent further breaches.
- Principle of Tuatiaki ngangahau – Active protection of taonga and Māori interests
The duty to ensure the active protection of taonga for as long as Māori wish it to apply.
- Principle of He here kia mōhio – Duty to be informed
The duty of the Crown to make informed decisions through consultation with Māori.

More information on Council's processes that provide tangata whenua contribution to Council's decision making can be found in our Māori Policy.

ENGAGEMENT ON OTHER MATTERS

Outside of matters where it remains mandatory for a special consultative procedure to be undertaken, Council will determine the appropriate level of engagement on a case by case basis.

Council may decide that it will use a special consultative procedure if the matter is of high significance, or it may choose another form of appropriate consultation. In instances where significance is judged to be moderate, engagement with the community could involve consulting through an advisory committee or focus group, public meetings, or surveys.

When Council decides that a matter is of low to moderate significance, or in instances where it is considered that the views of the community are already known, it may make a decision on behalf of the community and then inform the community of the outcome. This may be, for instance, through publication on the Council website, in the local media, or other appropriate means.

REASONS NOT TO ENGAGE

Council acknowledges there are times when it is not necessary, appropriate or possible to engage the community on a proposal or decision. This will be decided in accordance with the criteria below:

1. The proposal or decision is not of a nature or significance that requires engagement.
2. Council already has a sound understanding of the views and preferences of the people likely to be affected by, or interested in, the proposal or decision.
3. There is a need for confidentiality or commercial sensitivity.
4. The costs of engagement outweigh the benefits of it.
5. The proposal or decision has already been addressed by Council's strategies, policies or plans, which have previously been consulted on.
6. An immediate or quick response or decision is needed or it is not reasonably practicable to engage.

Whenever Council does not formally engage, community views will still be considered before a decision is made and as much information will be provided to the public as possible.

ENGAGEMENT ACTIVITIES

Council will decide which engagement activities or processes to use based on the individuals, communities and sectors that are affected by, or interested in the proposal; and the extent of that interest/impact. In the first instance, staff will be responsible for assessing the appropriateness of engagement activities for each proposal or decision at the project planning stage.

There may be times where Council activities are affected by events at a regional, national, or global scale – such as extreme weather, or a pandemic. In these instances, Council may delay activities to ensure an appropriate level of engagement. Council may also implement alternative forms of engagement in order to overcome barriers these events have created to engagement. These will be considered on a case by case basis.

INFORMATION REQUIREMENTS

Council will ensure that, when conducting any engagement or consultation process in relation to a significant decision, it provides:

- Clear information on what is being proposed and why it is being proposed
- Sufficient information on which to provide meaningful feedback
- The advantages and disadvantages of each option being considered
- What impacts, if any, will occur if the proposal goes ahead
- How the community can provide its views
- The timeframe for completing the community engagement or consultation
- How submitters and participants can learn about the outcome.

DEFINITIONS

Community	A group of people living in the same place or having a particular characteristic in common. Includes interested parties, affected people and key stakeholders.
Decisions	Refers to all the decisions made by or on behalf of Council including those made by officers under delegation. (Management decisions made by officers under delegation during the implementation of Council decisions will not be deemed to be significant).
Engagement	Is a term used to describe the process of seeking information from the community to inform and assist decision making. There is a continuum of community involvement.
Significance	As defined in Section 5 of the LGA 2002 <i>in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:</i> <i>The district or region</i> <i>Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter</i> <i>The capacity of the local authority to perform its role, and the financial and other costs of doing so.</i>
Strategic Asset	As defined in Section 5 of the LGA 2002 <i>in relation to the assets held by the local authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes</i> <i>Any asset or group of assets listed in accordance with Section 90(2) by the local authority; and</i> <i>Any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and</i> <i>Any equity securities held by the local authority in</i> <i>A port company within the meaning of the Port Companies Act 1988</i> <i>An airport company within the meaning of the Airport Authorities Act 1966</i>

RAISING A CONCERN

Concerns with the engagement process should be raised with the Wairoa District Council Governance team (governance@wairoadc.govt.nz)

APPENDIX 1: ASSESSING SIGNIFICANCE AGAINST CRITERIA

CRITERIA	HIGHER SIGNIFICANCE	LESSER SIGNIFICANCE
Change in levels, or delivery, of service provided by Council.	There is a major and/or long term change to services.	There is a medium to low level of change to services.
Level of financial impact.	There is a major and long term financial impact.	There is a medium to low level of impact.
Impact on the community.	The decision would have a major impact on sections or all of the community.	The impact on the community is medium to low.
Decision involves a “strategic asset” as listed in this Policy.	The decision involves the sale or transfer of more than 20% of a strategic asset.	The decision does not impact on Council’s ownership of the asset.
Impact on Council debt or level of rates.	The impact is major and/or long term on either debt levels or rates.	The impact is of a medium to low level.
Reversibility of decision.	The decision is irreversible and would impact negatively on future generations to a high degree.	The decision is not irreversible, or if it were, the impact on future generations would not be high.
Building on previous decisions.	The matter is considered to be significant by other criteria, and has not been previously consulted with the community.	The decision or action is consequential to, or promotes, a decision or action already taken by Council or the views of the community on this matter are already known.
Historic interest.	There is a history of the matter generating wide and intense public interest and a reasonable expectation that this will again be so.	There is no history of the matter generating widespread interest.
The likely impact/consequences of the issue, proposal, decision or other matter, on youth, elderly and Māori.	The decision would have a major impact on youth, elderly and Māori.	The impact on youth, elderly and Māori is medium to low.

APPENDIX 2: LIST OF STRATEGIC ASSETS

The LGA 2002 definition of a strategic asset is outlined in Section 5.

The list of assets outlined below are considered to be “strategic assets”, however not all decisions made regarding them will be significant. For example, the road network is strategic but the purchase or sale of small land parcels that make up the network may not amount to a significant decision.

- Water supply catchments and supply network as a whole.
- Wastewater network as a whole.
- Stormwater and flood protection network as a whole.
- Land transport network as a whole.
- Waste management facilities as a whole.
- Cemeteries.
- Ownership of community facilities as a whole.
- Ownership of Quality Roading and Services (Wairoa) Ltd (QRS).