AGENDA FOR THE

ORDINARY MEETING OF SELWYN DISTRICT COUNCIL

TO BE HELD IN THE COUNCIL CHAMBERS

SELWYN DISTRICT COUNCIL ROLLESTON

WEDNESDAY 23 JUNE 2021

COMMENCING AT 1 PM

Council 23 June 2021 PUBLIC

Attendees: Mayor (S T Broughton), Councillors, M A Alexander, J B Bland, S N O H Epiha, J A Gallagher, D Hasson, M P Lemon, M B Lyall, S G McInnes, G S F Miller, R H Mugford & N C Reid

23 June 2021 09:00 AM - 05:00 PM

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Public portions of this meeting area audio-recorded and livestreamed via the Council's website and YouTube channel.

REPORT

TO: Chief Executive

FOR: Council Meeting on 23 June 2021

FROM: Group Manager Organisational Performance

DATE: 14 June 2021

SUBJECT: **ADOPTION OF THE LONG TERM PLAN 2021-2031**

RECOMMENDATION

'That Council adopts the Long Term Plan 2021-2031.'

1. PURPOSE

The purpose of the report is to request Council to adopt the Long Term Plan 2021-2031 (LTP). The aim of the LTP is to provide the community with information on what the Council is seeking to achieve for the District over the coming years, the range and quality of services it plans to provide and what its plans will cost. The rates information included in the LTP are the rates for the year commencing 1 July 2021.

2. SIGNIFICANCE ASSESSMENT/COMPLIANCE STATEMENT

The LTP, including the Financial Strategy and Infrastructure Strategy, has been prepared in accordance with the Local Government Act 2002. The LTP is of high significance as it serves as the Council's Annual Plan for 2021/22, and includes its financial forecasts, capital programme, operational plans and performance measures for the period to June 2031. The LTP has been subject to consultation in accordance with the special consultative procedures included in the Local Government Act 2002.

3. HISTORY/BACKGROUND

The LTP consultation document was adopted at the Council meeting on 17 March 2021 and the consultation period for submissions ran from 29 March to 30 April 2021. There were over 600 submissions on the plan and submissions were heard on 13 and 14 May 2021. Deliberations on the submissions took place on 20 May 2021. The LTP is subject to final audit by Audit New Zealand and the outcome of the audit will be reported at the Council meeting.

4. PROPOSAL

The LTP document is attached to this report. It incorporates the Council's Financial Strategy and Infrastructure Strategy as required by the Local Government Act 2002. It has been updated to reflect the results of the Council's deliberations on the matters raised by submitters and these deliberations are summarised in the LTP. In most respects the LTP is consistent with the draft document that was adopted on 17th March 2021.

The major changes reflected in the final LTP are:

- The inclusion of $45.5 million 'carry forwards' – these are the 2020/21 projects that have not been completed as planned and are carried forward for completion in 2021/22. Most of this is capital works of $43.7 million and they will increase the total capital programme for 2021/22 to $139 million.

- A reduction the amount of funding from Waka Kotahi NZ Transport Agency for local road maintenance and road safety promotion compared with the amount included in the draft LTP. The financial forecasts in the draft LTP were based on an assumed level of funding, however notification of our indicative funding allocation on 31 May 2021 means that funding we will receive is lower than had been assumed. The reduction is $1.3 million per year for three years, and we have assumed that our funding for the remaining years of the LTP will be similarly lower than our previous assumption. A matching dollar amount reduction in expenditure has been made to our roading budget. This means there is no net effect on our financial forecasts and no change to rating levels. It does mean there will be less budget than anticipated and this may have an impact on levels of service.

- The pipeline to the Pines wastewater treatment plant will proceed in 2021/22, allowing new developments to connect into the system, but later stages will be delayed. The first stage is likely to allow connections along the main street to proceed in 2023/24 and further parts of the town will be reticulated over time subject to a funding review and risk assessment. As a result some of the anticipated capital expenditure for local reticulation has been pushed beyond the 10 years covered by the LTP.

- The addition of an artificial turf for football located on Foster Park to meet increasing demand for pitches that was highlighted through the consultation process. The cost is $1.5 million and it will be funded by a mix of development contributions, user charges and the reserves targeted rate – although no increase in the targeted rate is required in 2021/22.

- The retiming the Leeston Library and Community Centre development to allow for master planning work to achieve the best outcome for the community. Construction of the $9.2 million facility is now planned to be take place over the period 2023 to 2025.

- The inclusion of a new gymsports facility. This will be a commercial property development for the Council funded by a lease, with no funding required from ratepayers. The estimated cost of the development is $3.2 million and the project is subject to a further report and financial analysis being presented to Council.

- The inclusion of some new projects approved through the deliberations process, including an artificial cricket wicket at Southbridge Park, a new toilet at Coalgate reserve, a viewing platform at Lakeside Community Centre and a lighting upgrade for Osborne Park.

- The allocation of grant funding to partner organisations including Selwyn Sports Trust, 24/7 Youth, Lincoln Envirotown Trust, Te Taumutu Rūnanga, Te Ara Kākāriki Greenway Canterbury Trust plus an allocation to develop a Selwyn Heritage Strategy that will be used inform future funding decisions.

5. OPTIONS

The Council has three options available to it:

- Option 1 – adopt the Long Term Plan 2021-2031

- Option 2 – adopt the Long Term Plan 2021-2031, but with changes to the document

- Option 3 – decline to adopt the Long Term Plan 2021-2031 in its present form.

Staff recommend Option 1. If the Council declines to adopt the LTP in its present form it may mean it is unable to achieve its statutory responsibility to adopt the LTP by 30 June 2021. Any changes to the document may also have an impact on the issuing of the Auditor's Opinion and may require a delay in the adoption of the LTP.

6. VIEWS OF THOSE AFFECTED/CONSULTATION

The Council received over 600 submissions on the LTP and the final document reflects its deliberations on the submissions.

The Council's response to the main consultation matters is summarised in the LTP.

7. FUNDING IMPLICATIONS

The LTP document acts the Council's Annual Plan for 2021/22 and includes details of the rates to be set for that year.



Kelvin Mason
Group Manager Organisational Performance

LONG-TERM PLAN 2021–2031

THIS WAY.



OUR MAP FOR THE NEXT 10 YEARS

Selwyn DISTRICT COUNCIL

LONG-TERM PLAN 2021–2031

THIS WAY.

OUR MAP FOR THE NEXT 10 YEARS

selwyn.govt.nz/thisway2031

Selwyn DISTRICT COUNCIL

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(see separate document at www.selwyn.govt.nz/thisway2031)





INTRODUCTION

MAYOR'S WELCOME

Planning our Council activity for the next 10 years is no easy task; this document represents many months of planning, consultation and deliberation. I'd like to express my sincere thanks to all those involved in this process. From all of our Council staff who drew together the plan based on feedback from our communities to the councillors who have listened to your voices and championed your issues. Big thanks goes out to the 660 people, groups and organisations who submitted their views on the draft plan.

Without an input from our community it would be impossible for this plan to reflect their aspirations. A special word of thanks to the 90 people who visited Council during the deliberation hearings to offer their views in person. Hundreds more people engaged online or took time to speak personally to their councillors and myself or to attend our community feedback events. All this varied feedback was considered in the preparation of this plan.

We asked you eight big questions and you gave us a great response. In this plan we have worked hard to balance your views with affordability. You told us you wanted us to spend money keeping your water safe, clean and affordable, so we will do that. You also told us that you were willing to spend more money on improving and maintaining our roading network and we will work hard to make sure that we spend that money in a prioritised way, to ensure our roads are safer and more appropriate for our growing district.

It is growth which is driving our plans and we need to expand our service capacity and our supporting infrastructure network. 2021 is the year of delivery where many of the plans we made in the last Long-Term Plan have or will come to fruition. The awesome new sports centre is open, the pool extension opens in autumn and our flagship project Te Ara Ātea, our new cultural centre and library, will open in November. This will set the foundation for a new town centre in Rolleston which will grow over the next few years. At the same time we will also open a Health Hub, bringing state of the art healthcare services to the heart of Waikirirkiri Selwyn.

This plan outlines the elements that will support our growth and builds on the work we will complete this year. New community centres are on the cards for Prebbleton, Leeston and Hororata. Following your calls we will build artificial turfs to support hockey and football, new gymnastics facility, and we will also develop a heritage strategy for the district.

Finally, you told us that you wanted us to direct funding into preserving our heritage and taking account of the environment and our biodiversity as we implement our plans. This is something we had always planned to do but following your feedback we will further sharpen our focus on these issues.

I hope you find the plan useful.

Sam



Sam Broughton
Mayor of Selwyn



SELWYN'S CHALLENGES AND OPPORTUNITIES

Our growing district

Selwyn just keeps growing! We know Selwyn is a great place to live and work, to do business and to raise a family. And it seems more and more people are getting the message and coming to join us.

Over the past 10 years Selwyn has been the second-fastest growing district in New Zealand, growing from 42,900 in 2011 to around 71,500. While this increase came initially from the Canterbury earthquakes of 2010–2011, in recent years we've continued to see steady internal migration, mostly from the greater Christchurch area.

The district is also becoming more urban, with nearly 90% of growth occurring in townships. Overall the proportion of the population in urban areas has increased from 43% to around 60% in the past 10 years.

New arrivals to Selwyn are, on average, younger than the current population and are looking for modern, affordable housing, with good amenities and services nearby. High levels of new house construction, along with increasing business and commercial activity, have fuelled demand for new infrastructure, and both the Government and the Council are responding by investing in services and facilities such as schools, parks, recreation facilities, water and wastewater systems, and community and health facilities.

Selwyn's economy is also expanding. Although growth had initially slowed due to COVID-19 lockdowns, gross domestic product in the last quarter of 2020 exceeded growth in previous years. Employment has been growing faster than the national average, and together with GDP growth has led to higher productivity and household incomes. Unemployment remains low and new businesses continue to locate in our district.

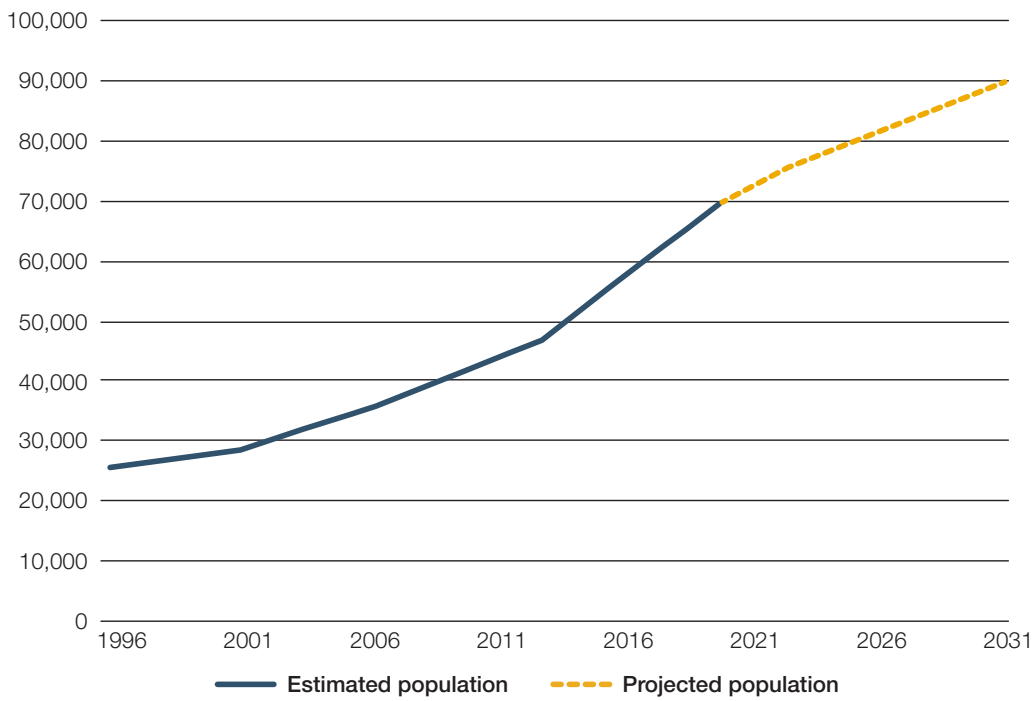
Throughout 2020 the Council continued to process high numbers of resource and building consents – despite the disruption of the COVID-19 pandemic – and Selwyn's population is forecast to reach 89,600 by 2031, with more than 7,000 new households.

Selwyn snapshot 2021–2031*

	2021 (estimated)	2031 (projected)
District population	71,500	89,600
District households	24,500	31,900
Household size: people per household	2.9	2.8
Township population		
Rolleston	19,700	27,700
Lincoln	7,800	10,600
Prebbleton	5,000	7,000
Darfield	3,400	4,100
Leeston	2,600	3,000
West Melton	2,400	2,800
Other townships	8,200	9,100
Rural	22,400	25,300
Age distribution		
0 – 14 years	22.1%	20.7%
15 – 39 years	30.7%	29.3%
40 – 64 years	34.6%	34.0%
65 years and over	12.6%	16.0%

**Estimates as at 1 July 2021 and 1 July 2031, based on Stats NZ and Selwyn District Council population projections*

Estimated and projected population growth 1986–2031



For more information see report *Selwyn District – Growth and Demand*, Selwyn District Council 2020 at www.selwyn.govt.nz/thisway2031.



Greater Christchurch 2050 – Looking beyond our boundaries

While our main focus is on Selwyn, we are also thinking beyond our boundaries. We are part of Greater Christchurch, which includes Christchurch city, and nearby areas within the Selwyn and Waimakariri districts, from Rolleston in the south to Rangiora in the north.

Greater Christchurch is the second largest urban centre in this country – home to 10% of New Zealand's population. It's growing quickly – the population has increased by 15% since 2006, and by 2048 it is expected to reach about 640,000 – that's around 150,000 more people than today. Greater Christchurch is also becoming more diverse. More than 20% of our current population was born overseas, and a quarter of the population now identifies as non-European.

People tell us that what they love most about living here is the lifestyle. We have space to grow, but we need to work together with our Greater Christchurch partners to make the most of our strengths and attract and retain people, business and investment, while protecting what's important to us.

Our Greater Christchurch partners are our neighbouring councils – Christchurch City Council and Waimakariri District Council – along with Environment Canterbury, Te Rūnanga o Ngāi Tahu, Canterbury District Health Board, Waka Kotahi NZ Transport Agency and the Department of Prime Minister and Cabinet (Greater Christchurch Group).

For the past year, the Partnership has focused on setting a new strategic direction for Greater Christchurch. Greater Christchurch 2050 is the project established by the Partnership to develop a clear, shared view of our future, and a plan for how we get there.

During October and November 2020, the Partnership asked people about their priorities and concerns for Greater Christchurch in 2050.

We heard that people want Greater Christchurch to be sustainable, green, safe and affordable – a place where it's easy to get around using public transport, walking or cycling, and where nature is protected and respected.

People were most concerned about not enough being done to offset the impacts of climate change, that we will face pollution and waste management issues, that traffic congestion will be worse, that our natural ecosystems and indigenous biodiversity will be threatened, and that there will be a lack of affordable and quality housing options.

A strong economic foundation is important to provide the future we aspire to. We need meaningful employment opportunities, ongoing private sector investment, and a solid rating base to fund public infrastructure and services. It's vital we continue to plan for the future now, to avoid some of the challenges other areas face, such as unaffordable housing and congestion, and to ensure we have the resources to invest in our future.

As a council, we're committing through this Long-Term Plan to take some initial steps to help address the issues identified through Greater Christchurch 2050, and move us towards our shared aspiration for the future.

For the latest on Greater Christchurch 2050 visit www.greaterchristchurch.org.nz.

Improving our well-being

One of the main purposes of local government is to improve the social, economic, environmental and cultural well-being of our residents and communities.

Almost everything we do as a Council contributes to these well-beings. In our Long-Term Plan we describe a series of community outcomes or goals, which represent the Council's vision for the district, and guide the Council as it develops plans and makes decisions.

Set out below are the four well-being statements that we have developed for Selwyn. We're also developing a set of indicators, or ways that we can measure progress towards each of the goals. You can see these at www.selwyn.govt.nz/thisway2031.

It's important to note that the Council is just one of a number of organisations that contribute to well-being in our community. Government and non-government agencies, along with many other groups, also have a part to play.

The Council is not directly responsible for all of these indicators, but we do play a role in encouraging, advocating, facilitating and supporting these across Selwyn. Agencies are each responsible for measures relating to their own customers (for example, schools, hospitals, social agencies). If each agency or group performs well, then collectively as a community we can make progress towards these goals.

These well-beings are aspirational and long-term – we won't achieve them overnight, but we should be actively working with other agencies to measuring progress towards them.

Environmental well-being

Selwyn's natural landscape and biodiversity are protected. We improve our sustainable and productive land uses to feed New Zealand and the world.

Indicators include measures such as water quality of monitored lakes, rivers and swimming spots, area of land in protected indigenous vegetation and landfill waste in kg per capita.

Social well-being

Selwyn's residents are successful; we support each other, enjoy spending time together and feel a sense of belonging. We love our families, are well educated and employed.

Indicators include measures such as employment numbers, educational achievement and housing affordability.

Cultural well-being

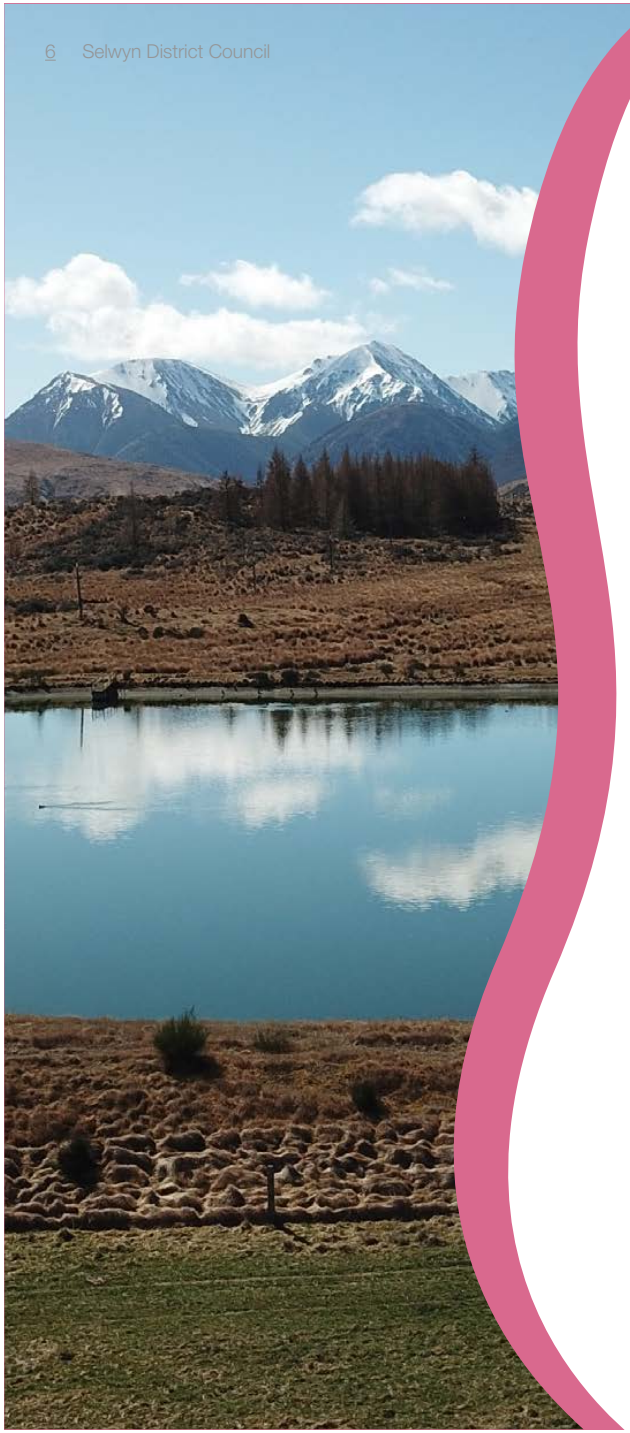
Selwyn is a connected and inclusive community. Mana whenua and tangata whenua thrive. We recreate and volunteer together. Everyone has a place to call home.

Indicators include measures such as crime rate, perceptions of quality of life and volunteer participation.

Economic well-being

Selwyn is defined by our innovative, quality and sustainable infrastructure and transport solutions. We love our towns and invest in our economy.

Indicators include measures such as growth of new businesses, travel times and number of visitors to the district.



Climate change

Climate change is one of the most pressing issues faced by central and local governments worldwide. It is internationally accepted that the climate is changing due to the increase in greenhouse gases in the atmosphere – with changes observed at a global and regional level.

Climate change may threaten our built infrastructure and way of living, but may also provide opportunities that come through a warmer climate. Adapting to these climate changes requires long-term planning to allow for changes in behaviour and infrastructure locations. As a local authority we recognise that we make decisions that span generations – so we must actively assess and respond to the risks and opportunities that climate change presents.

Selwyn District Council was one of the earliest signatories to the New Zealand Local Government Leaders' Climate Change Declaration 2017. As a signatory, the Council is committed to developing and implementing plans to reduce greenhouse gas emissions, to engage with tangata whenua, and to support resilience within our local communities.

Along with other agencies, we also work to improve the resource efficiency and health of homes, businesses and infrastructure in our district, and help communities to understand and prepare for the physical impacts of climate change.

What's the Council doing about climate change?

Assessing our risk

We are collaborating with our regional partners in the Canterbury Climate Change Working Group and the Mayoral Forum Climate Change Steering Group. This group has been laying the foundations for a regional climate change risk assessment. A high-level risk screening broadly identifies risks and opportunities arising from climate change, and a companion report provides an overview of adaptation work already being undertaken in the region. This is being followed up with a more in-depth risk assessment this year.

Priority risks identified in Canterbury included hazards such as sea level rise, flooding, coastal erosion, fire, higher temperatures, drought, and storms. These could potentially affect the natural environment as well as the region's economy and built environment. A recent report from the Ministry for the Environment highlights climate changes already observed in many people's lifetime. The National Institute of Water and Atmospheric Research's projections for Canterbury indicate significant changes in rainfall patterns, increased evapotranspiration and rising sea levels affecting infrastructure close to the coast.

We've carried out an initial assessment of flooding hazard in low lying plains and coastal areas, using computer-based flood modelling to predict the extent and depth of flooding. We also completed an assessment of climate change impacts on water assets in 2017 and 2020, looking at trends in climate change data and the potential impacts on Selwyn's water infrastructure. At this stage the assessment shows only low to minor impacts in Selwyn during the period of this Long-Term Plan.

Planning our response

With our regional partners, we're planning further work to carry out more detailed risk assessments, and to develop cross-sector plans for adaptation to climate change. We will identify a short list of prioritised risks based on existing management actions and urgency. This will feed into a comprehensive adaptation strategy.

Within the Council, an expert group has been formed to examine climate change-related opportunities and risks, and to develop an integrated adaptation action plan that will feed into planning processes.

The Council also agreed to appoint a new lead staff member for climate change and sustainability.

Putting climate change at the heart of decision-making

In 2020 we took a further step to put climate change at the heart of our work, adopting our first formal climate change policy. This brings together several areas of work into a consolidated blueprint for action on climate change, and commits the Council to make climate change mitigation and adaptation central to its planning and decision-making.

Measuring our own carbon footprint

As part of its leadership role in addressing climate change locally, we have recently undertaken an assessment of our carbon emissions for the 2018/19 year. This assessment, which will be published this year, forms a baseline against which future carbon emissions will be compared.

Establishing a baseline is the first crucial step towards meeting our obligations under the Climate Change Response (Zero Carbon) Amendment Act 2019, targeting net zero greenhouse gas emissions by 2050.

We will continue to monitor our emissions, and will set reduction targets to be incorporated into future long-term and annual plans, and identify opportunities to reduce emissions in our own operations and those of our contractors.

More information:

- Canterbury Climate Change Risk Screening Interim Report at www.canterburymayors.org.nz/resources
- For latest information on the Council's work in climate change see www.selwyn.govt.nz/climatechange.
- It's time Canterbury is a regional initiative which helps the public understand and prepare for the changes Canterbury is likely to experience due to climate change. See www.itstimecanterbury.co.nz for more information.

Three waters reform

In July 2020, the Government launched a programme to reform local government's delivery of drinking water, wastewater, and stormwater services. These services are currently provided by local authorities and the Government has signalled its intent that these services will in future be provided by new, publicly-owned water service delivery entities.

At present there is no fully developed three waters reform proposal to present to the community for consideration. However, local authorities, including Selwyn, have signed a Memorandum of Understanding with the Government under which they agree to work together in the first stage of the reform. This commits us to engage with the initial reform programme and share information on our three waters assets and operations.

The Government is taking a voluntary, partnership-based approach to reform, in which local authorities would be asked to decide to participate in the new service delivery system in late 2021; this decision would be in the form of an 'opt out' approach. For councils that participate in the reforms, any transfer of responsibilities and assets is likely to occur in from July 2023.

While the reform creates uncertainty for the Council, we have been advised to prepare our Long-Term Plan 2021–2031 on the assumption that the Council will continue to provide the three waters services. Our voluntary involvement in the first stage of the reform programme will put us in the best possible position to prepare.

Flood Event

A significant storm event occurred at the end of May 2021. The storm caused flooding in the Selwyn district that affected some of the Council's assets including reserves, roading, water and waste water infrastructure. The Council has carried out an initial assessment of the damage to its assets and has estimated that the cost to remedy the damage may be in the region of $5 to $6 million, of which $3 to $4 million may be incurred on the 2021/22 financial year. This is a preliminary assessment and it will be some time before the final cost is known. A substantial proportion of the repair costs is likely be recovered through the Council's insurance policies, Waka Kotahi NZ Transport Agency and support and from the Government. The Council does not foresee the event having a significant impact on the deliverability its ten year programme.



ABOUT THIS LONG-TERM PLAN

This document is Selwyn District Council's Long-Term Plan 2021–2031. Every three years we prepare a long-term plan which sets out the outcomes we want to achieve for Selwyn over the next 10 years, and the projects and activities that will help us get there. It also shows how these activities will be funded, and what this means for your rates.

A number of supporting documents are also available to help you find more detailed information on our 10-year work programme. They can be found online at www.selwyn.govt.nz/thisway2031.

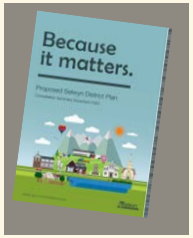
What's the Long-Term Plan and how does it fit in with other plans?



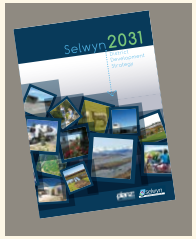
The **Long-Term Plan** is our 10-year budget. It sets out our work programme for the coming 10 years, including any major new projects or changes to services planned during this period, along with details on funding and rates.



Annual Plans – in between the three-yearly long-term plans, the Council consults with the community on its annual work programme and budget, including any proposed changes from what was signalled in the long-term plan.



The **District Plan** is like a rule book, which sets policies and rules for what people can do on their land and how it can be developed. The main goal of the District Plan is to sustainably manage the natural and physical resources of Selwyn to meet the needs of current and future generations. We notified the Proposed District Plan in October 2020 and we expect to have a new operative plan in place by the end of 2022.



Selwyn 2031, the District Development Strategy, was adopted in 2014 after public consultation. It has helped guide the Council's decision-making as the district grows and develops. This will be reviewed over the next few years. Directions and developments arising from this strategy are implemented through our long-term and annual plans.



Master Plans and **Area Plans** have been prepared for locations such as Lincoln Town Centre, Rolleston Town Centre and Foster Recreation Park, along with Ellesmere and Malvern areas. These plans follow Selwyn 2031's direction and indicate how areas will develop over time, with specific projects developed over time through the long-term and annual plans.

PROGRESS ON OUR LAST LONG-TERM PLAN

In our previous Long-Term Plan (2018–2028) we consulted with the community on a number of significant new projects. Here's an update on how some of the key projects have progressed.



Te Ara Ātea and Rolleston town centre

Construction is now well advanced on Te Ara Ātea – the new library and community facility in Rolleston. Te Ara Ātea is a landmark project in the new town centre, which will include a town square and spaces for community gatherings, events and recreation, car parking as well as retail, hospitality and commercial development. Te Ara Ātea and associated landscaping is expected to be completed by November 2021. A number of roading projects critical to the town centre development were completed during 2020. Planning for the next phase of the development, the new commercial, retail, hospitality and entertainment areas that surround Te Ara Ātea and the town square, is continuing. The first stages of commercial development and associated car parking will commence mid 2021, with the aim to open in mid 2022.



Selwyn Sports Centre

In late 2019 work started on the new indoor courts complex at Foster Park, which will assist in meeting the rapidly growing need for indoor sports facilities in Selwyn. This facility opened in May 2021. It includes eight courts, a multi-use space, an indoor walking track, changing rooms, administration areas and public toilets servicing the Foster Park fields and playground.



Selwyn Aquatic Centre extension

Users of the Aquatic Centre can start enjoying the new extension to the centre, with the new pool completed in June 2021. The new 10-lane, 25-metre pool is more than double the previous lane capacity and accommodates increasing demand from aquafitness, casual swimming, deep water and other activities.



Selwyn Health Hub

Initial groundworks began in early 2020 for the new Health Hub, located opposite the Council offices in Rolleston. The Council, the Canterbury District Health Board and Pacific Radiology have agreed plans to build and fit out the hub, which will provide space for health providers and related services to locate in Selwyn, offering improved access to health services for the growing population. The building was completed in April 2021. The tenancy fit-outs are underway and Canterbury District Health Board is planning to have services open in early 2022.

This $14.7 million development is a commercial investment and has no impact on rates.

MĀORI INVOLVEMENT IN DECISION MAKING

As part of its strategic objective, the Council recognises an obligation to take into account the principles of the provisions of the Local Government Act 2002 to recognise and provide for the special relationship between and with Māori, their culture, traditions, land and taonga.

The territorial area governed by Selwyn District Council sits within the takiwā (territory) of Te Taumutu Rūnanga and Ngāi Tūāhuriri which are two of 18 Ngāi Tahu regional papatipu rūnanga, constituted under the Te Rūnanga o Ngāi Tahu Act 1996 to represent mana whenua interests.

The approved tribal leaders and members of Te Taumutu Rūnanga and Ngāi Tūāhuriri are acknowledged as knowledge holders of mātauranga mana whenua.

Operational arrangements

Mahaanui Karataiao Limited Service Level Agreement

The Council has entered into a service and funding agreement with Mahaanui Karataiao Limited to assist the Council in meeting its obligations under Section 81 of the Local Government Act 2002.

Mahaanui Karataiao Limited is a Rūnanga-owned entity and a consultancy which has been established specifically for the purpose of engaging with local government.

A broad range of services is offered under the agreement including advice, liaison and the facilitation of consultation on resource management issues, advice on policy and democratic processes and training for the Council and Rūnanga staff.

Te Taumutu Rūnanga

Council engages in quarterly meetings with the Chair and Executive members of Te Taumutu Rūnanga which cover a wide range of topics that both parties have an interest in. These include the impact of both current and proposed legislation, together with operational matters across Selwyn district.

The Council will continue to schedule quarterly meetings to engage with and share information with Te Taumutu Rūnanga.

Te Waihora Co-governance Agreement

Selwyn District Council is also signatory to the Te Waihora Co-governance Agreement between Te Runanga o Ngāi Tahu, Canterbury Regional Council, Selwyn District Council and Christchurch City Council.

Other processes which incorporate formal mechanisms for Māori to participate in Council decision making include the District Plan Review, National Policy Statement on Urban Development and the Greater Christchurch Partnership.

For further information see the policy *Development of Māori capacity to contribute to the Council's decision making processes*, at page xx of this Long-Term Plan.





WHAT YOU TOLD US

Consultation on the Long-Term Plan 2021–2031 was undertaken in accordance with the provisions of the Local Government Act 2002.

PRELIMINARY COMMUNITY ENGAGEMENT

As part of our early planning for this Long-Term Plan, we carried out informal consultation during 2020 to seek community feedback on what the Council's priorities and funding strategies should be over the coming 10 years.

We held a community workshop with a cross-section of residents, representing a range of ages, backgrounds and locations. We then identified key themes from this workshop and developed an online survey to explore these themes further.

Some of the key things people told us were important to them:

Selwyn retaining its distinct rural character

Maintaining a clean, safe and consistent water supply

Providing and maintaining safe and quality roads.

The top five priorities that people thought the Council should invest more funding in included safe intersections, safe drinking water, quality roads, roading connections between towns, and providing facilities and services for teenagers.

The online survey also indicated that a proportion of residents would be happy to pay a little more in rates for some of these priority activities, including providing safe drinking water, making roads and intersections safer, and providing facilities for teenagers.

This community feedback was useful in helping the Council set priorities for the coming years – and the projects and work programme included in the Long-Term Plan consultation reflected the Council's response to the issues highlighted by this community engagement.





PUBLIC CONSULTATION

The consultation document, *This Way … our map for the next 10 years*, was released for public consultation on 29 March 2021, with submissions closing on 30 April 2021.

Consultation activity included:

- Online consultation through dedicated site at Your Say Selwyn
- Consultation document available at all Council service centres
- Summary 'map' flyer distributed to more than 22,000 district households
- Information flyer distributed with rates notices
- Articles in Council Call and local news media
- Wrap feature in Selwyn Times
- Advertising in local newspapers
- Drop-in sessions at district libraries
- Digital signage at district libraries
- Pop-up events at local markets and community events
- Regular updates and information on Council social media channels
- Digital advertising on Facebook and Google Display Network
- Two Facebook live events with Mayor Sam Broughton.

5,800 visited the online engagement platform

2,500 people accessed documents or information on the site

1,290 participated in quick polls

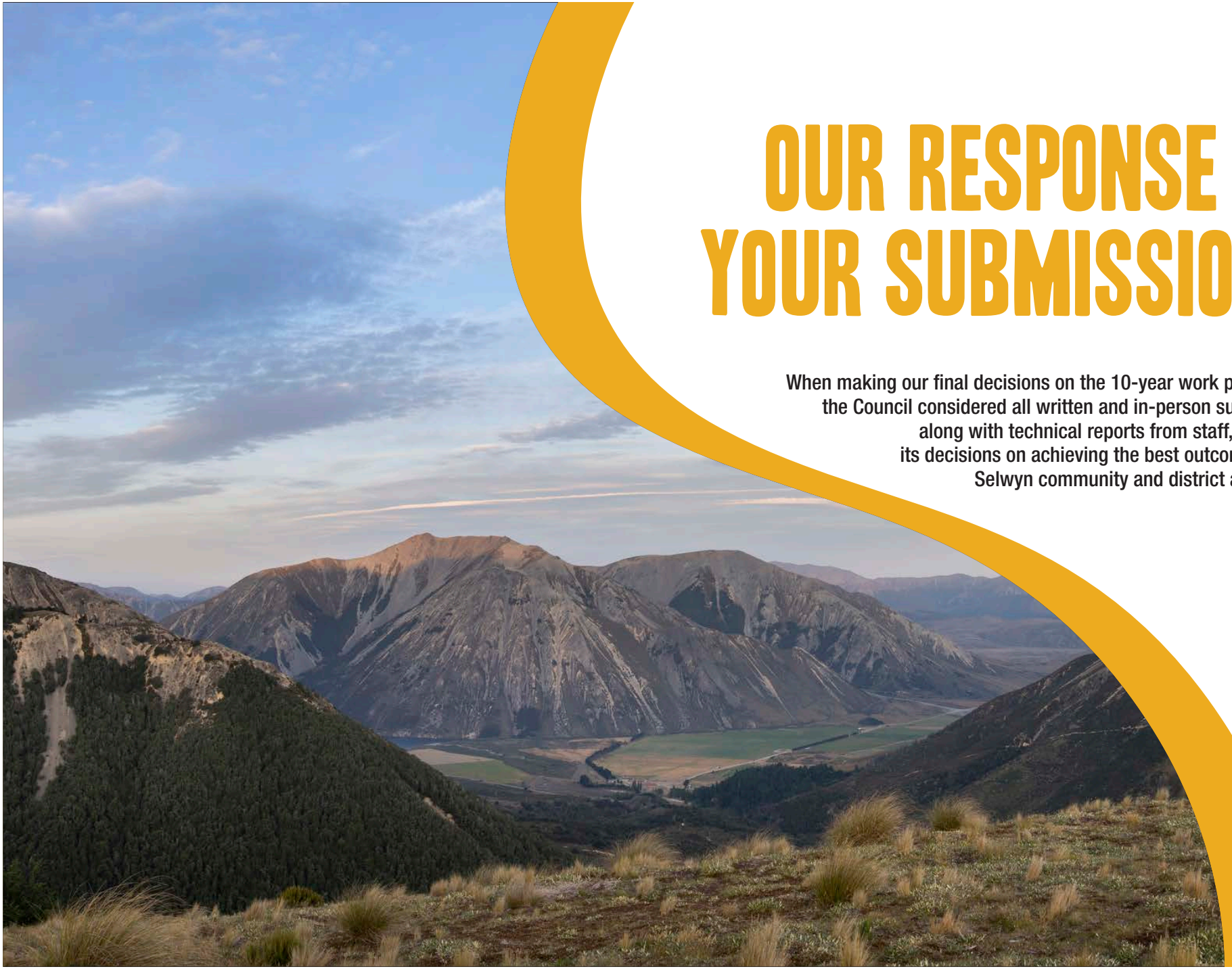
Submissions

A total of **660** submissions were received on the Draft Long-Term Plan. Of these, 90 submitters requested to attend hearings in person.

HEARINGS AND DELIBERATIONS

Public hearings were held on 13 and 14 May 2021, with 79 submitters presenting their submissions in person or via videoconferencing. The Council then held deliberations on the submissions on 20 May 2021. All submissions, both written and oral, were considered by councillors, along with comments and reports from Council staff. The hearings and deliberations meetings were livestreamed on the Council's website and social media channels.

Copies of submissions, results overview and online quick polls results and Facebook comments received on the draft plan are available at www.selwyn.govt.nz/thisway2031.



OUR RESPONSE TO YOUR SUBMISSIONS

When making our final decisions on the 10-year work programme, the Council considered all written and in-person submissions, along with technical reports from staff, and based its decisions on achieving the best outcomes for the Selwyn community and district as a whole.

OUR EIGHT BIG DECISIONS

BIG DECISION 1

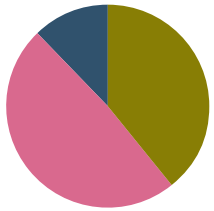
Keeping our drinking water safe

What was proposed

Continue our current approach to maintaining safe drinking water supplies, to meet community expectations and comply with regulations.

Your submissions

More submitters preferred to upgrade some water supplies to avoid chlorination even if that meant higher rates for ratepayers and more borrowing for the Council.



- Continue with the current approach: 39.4%
- Upgrade to avoid chlorination: 48.6%
- No preference: 12%

Council's decision

The Council agreed to continue with the current approach but acknowledged that ratepayers' preference is to seek to avoid chlorination. Over the next 12 months we will engage with Government's new water services regulatory body Taumata Arowai to determine regulatory requirements for mandatory disinfection. Depending on the outcome of those discussions, we will review cost and rating options to avoid chlorination. This will then inform our draft 2022/23 Annual Plan which the public will be consulted on.

Cost

To be considered as part of 2022/23 Annual Plan

Impact on rates

To be considered as part of 2022/23 Annual Plan



BIG DECISION 2

How we pay for drinking water supply

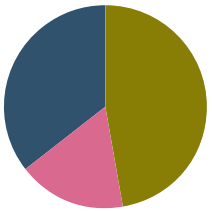
What was proposed

Increase the volumetric water rate by a higher proportion than the annual fixed rate.

Your submissions

There was strong support for increasing the volumetric charge.

- Increase the volumetric water rate by a higher proportion: 47.4%
- Increase the volumetric rate and annual fixed rate by the same proportion: 17.3%
- No preference: 35.3%



Council's decision

The Council decided to increase the volumetric water rate by a higher proportion than the annual fixed rate.

Impact on rates

Over the next two years (by July 2022):

- Metered water rate: 44% increase from $0.50 per cubic metre to $0.72 per cubic metre
- Fixed base rate: 10% increase from $254 to $280 a year
- The rate per water unit for restricted supplies: 10% increase from $183 to $202 a year.

BIG DECISION 3

Developing a new wastewater system in Darfield and Kirwee

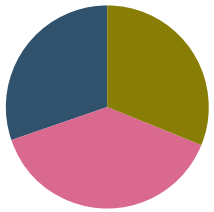
What was proposed

Develop a reticulated wastewater treatment in Darfield and Kirwee by connecting to the Pines wastewater treatment plant in Rolleston. The rollout of the proposed wastewater network was planned in different stages, with growth areas of Darfield and the central business areas being completed first from 2021/22 and other proposed areas by 2025/26.

Your submissions

Similar number of submissions supported both the options or had no preference. People's main concerns were the associated costs and timing of the rollout.

- Develop a reticulated wastewater treatment: 31.2%
- Keep septic tanks: 38.6%
- No preference: 30.2%



Council's decision

The Council agreed to develop a new wastewater system in Darfield and Kirwee but with a few amendments to the initial proposal. The project is to be broken into the following stages:

Stage 1: Complete the pipeline to the Pines and require all new developments to connect immediately. Construct the sewer pipeline along the main street in Darfield in 2022/23, with properties connecting from 2023/24.

Stage 2 (2021–2023): Together with Environment Canterbury, gather information on the current status of consented septic tanks. This will help inform the timing of the connections rollout.

The Council will also review how the scheme should be funded.

Stage 3 (2025–2030): Construction of the local pipework to allow connections in higher risk areas, such as areas with unconsented septic tanks.

Stage 4 (2031–2035): Construction of the local pipework to allow connections in lower risk areas, such as areas of townships with more recent consents for septic tanks.

Cost

Cost will be confirmed through the funding review.

Impact on rates

Impact on rates will be confirmed through the funding review.

BIG DECISION 4

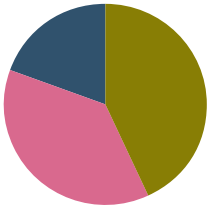
Maintaining our roads

What was proposed

Increase the level of general rate-funded maintenance above the level funded by Waka Kotahi NZ Transport Agency (NZTA).

Your submissions

More submissions supported the Council to increase general rate-funded road maintenance. This additional funding is needed to supplement NZTA funding to preserve levels of service and deal with issues of ongoing growth across the district.



- Increase road maintenance above the level funded by NZTA: 43.2%
- Keep road maintenance at the level funded by NZTA: 37.4%
- No preference: 19.4%

Council's decision

The Council agreed to increase general rate-funded road maintenance above the level funded by NZTA.[1] This will allow us to maintain the local roading network based on our needs assessment, and reduces the risk of deterioration which would end up costing more at a later stage.

Cost

Additional $1 million per year

Impact on rates

This option will increase the General Rate, largely based on a property's capital value. For example, a $550,000 property will have to pay an extra $30 per year, while a $10 million property will have to pay $360 extra per year.

[1] *On 31 May 2021 Waka Kotahi NZTA informed the Council that their indicative funding allocation will be less than what the Council requested. This will reduce the maintenance budget by around $1.3 million per year, compared with our anticipated funding. However, General Rate funding contribution will remain the same and there will be no impact on level of rates.*

[2] *Council's final work programme is subject to NZTA confirming their funding contribution.*

[3] *As above.*

BIG DECISION 5

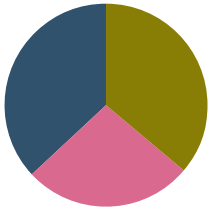
Future roading and transportation projects

What was proposed

Complete the proposed roading and transport upgrades and new projects in the 2021–2031 period.

Your submissions

Slightly more submissions supported the Council's proposed programme of roading and transport work. There were some submissions suggesting the programme to be varied, but considering the overall rationale of the proposed work, the Council decided to keep the programme as proposed. This will allow us to prioritise work on intersection and safety upgrades and limit the impact on rates.



- Support Council's proposed work programme: 36.3%%
- Prefer to vary the programme: 27%
- No preference: 36.7%

Council's decision

The Council agreed to go ahead with the initially proposed roading and transport upgrades and new projects in the 2021–2031 period.[2]

Cost

$132 million over the 10 years. The approximate funding split is:

- NZTA: $43 million[3]
- Developers: $17 million
- General Rate: $72 million

Impact on rates

The General Rate will increase over 10 years and is largely based on a property's capital value. For example, by 2030/31 we expect a $550,000 property to have to pay $113 extra per year, while a $10 million property will have to pay an extra $1,385 per year.

BIG DECISION 6

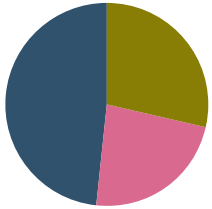
New Prebbleton Community Centre

What was proposed

Build a new community centre, which would be a multi-purpose facility, suitable for many different types of functions, and for a range of users and ages.

Your submissions

Most submissions had no preference regarding the future of the new community centre in Prebbleton. For those that submitted on an option, more supported a new community centre than having the project deferred to outside the 10-year plan.



- New community centre: 28.7%
- Defer the project for 10 years: 23.2%
- No preference: 48.1%

Council's decision

The Council agreed to go ahead with the project as proposed, with construction to be completed in 2025/26. We will continue with appropriate feasibility discussions with interested parties and will report outcomes to the Council together with suggested construction and location options.

Cost

$6.3 million

Impact on rates

$12 per year already budgeted for within the current Community Centres Targeted rate.

BIG DECISION 7

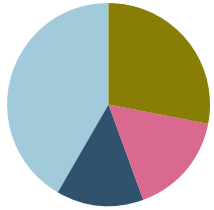
New Leeston Library and Community Centre

What was proposed

Build a new combined community centre, library and service centre facility on Leeston Park in 2022/23. The library/service centre space would be around 600 square metres with adjacent community spaces.

Your submissions

Most submissions had no preference regarding the future of such a facility in Leeston. For those that submitted on an option, more supported a new combined library and community and service centre than upgrading the existing building or deferring the project outside the 10-year plan.



- New combined library and community and service centre: 28.3%
- Upgrade existing building: 16.1%
- Defer the project for 10 years: 14%
- No preference: 41.5%

Council's decision

The Council agreed to go ahead with the project but with construction now planning to be completed in 2024/2025. This delay will allow the Council to continue to engage with the local community about the preferred location for the new facility as well as complete an overall masterplan for Leeston Park.

Cost

$9.2 million

Impact on rates

$10 per year already budgeted for within the current Community Centres Targeted Rate.
$9 per year already budgeted for within the current Libraries Targeted Rate.

BIG DECISION 8

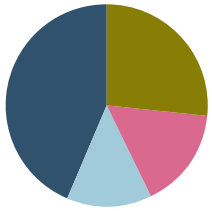
New Hororata Community Centre

What was proposed

Build a new Hororata Community Centre on the domain in 2023/24. It would provide community space, support recreational use of the reserve and create a focal point for the local community.

Your submissions

Most submissions had no preference regarding the future of community centre in Hororata. For those that submitted on an option, more supported a new community centre than renovating the existing hall and adding some new meeting spaces, or keeping status quo.



- New community centre: 26.8%
- Renovate existing hall and provide new meetings spaces: 16.1%
- Keep status quo: 13.7%
- No preference: 43.3%

Council's decision

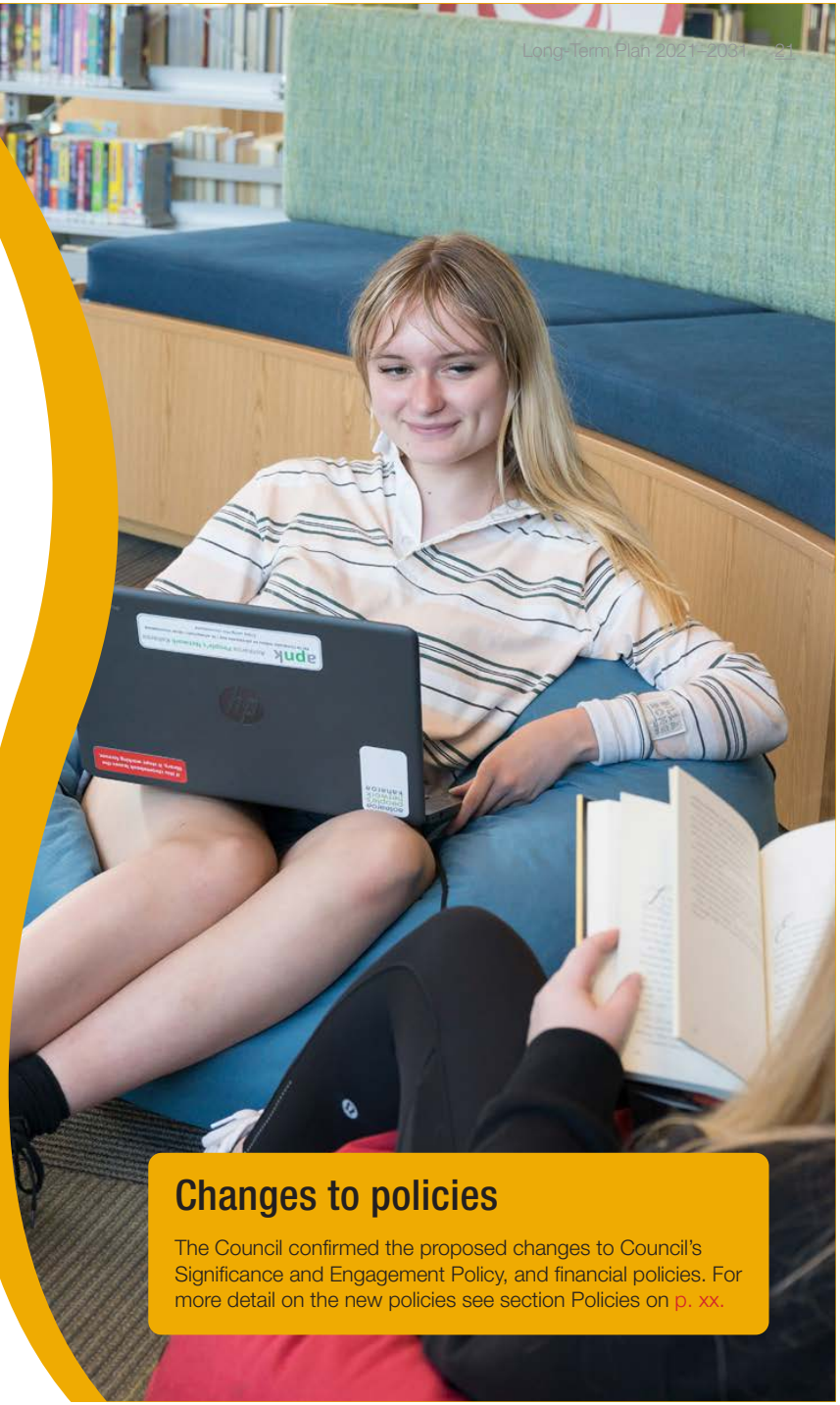
The Council agreed to go ahead with the new community centre option, but also to re-engage with the local community to finalise their preference around this option. The Council will then prepare a report by December 2021, with a recommendation on the funding arrangements and future of the existing hall.

Cost

$3 million but to be confirmed following engagement with local community.

Impact on rates

$2 per year already budgeted for within the current Community Centres Targeted Rate but to be confirmed following engagement with local community.



Changes to policies

The Council confirmed the proposed changes to Council's Significance and Engagement Policy, and financial policies. For more detail on the new policies see section Policies on p. xx.

ADDITIONAL DECISIONS

As a result of submissions and presentations at hearings the Council made some additional decisions which you can read about in this section.

New full-size hockey turf in Rolleston

The Council confirmed a new full-size hockey turf at Foster Park in Rolleston to be developed in 2021/22. This is in addition to the half-sized turf that can currently also be used for hockey.

The new turf will be funded by development contributions and the Reserve Rate. Ongoing maintenance costs will be covered by the Reserve Targeted Rate and usage charges.



New strategic partnerships funding

The Council agreed to review how it will work with its strategic partners in the future and the appropriate levels of funding. In the interim, the Council agreed to provide funding to the following strategic partners in 2021/22:

- Te Ara Kākāriki Greenway Canterbury Trust (increase from $26,000 to $40,000)
- Lincoln EnviroTown Trust (increase from $35,000 to $55,000)
- 24-7 youth work services (reduced from $84,000 to $70,000)
- Selwyn Sports Trust (increase from $25,000 to $35,000)
- Te Taumutu Rūnanga ($50,000)
- Waihora Ellesmere Trust ($20,000)



New full-size football turf in Rolleston

The Council agreed to provide a new full-size football turf at Foster Park in Rolleston to be developed in 2021/22. This is subject to discussion with Mainland Football and confirmed funding arrangements.

The new turf will be funded by development contributions and the Reserve Targeted Rate.



New gymnastics facility

The Council agreed in principle to build a new gymnastics facility in Rolleston which the Council would lease to Affinity Gymnastics. More information on the scope, scale and funding options is to be prepared by December 2021.



Heritage funding

The Council agreed to work with Selwyn's heritage groups and Heritage NZ on developing a Selwyn heritage strategy. This strategy will inform any future funding for groups and projects, including a possible $20 rate funding as part of 2022/23 Annual Plan.

The Council agreed to provide $50,000 heritage funding in 2021/22, which will also help with development of the heritage strategy.



Climate change and biodiversity

The Council agreed to appoint a new lead staff member for climate change and sustainability, and develop a biodiversity strategy which would include future funding and staff resourcing needs. Currently the Council has two dedicated staff who help protect and manage indigenous biodiversity in the district.



OTHER IMPORTANT PROJECTS

In this section you can find information on other confirmed projects which are likely to be of interest to the Selwyn community.

Future of Malvern aquatic facility

The Council confirmed it will repair the current swimming pool in Darfield, with $1.5 million set aside for 2021/22.

While current usage and projected future population growth do not warrant a new aquatic facility in Darfield at this time, we will carry out a further feasibility study in 2027/28 to determine the needs for a facility in the Malvern area, based on the latest population growth projections. The Council will also start work with groups in Darfield including local schools to identify opportunities for future combined sports and aquatic facilities.

In the meantime, we will make a provisional allowance of $5 million to build a new or upgraded facility in 2030/31.

Any decision on a future facility in Malvern, following the completion of the feasibility study, will be subject to consultation at the time.

Commercial property investment

The Council has a property portfolio which includes a variety of buildings, farms and bare land that can be developed. To date the Council has successfully managed its investment portfolio, and the new Selwyn Health Hub in Rolleston is a good example. The Council confirmed it will continue investing in commercial opportunities where they will create income streams and contribute to positive community outcomes. We will include a total of $30 million over the first six years of this Long-Term Plan, for commercial investment. Any investment proposals will be subject to a comprehensive business case and approval by the Council. Money will be borrowed and repaid from lease rentals. Investment will be carried out in line with the Council's Commercial Property Strategy, which was approved in 2016. A key purpose of our property investment activity is to generate returns which are used to offset rates increases.

Ellesmere wastewater

To continue to meet environmental standards and provide for growth in Ellesmere, the Council has agreed to go ahead with connecting Ellesmere wastewater to the Pines Wastewater Treatment Plant in Rolleston. For environmental and operational efficiency reasons, piping to Rolleston provides a high level of treatment and the economy of scale ensures a cost effective wastewater treatment for generations to come. We are planning to start construction of this upgrade in 2023/24. The work will be funded by a combination of the sewerage district-wide targeted rate and development contributions.

Pines 120K

The Rolleston Pines Wastewater Treatment Plant has been designed so that it can be upgraded in stages to match population growth. The current plant has the capacity to treat wastewater for up to 60,000 people. A masterplan has been developed for the treatment plant to expand the maximum treatment capacity to 120,000 people. The cost will be around $100 million and will be funded largely by development contributions.



Upper Selwyn Huts wastewater

Connect the Upper Selwyn Huts settlement to the new pipeline from Ellesmere Wastewater Treatment Plant to Pines Wastewater Treatment Plant (as outlined above). This will have the additional benefit of allowing the Coes and Chamberlains Ford camping areas to connect, and will remove wastewater treatment facilities from near the Selwyn River. The connection is to be funded through the licence fee.

The Council will continue to consult directly with the Selwyn Huts community on this proposal.

Land drainage network

There is a growing focus on the environmental performance of Selwyn's land drainage network, which is likely to require increased monitoring and reporting, as well as upgrades. It will be more challenging to gain and renew resource consents, and complying with these consents will be more demanding. Health and safety will continue to be a major focus. Local runanga are likely to continue taking a significant interest in the operation of the land drainage network, and will be increasingly involved in decision-making. To help us prepare for these changes, the Council confirmed to transition to a district-wide land drainage committee within the first year of the Long-Term Plan (2021/22) This new governance structure will be accompanied in the future by a district-wide rating scheme, similar to the approach used for water races. One of the first responsibilities of the district-wide land drainage committee will be to develop the new rating structure, for consultation during or prior to the 2022/23 Annual Plan.



Changes to fees and charges

In this section you can read about key changes to some our fees and charges. For more detail please see section Fees and charges p. xx.

Environmental and regulatory services fees and charges

The Council charges for a range of regulatory services including resource consents, building consents, and dog registration. We will increase the chargeable costs for these services. Details of the new fees and charges from 1 July 2021 are shown in pages xx to xx of this Long-Term Plan.

Solid waste fees and charges

Refuse bags: We will increase the charge for bags from $2.50 to $2.75 (incl GST) from 1 July 2021. This increase is to help offset the actual cost to Council to supply, collect and dispose of bags.

Pines Resource Recovery Park disposal charges: The waste disposal charge is currently $257 per tonne (incl GST) and we will increase it to $270 per tonne from 1 July 2021. Details of the new fees and charges from 1 July 2021 are shown in pages xx to xx of this Long-Term Plan.

Burial fees and charges

The Council's cemeteries are funded from a mix of fees and support from the general rate, which reflects the broad public benefit associated with this service. Burial fees and charges were last increased five years ago and we will increase most charges by 15% from 1 July 2021. Details of the new fees and charges from 1 July 2021 are shown in pages xx to xx of this Long-Term Plan.

Reserve fees and charges

The Council has carried out a review of the current fees and charges for the use of reserves, and in 2021–2031 Long-Term Plan we are introducing a new schedule of charges. This reflects the change made in recent years to district-wide rating for reserves. The changes are to achieve a standardised set of charges that are consistent, fair and tailored to the usage of the reserve. Details of the new fees and charges from 1 July 2021 are shown in pages xx to xx of this Long-Term Plan.

Rural water charge – additional units

In response to a survey of rural water users last year, we plan to undertake a number of upgrades to the Darfield, Malvern and Hororata rural water supplies, to provide customers additional water units. The up-front charge to cover these upgrade costs will be $4,702 (incl GST) per additional unit required. The upgrades will also be extended to include Sheffield. Annual rates, as outlined in the Long-Term Plan, will then apply for any units of water received.

ACROSS THE DISTRICT

Big decisions (timings)

BIG DECISION 1 Keeping our drinking water safe *(2021–2031)*
BIG DECISION 2 How we pay for drinking water supply *(2021–2031)*
BIG DECISION 3 Developing a new wastewater system in Darfield and Kirwee *(2021–2028)*
BIG DECISION 4 Maintaining our roads *(2021–2031)*
BIG DECISION 5 Planning for future roading and transportation projects *(2021–2031)*
BIG DECISION 6 Future of the new Prebbleton Community Centre *(2025/26)*
BIG DECISION 7 Future of the Leeston Library and Community Centre *(2023–2025)*
BIG DECISION 8 Future of the Hororata Community Centre *(to be confirmed)*

Other projects

Water services (timings)

1 Prebbleton Water Treatment plant capacity upgrade *(2021/22 and over the 10-year period)*
2 Rural water supply pipeline capacity upgrade *(2021–2024)*
3 Darfield water capacity upgrade *(2021–2024)*
4 West Melton water capacity upgrade *(2021–2024)*
5 Rolleston water capacity upgrades *(over 10-year period)*
6 Leeston water capacity upgrades *(2021–23)*
7 Springfield water quality and storage upgrades *(2021/22 ongoing from 2020/21)*
8 Rolleston wastewater treatment plant upgrades *(over 10-year period)*

Transportation services

1 Rolleston town centre roading upgrades
2 New Rolleston town centre public carparks
3 Rolleston roading upgrades
4 Rolleston intersection upgrades
5 New Lincoln public town centre carparks
6 Lincoln roading upgrades – Gerald Street and Meijer Drive extension
7 New public transport park-and-rides facilities – Rolleston and Lincoln
8 Prebbleton intersection upgrades – Shands and Springs Roads
9 Road widening – Weedons Ross Road, Hoskyns Road, Ellesmere Roads
10 Seal extensions – Tancreds Road, Coaltrack Road, Brookside Road
11 New cycleways – Glentunnel to Whitecliffs, Templeton to Prebbleton, Rolleston to Burnham, Jones Road
12 Darfield rail level crossing safety upgrades
13 Malvern Road fords upgrades
14 Tai Tapu overhead lines undergrounding
15 West Melton roading upgrades
16 District-wide upgrades – bus stops, footpaths, small bridges, street lights, rural intersections

Community facilities (timings)

1 Southbridge Park development *(2024–2027)*
2 Leeston Park development *(2021–2023)*
3 Mead Hall earthquake strengthening *(2021)*
4 Public toilets replacement (RSA) *(2022)*
5 Kirwee Reserve development *(from 2021)*
6 Malvern aquatic facility *(2021/22 and 2030/31)*
7 Darfield Domain – upgrade sports facilities *(2021–2028)*
8 District park development *(2024–2030)*
9 Town centre reserve development *(2021–2023)*
10 Foster Park – full-sized hockey turf and a multi-sport surface for football *(2021/22)*
11 Foster Park – youth park development *(2023)*
12 New reserve/sports field development – Lincoln *(2023–2028)*
13 New reserve/sports field development – Prebbleton *(2021–2028)*
14 Rhodes Park walkway construction *(2021–2025)*
15 Public toilets replacement (Liffey) *(2024)*


Long-Term Plan 2021–2031 27
Springfield
7
Sheffield
Waimakariri River
Whitecliffs
11
Glentunnel
Coalgate
2
BIG DECISION 3
Darfield
3 6 7 12
BIG DECISION 3
Kirwee
5
West Melton
4 15
BIG DECISION 8
Hororata
9
9
13
BIG DECISION 6
11
Prebbleton
1 13
8
7
11
Rolleston
5 8 9 10 11
8 1 2 3 4
11
10
10
Lincoln
12 15
5 6 7
9
Springston
Tai Tapu
14 14
10
Dunsandel
Rakaia River
3
Doyleston
BIG DECISION 7
Leeston
2 4 6
Lake Ellesmere
(Te Waihora)
Southbridge
1
DISTRICT-WIDE
BIG DECISION 1
BIG DECISION 2
BIG DECISION 4
BIG DECISION 5
16

10-YEAR FUNDING OVERVIEW

The table on this page shows a snapshot of the Council's major activities and how these will be funded over the next 10 years. The total spend is split into capital expenditure (for example, construction of new buildings and roads) and operating expenditure (the day to day costs of providing Council services). There's also a breakdown of what proportion is funded by rates, and from other sources – these can include fees and charges for services, income from interest and dividends as well as development contributions paid by land developers.

Area of spend	Capital spend *(including renewal)*	Operating spend *(excluding depreciation)*	How costs are funded (Rates / Other sources)	Rates spend per $1
Community Services and Facilities	**$180m**	**$360m**	64% / 36%	33c
Democracy	-	**$47m**	89% / 11%	4c
Environmental Services	-	**$201m**	41% / 59%	8c
Transportation	**$245m**	**$132m**	42% / 58%	12c
Solid Waste Management	**$13m**	**$159m**	71% / 29%	11c
5 Waters Services	**$249m**	**$239m**	79% / 21%	32c



YOUR NEW RATES

In this section you can read a summary of key changes to Selwyn rates over the next 10 years and some practical examples of what this might mean for you. Detailed information on rates, including examples for different types of properties in different locations across the district, can be found in the 'Rating information' section of this document, on p. xx.

RATES CHANGES OVER 2021–2031

We expect rate increases to remain steady over the next 10 years. Increases will average around 4% to 5% each year, although for individual ratepayers the actual change may be smaller or greater, depending on their location and the services provided. The average increase for the 2021/22 year (starting 1 July 2021) is 4.9%. This is within the limit set by the Council that the average rate increase should not exceed 6% in any one year over the next decade.

One of the main components of rates increases across the country is the increasing cost of operating and maintaining facilities and services. Independent economic forecaster BERL has indicated average cost increases of close to 3% per year for all local government activities over the coming decade.

The total rates paid by property owners is made up of a number of different types of rates including general rates and targeted rates. The average rates increases forecast for these different types of rates are summarised on this page.

Type of rate	Average change 2021–2031	Reason for the change
General rate	+6% per year	To fund maintenance, upgrades and safety projects that improve the quality and safety of our local roads, in response to the increasing pressure on the network from the district's continuing growth.
Targeted		
Water supply rate	Around +5% to +10% per year (the amount of the increase will partly depend on water usage)	To continue investing in infrastructure so that current and future generations have a reliable and safe drinking water supply; and to meet changing regulatory requirements.
Sewerage rate	Around +4% per year	To provide for future-proofing, including replacing the Ellesmere wastewater treatment plant, and connecting Leeston, Southbridge and Doyleston to the Pines wastewater treatment plant in Rolleston.
Stormwater rate	Around +8% per year, with a bigger increase from $94 to $113 in 2021/22	To improve the performance of our stormwater schemes and reduce their impact on the environment.
Water races rate	Around +5% a year, plus an increase in the amenity rate paid by most ratepayers, from $23 to $45 in 2021/22	To maintain the provision of stock water, and preserve the biodiversity and aesthetic benefits of water races. We plan to keep strategic water races open even though there is declining demand for stock water.
Refuse rate	Around +2% per year; plus a $101 increase in the refuse and recycling rate in Arthur's Pass and Castle Hill from July 2021	To continue improvements to the Resource Recovery Park and to introduce a separate glass recycling service in 2023/24 or 2024/25. The increase in Arthur's Pass and Castle Hill is to better align with urban waste costs and to operate the recycling services introduced over the last two years.
Recreation reserves rate	Around +4% per year	To fund additional capital and operating expenditure that ensures we continue providing and maintaining high quality recreational reserves.
Community centres rate	No change planned	Lower interest rates and overall network management should allow us to hold rates at the current level.
Swimming pools rate	-5% in 2021/22 and no planned increase after that	Lower interest rates should allow us to reduce rates from July 2021 and to hold them at that level.
Libraries rate	Around +3% per year	To help fund costs related to the opening of Te Ara Ātea in 2021, and general cost increases in future years.
Canterbury Museum rate	Around +6% per year ($2–3 per year)	To help fund our contribution to the Canterbury Museum redevelopment project.
Malvern Community Board rate	No change planned	The current rate is sufficient to cover forecast operating costs.

RATING EXAMPLES

The tables below show the changes to annual rates for a sample of typical properties for the 2021/22 year compared with 2020/21. It also shows the forecast annual changes for the 2022/23 and 2023/24 years, plus the average annual percentage change over the coming 10 years. These are changes for typical properties and the changes for individual properties will vary. For more examples of properties across different parts of the district, see 'Rating information' section of this document, on p. xx.

Residential	Capital value	2020/21	2021/22	2021/22	2022/23	2022/23	2023/24	2023/24	10-year average
	$	$	$	%	$	%	$	%	%
Residential with sewerage[1]	550,000	2,978	3,115	4.6%	3,262	4.7%	3,429	5.1%	4.5%
Residential without sewerage	550,000	2,383	2,501	5.0%	2,626	5.0%	2,769	5.4%	4.7%
Lifestyle without water or sewerage	650,000	1,691	1,769	4.6%	1,841	4.1%	1,947	5.8%	4.5%
Residential with sewerage[1]	750,000	3,153	3,300	4.7%	3,459	4.8%	3,637	5.1%	4.6%
Residential without sewerage	750,000	2,558	2,686	5.0%	2,823	5.1%	2,977	5.5%	4.8%
Residential with sewerage[1]	900,000	3,284	3,439	4.7%	3,606	4.9%	3,793	5.2%	4.6%
Residential without sewerage	900,000	2,689	2,825	5.1%	2,970	5.1%	3,133	5.5%	4.8%

1 Excluding Darfield and Kirwee capital work rate

Rural	Capital value	2020/21	2021/22	2021/22	2022/23	2022/23	2023/24	2023/24	10-year average
	$	$	$	%	$	%	$	%	%
Rural with water races and with 3.5 water units	10,400,000	14,239	15,019	5.5%	15,923	6.0%	16,831	5.7%	5.7%
Rural without water races or water units	3,595,000	4,560	4,778	4.8%	5,018	5.0%	5,302	5.7%	5.2%
Rural without water races and with 11 water units	3,900,000	6,606	6,969	5.5%	7,342	5.4%	7,756	5.6%	5.6%

Commercial	Capital value	2020/21	2021/22	2021/22	2022/23	2022/23	2023/24	2023/24	10-year average
	$	$	$	%	$	%	$	%	%
Commercial with low water consumption	3,600,000	4,728	5,044	6.7%	5,348	6.0%	5,681	6.2%	5.9%



LEARN MORE ABOUT YOUR RATES

In this section you can find out more information about the different rates we have in Selwyn district.

UNDERSTANDING YOUR RATES

If you're a Selwyn ratepayer, you're one of around 28,000 property owners who contribute through their rates to funding the huge range of activities, services and facilities that the Council provides for your community.

Your rates contribution is made up of a combination of general rate and targeted rates. Other sources of funding include fees and charges, commercial investment returns, development contributions, subsidies and grants.

General rate

The general rate funds a wide range of Council services and facilities that benefit the whole district. The general rate also includes a Uniform Annual General Charge component, which is not related to property value. Here's a rough guide to how your general rates dollar is going to be used for the community good this financial year:

2021/22

Transportation and roading[1]	39%
Parks, reserves and playgrounds[2]	20%
Planning and resource management[3]	18%
Council	4%
Community development	4%
Community centres and halls[4]	3%
Administering the Building Act[3]	3%
Public toilets	2%
Swimming pools[5]	2%
Emergency management	1%
Cemeteries[3]	1%
Property	1%
Health, alcohol licensing and regulation[3]	1%
Economic development	1%

Targeted rates

Targeted rates are used where a Council service or facility provides a benefit to a particular group of ratepayers or location. Targeted rates can be district-wide (eg Canterbury Museum) or localised (eg Community Board). Some of the key services and facilities provided through targeted rates (where applicable) in this financial year include:

2021/22

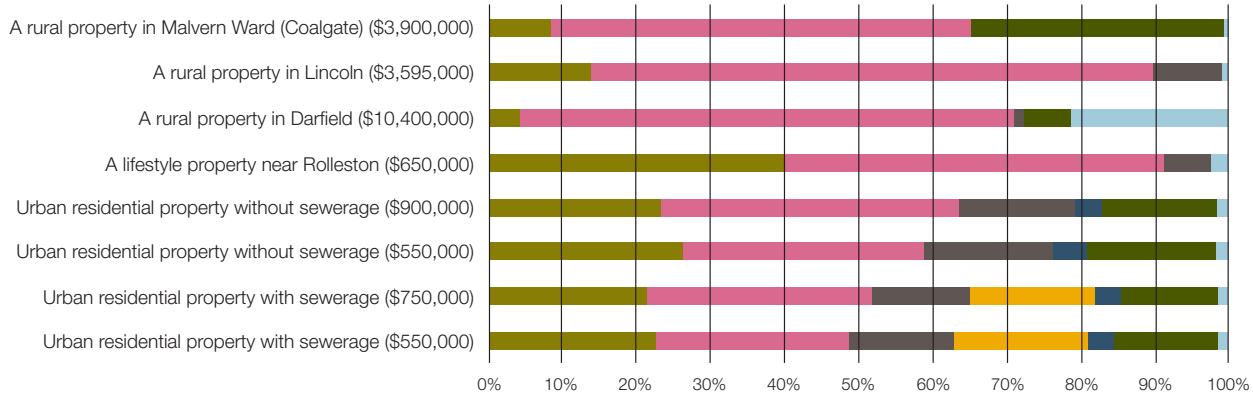
Libraries network	$232
Recreation reserves	$133
Water supply	$267 (plus a volume-based rate)
Stormwater network	$113
Wastewater network	$564
Water races	$45 (plus additional charges where service is provided)
Canterbury Museum	$33
Community centres	$175
Refuse uniform charge	$27 (for all properties on a refuse collection route)
Recycling bin	$82 (where provided)
Swimming pools	$42–$168 (based on proximity to aquatic facilities)

[1] Also part-funded by NZTA subsidies.
[2] Local recreation reserves also part-funded by district-wide targeted rate.
[3] Also part-funded by fees and charges.
[4] Also part-funded by district-wide targeted rate.
[5] Also part-funded by targeted rates.

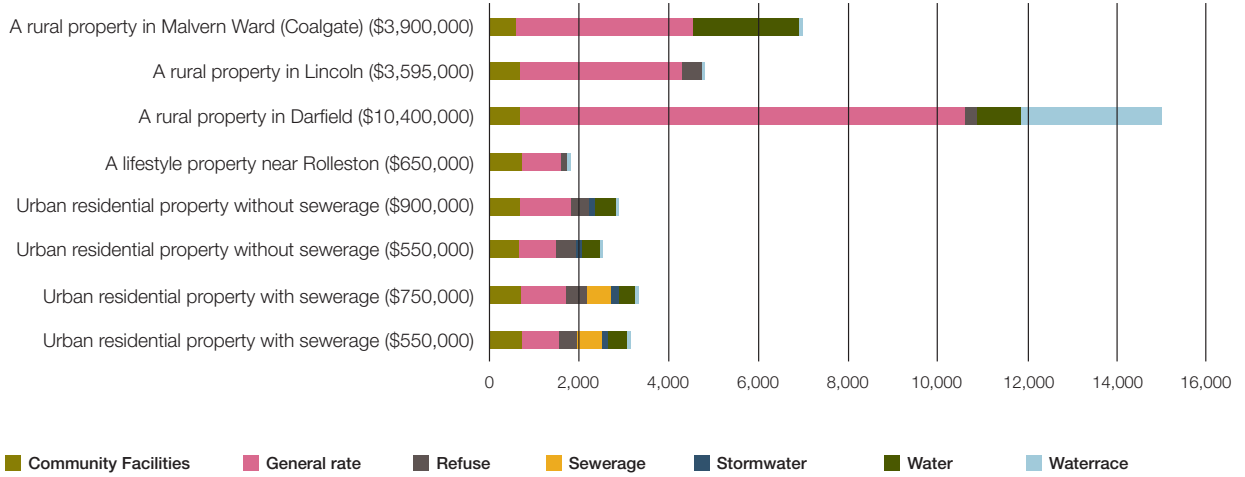


HOW YOUR RATES ARE MADE UP

% of total rates 2021/22



Breakdown of total rates ($) 2021/22





COMMUNITY OUTCOMES

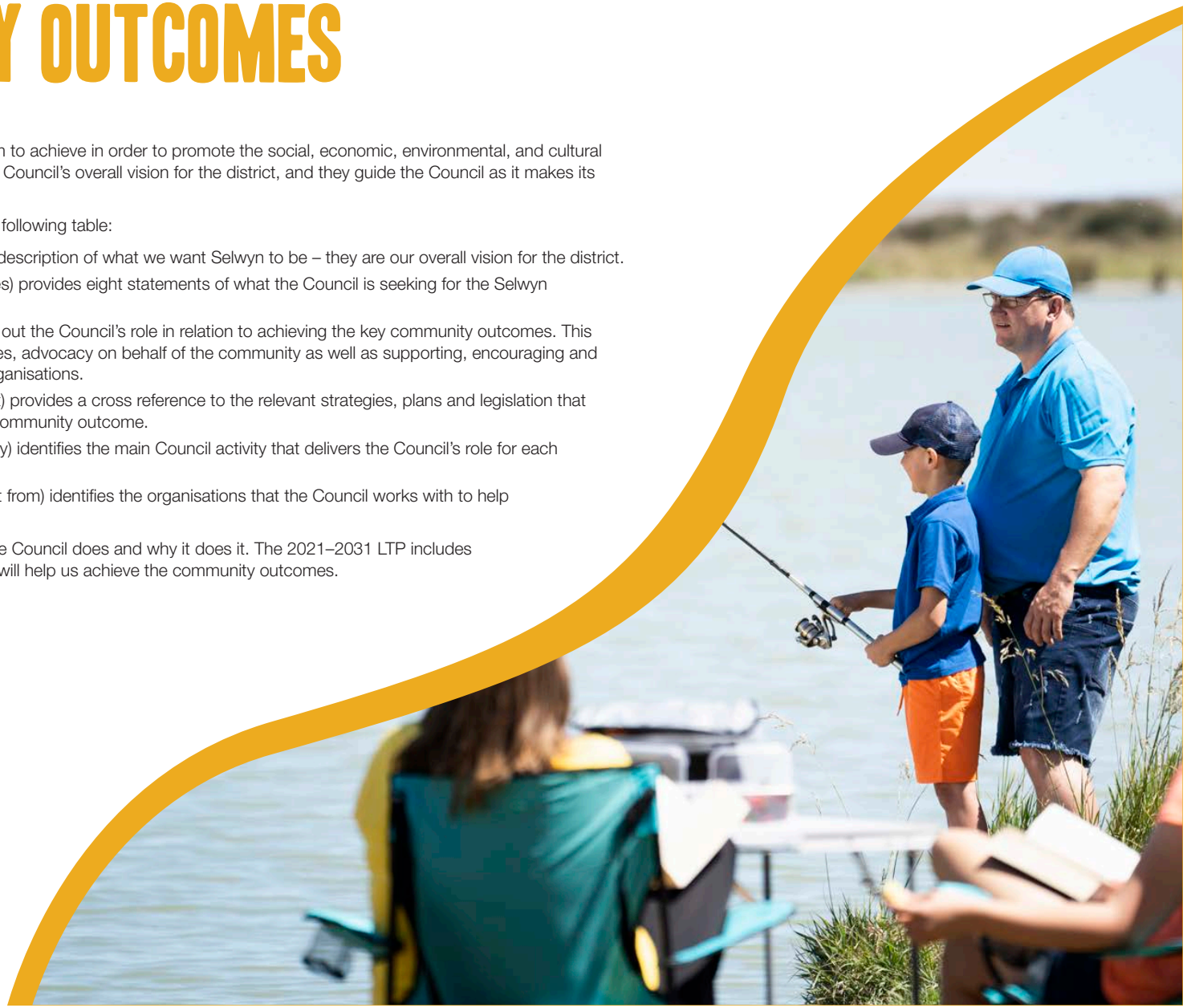
COMMUNITY OUTCOMES

Community outcomes describe what we aim to achieve in order to promote the social, economic, environmental, and cultural well-being of the district. They represent the Council's overall vision for the district, and they guide the Council as it makes its plans and delivers its services.

The community outcomes are set out in the following table:

- The top level statements in italics are our description of what we want Selwyn to be – they are our overall vision for the district.
- The first column (key community outcomes) provides eight statements of what the Council is seeking for the Selwyn community to achieve our overall vision.
- The second column (the Council will) sets out the Council's role in relation to achieving the key community outcomes. This role includes the direct provision of services, advocacy on behalf of the community as well as supporting, encouraging and working with the community and other organisations.
- The third column (key reporting document) provides a cross reference to the relevant strategies, plans and legislation that guide the Council's role in relation to the community outcome.
- The fourth column (relevant Council activity) identifies the main Council activity that delivers the Council's role for each community outcome.
- The last column (assistance will be sought from) identifies the organisations that the Council works with to help achieve the community outcomes.

The community outcomes underpin what the Council does and why it does it. The 2021–2031 LTP includes information on how each group of activities will help us achieve the community outcomes.



Key community outcomes	The Council will *(the Council's role is in bold)*	Key reporting document	Relevant Council activity	Assistance will be sought from
Environmental: ***Selwyn's natural landscape and biodiversity are protected. We improve our sustainable and productive land uses to feed New Zealand and the world.***				
A clean environment				
Air, land, water and general environment to be kept in a healthy condition.	**Establish and maintain** policies and strategies which protect the environment and advocate to other relevant organisations that they do likewise.	Selwyn District Plan	Environmental Services	Environment Canterbury Ministry for the Environment Department of Conservation Fish and Game Ministry of Health Federated Farmers Forest and Bird Te Taumutu Rūnanga Te Rūnanga o Ngāi Tahu
	Provide sewerage systems that minimise the negative effects of the activity.	Selwyn District Council 5 Waters Activity Management Plan	Wastewater Services	
	Provide a service to collect and dispose of solid waste in a manner that minimises any potential harm to people and to the environment and maximises the efficient use of resources.	Selwyn Waste Management and Minimisation Plan Selwyn District Council Solid Waste Activity Management Plan	Solid Waste Management	Ministry for the Environment Canterbury Regional Landfill Joint Committee Canterbury Waste Joint Committee Waste Minz
	Ensure services are available for the effective and affordable collection, processing and marketing or beneficial use of diverted materials.			
A district with a rural identity				
A living environment where the rural identity of Selwyn is maintained.	**Provide** a District Plan which recognises, protects and enhances the natural environment while allowing a strategic approach to managing development.	Selwyn District Plan	Environmental Services	Environment Canterbury Ministry for the Environment Department of Conservation Rural Stakeholders Zone Committees

Key community outcomes	The Council will *(the Council's role is in bold)*	Key reporting document	Relevant Council activity	Assistance will be sought from
Social: ***Selwyn's residents are successful; we support each other, enjoy spending time together and feel a sense of belonging. We love our families, are well educated and employed.***				
A healthy community				
We have appropriate health, social and community services and they are accessible to all residents of the district.	**Advocate** to ensure appropriate health and social services are accessible to Selwyn residents.	Selwyn District Council Community Development Strategy	Community Services Community Facilities	Canterbury District Health Board Pegasus Health (PHO)
		Canterbury District Health Board Rural Health Strategy		Health and social service providers Ministry of Social Development Work and Income Oranga Tamariki Ministry of Youth Development Philanthropic Funders
	Facilitate and provide opportunities for Selwyn residents to enjoy healthy, active lifestyles including provision of recreational, open space and community facilities.	Selwyn Physical Activity Strategy Aquatic Facilities Strategy Community Centres and Halls Strategic Plan Selwyn Walking and Cycling Strategy Community Facilities Activity Management Plan	Community Facilities Transportation	Sport NZ Sport Canterbury Selwyn Sports Trust Christchurch YMCA Health sector CDHB, MoH Schools Local recreation and sports clubs Local Community Groups Environment Canterbury
We have access to drinking water that helps protect their health.	**Provide** water systems that meet relevant standards.	Selwyn District Council 5 Waters Activity Management Plan	Water Services	
We have access to an effective and efficient refuse service.	**Provide** a service to collect and dispose of refuse in a manner that minimises any potential harm to public health.	Selwyn Waste Management and Minimisation Plan Selwyn District Council Solid Waste Activity Management Plan	Solid Waste Management	Ministry for the Environment Contract Partners Waste Minz

Key community outcomes	The Council will *(the Council's role is in bold)*	Key reporting document	Relevant Council activity	Assistance will be sought from
A safe place in which to live, work and play				
We are safe at home and in the community.	**Encourage** neighbourhood support and other community support groups. **Provide** a place for people to be throughout the various stages of life. Family friendly district. Fulfil their dreams within the district.	Selwyn District Council Community Development Strategy	Community Services	NZ Police Community Watch Neighbourhood Support Canterbury Safer Canterbury
	Ensure that all buildings constructed in the district are safe, durable, and accessible and fit for their intended purpose.	Building Act 2004	Environmental Services	Department of Building and Housing
We have access to, and participate in, community life.	**Encourage** and support volunteers' and volunteering.	Selwyn District Council Community Development Strategy	Community Services	Volunteering Canterbury Neighbourhood Support Canterbury Safer Canterbury Community Groups
We maintain a coordinated and effective response to, and recovery from, emergency and disaster events.	**Provide** and maintain a Civil Defence Emergency organisation.	Canterbury Civil Defence Emergency Management Group Plan		Canterbury Civil Defence Emergency Group Emergency Services Government Departments Community groups and communities Township committees Community Board
		Civil Defence Emergency Management Act 2002		
		Selwyn District Council Local Emergency Management Arrangements		
	Encourage and support community involvement and personal/household responsibility in emergency management.			
Pedestrians, cyclists and motor vehicle users can safely move around Selwyn district.	**Maintain, operate** and **upgrade** the transportation network and work with key stakeholders and the community to reduce fatal and injury crashes	Selwyn Road Safety Strategy	Transportation	NZ Police Waka Kotahi Environment Canterbury Accident Compensation Corporation Age Concern
		Selwyn Safety Management System		
		Selwyn Walking and Cycling Strategy		

Key community outcomes	The Council will *(the Council's role is in bold)*	Key reporting document	Relevant Council activity	Assistance will be sought from
An educated community				
Our district provides a range of quality, lifelong education and training opportunities.	**Advocate** for improvements to educational and learning opportunities within the district.	Selwyn District Council Community Development Strategy	Community Services Community Facilities	Ministry of Education Local schools Tertiary education providers including Lincoln University Community Groups
	Provide lifelong literacy learning opportunities through its Libraries.	Selwyn District Council Libraries Strategic Plan		
Social: ***Selwyn's residents are successful; we support each other, enjoy spending time together and feel a sense of belonging. We love our families, are well educated and employed.***				
A prosperous community				
Selwyn has a strong economy which fits within and complements the environmental, social and cultural environment of the district.	**Implement** a 'business friendly' approach in its policies and practices.	Selwyn District Council Economic Development Strategy Canterbury Regional Economic Development Strategy Selwyn Visitor Strategy Selwyn District Plan	Community Services Environmental Services Infrastructure Services Corporate Services	NZ Trade and Enterprise
	Promote and support Selwyn as a business, tourism and lifestyle destination.			
	Support local businesses and the education sector to ensure training matches local business needs.			Canterbury Development Corporation Christchurch and Canterbury Marketing Lincoln University Education sector Local businesses Canterbury regional economic development agencies Telecommunication providers Federated Farmers Farming and horticulture businesses and networks
	Advocate for improvements to telecommunications (e.g. broadband and other internet access options).			
	Support the district's strong existing agricultural and other land based sectors.			Ministry of Business Innovation and Employment Economic Development Association of NZ Local promotion organisations Local Tourism Operators Regional Economic development agencies Regional Visitor/Tourism agencies

Key community outcomes	The Council will *(the Council's role is in bold)*	Key reporting document	Relevant Council activity	Assistance will be sought from
An accessible district				
Effective and accessible transport system.	**Provide** a well-maintained, operated and affordable land transport system.	Selwyn Land Transport Activity Management Plan	Transportation	Waka Kotahi Environment Canterbury Kiwirail
	Advocate for improvements to state highways (Waka Kotahi) and public transport services (ECan).	Selwyn Road Safety Strategy (includes Selwyn Safety Management System)		
	Promote walking and cycling as a safe, viable mode of transport and recreation.	Selwyn Walking and Cycling Strategy		Waka Kotahi Central Government
Cultural: ***Selwyn is a connected and inclusive community. Mana whenua and tangata whenua thrive. We recreate and volunteer together. Everyone has a place to call home.***				
A community which values its culture and heritage				
Our district provides a range of arts and cultural experiences and facilities. Local history and heritage is preserved, shared and promoted.	**Provide** information, cultural and learning opportunities through its network of Libraries. Recognise and promote the role of community in contributing to identifying exploring, sharing and promoting our local history.	Selwyn District Council Community Development Strategy Selwyn District Council Libraries Strategic Plan Selwyn District Council Libraries Strategic Plan Selwyn District Plan	Community Services Community Facilities	Canterbury Libraries National library networks and organisations
	Provide support to local arts and cultural organisations and arts cultural and heritage activities and events		Environmental Services Infrastructure Services	Schools Community groups Local Galleries Community arts, heritage, historical and cultural groups Local artists Creative NZ Canterbury Museum Trust Board
	Provide support to the Canterbury Museum Trust.			
	Recognise and protect sites, buildings and significant trees with cultural or heritage values.			
	Work with Te Taumutu Rūnanga to ensure our commitments to the Treaty of Waitangi are met.	Local Government Act 2002	All Council activities	Te Taumutu Rūnanga Te Rūnanga o Ngāi Tahu

Introduction to the significant activities

The Long Term Plan includes information on each of the Council's groups of significant activities.

The information includes:

- An overview of the activities included in the group and the main long term issues relating to those activities.
- An explanation of why the Council is involved in providing the group of activities.
- A summary of how the activity helps the Council's community outcomes.
- Details of how the Council manages changing demand for any service, including the impact of population changes.
- Performance measures that illustrate the level of service the Council is aiming to provide for the group of activities. The measures will be used to assess the Council's performance over the next three years.
- A funding impact statement that shows how the group of activities will be paid for over the next 10 years. More information on the funding impact statement is provided below.

Funding impact statement

The funding impact statement is a forecast based on a series of estimates and assumptions and provides an indication of how the Council intends to fund its activities. In practice, actual income and expenditure is likely to differ from that forecast. Significant variances will be explained in future annual report and annual plan documents. The funding impact statement is prescribed form required by Section 5 of Schedule 10 of the Local Government Act 2002. The statement excludes non-cash income and expenditure items such as vested asset revenue (income that represents the value of assets transferred to the Council by sub-dividers) and depreciation (expenditure that represents the estimated value of assets used up in any one year).

The statement provides information on estimated income sources, including general rates, targeted rates, fees and charges, subsidies, interest, dividends and development contributions. The income sources are split between those that fund operating items (day-to-day costs) and those that are specific to capital items (new and replacements assets). Where income funds both types of costs it is treated as operating income.

Similarly, expenditure is split between operating and capital items. The statement shows how the difference between income sources and expenditure will be met. This is through the use of borrowing, reserves or investments. For example, where operating and capital expenditure items exceed all income sources, the Council may borrow funds to meet the shortfall. This would typically occur during the development of a large capital project. Alternatively, the Council can use its investments to meet a shortfall. Investments include the use of general working capital (cash) balances, or the use of reserves that have been set aside for that activity. The use of reserves typically occurs where funds have been collected for a specific purpose, for example development or reserve contributions. The overall statement balances to nil as all differences between cash income and cash expenditure need to be funded by a combination of borrowing, investments and reserves.

Community services and facilities

Our goals
Grow public satisfaction with the services Council provides Grow participation in events and programmes Grow opportunities for meeting and socially connecting with people Grow love of reading Grow our community's health, fitness and wellbeing Grow the quality of the living environment for our residents Grow opportunities to preserve and enhance biodiversity Grow love and awareness of arts, culture and heritage Grow children's skills to stay safe in water Contribute to growing Selwyn's economy Grow confidence and capacity of community sector Grow community spirit Grow love of volunteering

Services covered

The services and assets covered by the Community Services and Facilities Activity are described in the table below:

Recreation reserves	30 main recreation reserves (706 ha) and 30 nature reserves (447 ha)	**Township reserves, streetscapes and linkages**	524 reserves and playgrounds covering over 125 ha.
Cemeteries	19 cemeteries (two closed).	**Rental housing**	15 houses.
Public toilets	30 facilities.	**Gravel reserves**	25 operational sites
Community centres and halls	27 facilities.	**Forestry**	55 sites with a total area of 102.5 ha.
Swimming pools	1 District Aquatic Centre 2 sub-district pools 4 community pools.	**Property and buildings**	District Head Quarters 15 Strategic properties 13 Heritage buildings
Libraries/ service centres	At Rolleston, Lincoln, Leeston, Darfield and outreach vehicle plus 2 volunteer libraries	**Delivery, co-ordination and facilitation of community events**	Across Selwyn district
Promoting economic development by collaboration, networking, information sharing & encouraging visitors	Across Selwyn district	**Provision of opportunities & resources for volunteers & communities to build community connectedness, inclusivity & safety with a focus on target populations that include youth, newcomers and older people.**	Across Selwyn district

What we do and why we do it

The Council's activities involving Community Services and Community Facilities have a major impact on both the social and cultural quality of life for the District's residents, while enabling the retention of the best elements of its natural environment. Our focus is on the things district residents have told us is important to them in helping to make Selwyn District a great place to live.

We do this through working with the community to plan and provide a range of services and facilities:

- recreation reserves, community centres and swimming pools, enable residents to enjoy both organised and informal sport, leisure, fitness, social and recreational activities with all the accompanying individual and social benefits
- community centres and halls provide residents, corporates and individuals access to facilities in Selwyn to do business, undertake activities and to celebrate
- libraries promote lifelong learning as well as access and participation in arts, culture and heritage; increasing community knowledge as well as social opportunities; all of which contribute to positive mental, social and cultural wellbeing
- libraries also operate as service centres for Council to provide residents localised access to Council services
- open spaces in the townships, along streams, together with the larger parks in rural areas, provide opportunities for people to exercise, relax and enjoy the natural surroundings as well as creating a sense of identity and support biodiversity
- our buildings support the delivery of Council services and programmes but also preserve heritage, while rental housing serves a social and economic function
- cemeteries are important for their memorial and cultural links to the past as well as their present day interment function
- public toilets are necessary services for visitors and residents alike, when they visit towns or enjoy facilities away from their homes

- community and economic development, including funding and/ or delivery of events, helps improve social and economic wellbeing and contributes to building Selwyn residents' resilience, sense of belonging and connectedness as well as community pride. Connected and resilient communities can better meet their own needs, in the present and in to the future.

These activities help the Council achieve its Community Outcomes in the following ways:

Community outcome	How community services and facilities contribute:
A safe place in which to live, work and play- We are safe at home and in the community We have access to, and participate in, community life	Pools provide learn to swim opportunities which help ensure people are safe when in water Passive reserves and access ways provide safe transport routes in neighbourhoods Activities and initiatives that build community spirit, promote and value volunteer contributions build a sense of resilience, neighbourliness and community Initiatives that build capability and capacity of community groups (including community grants and partnerships) that contribute to volunteering and build positive community spirit Increasing participation in events and initiatives contributes to building social connection and fostering community pride Monitoring satisfaction and responding appropriately
An educated community Selwyn provides a range of quality, lifelong education and training opportunities **A healthy community-** We have appropriate health, social and community services and they are accessible to all residents of the district;	Libraries provide opportunity for lifelong learning through access and participation. Initiatives and activities that encourage residents to prepare for employment and / or enterprise Networks and initiatives that encourage service provision and funding for local service provision
A prosperous community Selwyn has a strong economy which fits within, and complements, the environmental, social and cultural environment of the district	Provision of public toilets supports growing tourism industry and business commercial hubs Provision of community facilities and reserves supports the district as a place to do business, a focus for visitors as well as a lifestyle destination; drawing new residents and workers to Selwyn Provision of activities and initiatives that support new residents Provision of activities and initiatives that promote supporting local businesses and doing business locally Campaigns and initiatives that encourage visitors
A community which values its culture and heritage Selwyn provides a range of arts and cultural experiences and facilities. Local heritage is preserved, shared and promoted	The library network and service provides information and learning opportunities Support for preservation of heritage adds to the historical and cultural identity of the district Cultural activities, events and facilities allow residents access to the experience of arts, culture and history Residents have a place to remember the lives and contributions of past members of the district's communities Heritage aspects of cemeteries are preserved

There are no negative effects from these activities

Planning ahead

Over the next 10 years there are a number of key challenges for the Community Services and Facilities Activity. These challenges, and how we plan to respond is sent out in the table below.

Challenge	How we plan to respond:
A growing population will increase demand for services and facilities, initiatives and events.	Develop additional space and facilities for outdoor sports and recreation at Prebbleton, Rolleston, Lincoln, Kirwee, Leeston, West Melton and Southbridge Acquire and develop neighbourhood and passive reserves in townships as they grow Expand or provide new community facilities at Prebbleton and Leeston to meet forecast needs for additional space and service expectations Open and operate the new facilities currently being built including Te Ara Ātea, Selwyn Sports Centre and the extension to Selwyn Aquatic Centre Undertake research and planning to gauge demand for a replacement pool/ recreational facility for Darfield Promote community-led and neighbourhood delivery of initiatives and events (including community grants and capacity building) Actively seek out collaboration and partnership opportunities (including sponsorship) Ensure opportunities for new residents to participate and socially connect Help residents to "help themselves", by ensuring they are able to get Council information, make

	enquiries, book and pay online and at times/days that work for residents. Identify , encourage and promote appropriate potential funding sources and sponsors (external) to support community led activities and local social service provision Expand and develop initiatives to cater for new demand
Changes to the population will increase diversity, particular age-cohorts and increase populations living in urban towns requiring different responses	Develop a network of reserves that provides for a mix of uses Improve accessibility to facilities and spaces Build facilities that are flexible and can be adapted as needs change overtime Deliver programmes at facilities that cater for all age groups and at times residents can participate Provide spaces and programmes for target populations in facilities and reserves Deliver initiatives and events that cater for all age groups and at times residents can participate Deliver initiatives and events that target populations including youth, newcomers and older people. Engage with young people, generally via Selwyn Youth Council, to ensure young residents have information and opportunities, including opportunities to influence decision making Promote opportunities for working and studying locally Further develop and enhance Selwyn Community Directory Be open at times and days that make sense for users Routinely look for ways to improve cost efficiency and service effectiveness that will mean continually flexing and adapting to meet customer expectations and service demands Expand service reach to Selwyn residents who face additional barriers to access Undertake planning routinely to gauge participant satisfaction and changing demand
Community aspirations for our town centres will drive improvements	Develop spaces including a public square and high amenity reserve to help create a vibrant and attractive Town Centre for Rolleston
Sustain the increase in number and types of businesses based locally	Further develop and enhance the Selwyn Business Directory Encourage buying locally, e.g. “Think Local” campaign Foster a Selwyn network for businesses to connect and collaborate, better understand and inform Routinely research to gauge issues and opportunities for local businesses Reimagine the Selwyn Business Awards every two years as an event that celebrates success in Selwyn Work with central governmental agencies to advocate for access to resources and opportunities by local businesses.
Making sure residents can use facilities and spaces safely and risks are managed	Assess and monitor risks and put suitable controls in place Identifying critical assets and ensuring they are routinely and regularly inspected, maintained and continue to operate Ensure facilities and buildings are well maintained and compliance requirements are achieved Replace or upgrade facilities identified as earthquake prone Check, maintain and upgrade playgrounds to meet safety compliance requirements Undertake regular inspections and implement associated responses to higher risk facilities and services such as swimming pools Inspect and maintain street and park trees Continue health and safety remediation of gravel pits
Keeping facilities up to date and making sure they are well-used and valued by communities	Implement planned asset renewal programmes for facilities Refocus the network of halls, community centres and libraries to improve access and service quality and promote use through programming and activation Provide library services and programmes for literacy (including digital literacy) and lifelong learning opportunities

	Develop a standardised approach for access to halls and centres across the district
The impacts of climate change	Use of more drought tolerant plant species and more efficient use of irrigation Planning and designing of any new community facilities and public spaces to be climate-resilient e.g. location selection, landscaping and building material selection Build climate change scenarios into planning/policy reviews to focus on reducing risks and developing resilience
Protecting and enhancing biodiversity	Take opportunities to preserve important ecosystems via land acquisition in subdivisions & along waterways Implement indigenous plant restoration programmes on Council land Protect and enhance Tārerekautuku / Yarrs Lagoon alongside project partners
Changing visitor numbers and preferences (initially domestic) will affect demand	Continue to monitor usage and develop "Selwyn – From The Land" website Promote Selwyn and its natural and unique features Foster significant events and campaigns locally that draw in visitors, e.g. "Visiting the Country" Actively seek opportunities to leverage impact of local events with wider regional events Pursue opportunities to build local operator / small business capacity
Efficient and sustainable management of community facilities	Manage facilities and spaces such as sports parks and community centres / halls on a network basis Fully understanding the impact and demand patterns of new facilities on the network as part of investment decision-making Introduce more consistent levels of service and maintenance standards for recreation reserves Support community and volunteer input within a revised framework Introduce a standardised and affordable charging approach for use and occupation of reserves
Digital technology usage (including web-based video and live streaming) has increased to an all-time high raising customer expectations and changing customer preferences	Continue to explore online delivery of initiatives including capacity development and programme delivery Investigate regional, national and international trends (including self-service and digital technologies) and trial and implement as opportunities present Develop and enhance online bookings and payment systems Continue to explore opportunities for remote monitoring and access of some facilities

Demand and asset management

Selwyn District has been one of the fastest growing areas in New Zealand and growth in the District is expected to continue at a similar rate. Our aim is to continue to provide existing levels of service at an affordable cost and to expand service provision to cater for new demand.

We take a long term view in managing our assets in doing so we:

- identified demand drivers and influences for each service area;
- assessed the current level of use of facilities;
- calculated current capacity requirements;
- calculated future requirements for the 10 year planning period taking into account the adopted growth model and identified demand factors;
- considered other factors that might directly influence future provision and issues;
- undertaken condition and performance assessments of existing assets;
- examined the risks associated with the asset or service;
- identified gaps in provision by applying standard criteria based on current service standards;
- developed strategies for key asset areas including community centres, halls and libraries, open spaces, aquatic facilities, community spaces and gravel management.

Major projects

Information on key community facility projects planned for the first three years of the programme are set out below:

Major project	Year	Cost and funding
Leeston Library and Community Centre - Leeston is the largest town in the district not served by a dedicated community centre. As part of consultation on the 2018-28 LTP there was overriding support for a new facility and it was included in the programme for 2025/26. A 'Needs Assessment Study' undertaken in 2019 confirmed that, overall, there was a desire for a new community facility by the Leeston Community and that it should be a flexible, multi-use and adaptable community space. This study also confirmed that Leeston Park was the preferred site for a new community facility to be developed. The existing Leeston Library building (including the medical centre) has a number of weather tightness issues and has been assessed as earthquake prone. Remedial work requires a significant capital investment. It is therefore practical to consider a combined community centre/library for Leeston that could provide efficiencies in terms of capital build and operating costs. The planned building would be around 900m^2 and would combine library (arts, culture and lifelong learning services), Council service centre and community recreation and meeting spaces creating a vibrant community hub for Leeston. The mix of uses and spaces needs to reflect both the local and network requirements as well as creating a point of difference. To achieve this a focus on culture and heritage is proposed including connection to the cultural narrative of the locality especially in terms of the proximity to Te Waihora and Te Taumutu Marae (Te Pā o Moki). Potential for contributing to indoor court space is also included as part of the project.	2023-25	Total Cost: $9.19 million Library component of the facility - $4.63m funded by: Borrowing serviced from the Libraries rate Community Centre component of the facility - $4.56m funded by: Borrowing serviced from the Community Centres rate $4.05m Development Contributions $0.51m
Birches Road Park in Prebbleton – This project was included in the 2018-28 LTP and the planning and designation process for this new park has now been completed opening the way for development to start. The park will help to meet demand for sports activities in the Springs Ward and is a short drive from Lincoln to help meet demand for space in this locality where there is an existing deficit in provision. The park will also provide spaces for other passive recreation activities with a dog park and walking tracks and boardwalks planned. The park is well connected being adjacent to the rail trail and only a short distance from Lincoln. The park will be progressively developed over the 10 year planning period on a staged basis with some work planned to start in the 2021/22 financial year.	2021-28	$10.4m funded by: Development Contributions $9.7m Reserves Rate $0.7m
Rolleston Reserve Development - As part of implementing the Rolleston Town Centre Master Plan the balance of Rolleston Reserve (approximately 4 hectares) will be redeveloped to create a high amenity park that will complement the town centre development and provide attractive spaces for people to use when shopping and visiting the town centre as well as retaining some of the existing recreation and community uses. The concept plan for the town centre development including the park has been consulted on and submissions considered with amendments made based on community feedback. Some work has already been completed (car park development) near Te Ara Ātea.	2021-23	$4.2m funded by: Land sales $3.0m Reserves Rate $1.2m
Rolleston Town Square - This project was included in the 2018-28 LTP and forms part of the Rolleston Town Centre development. The public square will be a very high quality formal space adjacent to the new library that will be a busy focal point for the town and will include: paved promenades to connect buildings; shade structures; water features; public seating; performance space/equipment and an overhead light system.	2021-23	$6.4m funded by: Development Contributions $2.6m General Rate $3.8m
Artificial Football Turf at Foster Park – It is planned to provide a full-sized multi-sport turf at Foster Park to meet the demand for football. The project includes the installation of a synthetic playing surface, drainage and fencing which will replace one of the existing soil fields at the park. The Selwyn Football Club is the second largest club in the South Island is experiencing continued growth. The provision of this facility is supported by: · A football field will be lost due to the new hockey turf and there is already a significant deficit in training space. · Selwyn Football club is anticipating on-going growth with an additional 20 teams expected by 2028. · The Mainland Football Future Football Facilities Plan supports an artificial surface for football in Selwyn. · The pitch can sustain a high level of use and will be available for a variety of other users.	2021/22	$1.5m funded by: Development Contributions $0.95m Reserve Rate $0.55m

Artificial Hockey Turf at Foster Park – This project involves the installation of a full sized water-based artificial hockey turf at Foster Park. The project includes lighting, fencing, drainage and irrigation. The turf will supplement the existing small junior turf facility built to enable junior hockey players to 'play and train locally'. The case for this facility is supported by the following: · The new turf would also allow for other users (schools etc.) and free up space on the multi-use pitch for use by other sports. · Use of the half turf is already at capacity and the Waikirikiri Hockey Club is expected to double over the next six seasons. · The catchment population meets the criteria for provision of an artificial turf. A 5 - 7 times higher level of usage can be accommodated with an artificial sports field compared with a grass type surface and the cost per hour of use over the life of the artificial turf is comparable with a grass surface.	2021/22	$2.5m funded by: Development Contributions $1.6m Reserves Rate $0.9m
Darfield Swimming Pool Upgrade – The existing pool is nearing the end of its economic life with the pool tank, heating system, filtration and treatment equipment needing replacement. A study has been carried out to understand the demand for pool facilities in this locality. At this point the demand profile does not support investment in a new indoor facility. Council has, therefore, decided to provide funding to extend the life of the existing pool and improve the swim experience for users. This will enable time to reassess requirements for indoor recreation / pool facilities in the Malvern area during the 10 year Long Term Plan period.	2021/22	$1.5m funded by: Swimming Pool Rate $1.5m
Construct a new Hororata Community Centre on the domain – We are planning to build a new purpose-built facility to be located on the reserve. It will provide community space, support recreational use of the reserve and create a focal point for the local community. When the new facility is built, the Council would not continue to support the existing hall and this may be transferred to the local heritage group. The new facility will not be as large as previously proposed, considering the size of population in this area, the low use of the existing hall, and proximity to other Council-owned facilities, such as Glentunnel Hall.	2023/24	$3.0m funded by: Community fundraising $2.0m Community Centres rate $0.4m Development Contributions $0.3m Land sales $0.3m
Leeston Medical Centre – The existing medical centre, built in the early 1960's, is now identified as earthquake prone and is connected to the Leeston Library which has a number of weather tightness issues. The cost of both buildings being bought back to building code standard is substantial and, therefore, considered to be at end of economic life. This project involves the construction of a new purpose built medical centre to service the Leeston community. The facility would be a standalone building to house the existing medical practice with potential to extend or add other complementary facilities in the future. The construction of this facility would be viewed as a commercial investment with cost recovery of the build and operating expenses from a lease agreement and can be achieved at nil cost to ratepayers.	2021/22	$1.86m funded by: Borrowing serviced by the lease rental income

Information on other key projects and programmes included over the 10 year LTP period are shown in the following table:

Major project	Year	Cost and funding
Prebbleton Community Centre - A proposal for a new Prebbleton Community Centre was included in the 2018-2028 Long-term Plan. However, following consultation on the Annual Plan 2020/21, the project was deferred until the next Long-term Plan to ensure more information on the location and community needs could be gathered. Demand for a new facility to service Prebbleton is evident with the existing public hall, although not owned by Council, being earthquake prone and nearing the end of its life. The new community centre is planned to be a flexible facility that can cater for a variety of uses including community groups, meetings, recreation and leisure programmes and is most likely to be located on Prebbleton Reserve. It would also be built to Importance Level 4 seismic standards so that it can be used as an emergency welfare centre. This adds to the cost but Council has a statutory obligation to provide an emergency centre to this standard somewhere in the District.	2025/26	$6.7m funded by: Borrowing funded from the Community Centres rate $5.2m Development Contributions $1.5m
Lincoln Sports Park Extension – Council has been trying to acquire land to enable the existing reserve to be extended to cater for demand for sports space from predicted growth. It is expected that the land purchase will be completed in 2020/21 and development is planned to commence in 2024/25. This is co-ordinated to occur with the extension of Meijer Drive that will provide access and frontage to the reserve. The project will be undertaken over a number of years and includes development of additional playing fields, car parks, toilets and enhancement of the water course.	2024-28	$4.7m funded by: Development Contributions $4.5m Reserves Rate $0.2m
District Park Development - Council purchased the land for a large scale park (100 hectares) to provide future space to accommodate a range of sports, recreation and community activities. This site, on the eastern edge of Rolleston, has strategic advantages in being centrally located and close to major transport links. This park will cater for district-wide recreational/community activities that may not be available in more urban open spaces. Planning for the park will start in 2021/22 but development is not programmed to start until 2024/25. This allows time to complete planning and designation processes and fully understand the key uses and the future interface with neighbouring land. Suggested uses include: major events, community gardens, a farm park, equestrian activities, mountain biking, ecological restoration areas, and a future hub for major sports/recreation activities.	2021-30	$18.1m funded by: Development Contributions $16.3m Reserves Rate $1.8m
Recreation Reserves Development - It is planned to increase capacity at a number of recreation reserves in the district. This is required to meet demands for sport and recreation space as townships grow over the next 10 years. Projects include: West Melton Domain development including paths and courts relocation from 2021-26 ($1.36m), Kirwee Reserve development including irrigation from 2021 ($1.2m), Leeston Park development from 2022-23 ($0.76m) and Southbridge Park development including irrigation from 2024-27 ($0.68m).	2021-30	A total of $4.0m funded by: Development Contributions $2.8m Reserves Rate $1.2m
Foster Park Development – This hub sports park is now almost completely developed with a few final projects planned to complete works. The projects include formation of the car park off Broadlands Drive. This area was temporarily formed to a loose metal standard while other works were undertaken and is now proposed to be properly formed and sealed in 2021/22 ($1.0m). Provision of a youth park has always been a key element for this park and a project to develop this facility is included for 2023/24 ($0.89m)	2022-24	A total of $1.9m funded by: Development Contributions $1.8m Reserves Rate $0.1m
Swimming Pool Improvements and Renewal Work - Assessments has been undertaken to identify work required to maintain the district swimming pools in a serviceable condition and to ensure these facilities meet the expectations of users. In addition to the work required to extend the life of Darfield Pool the following works are planned: · A renewal programme has also been developed for the Selwyn Aquatic Centre where it is planned to spend $1.87 million over the 10 year period · A renewal programme and heating improvement work at Southbridge Pool totalling $0.45m with the heating work planned for 2021/22	2021-30	$2.3m funded by: Swimming Pool Rate $2.3m

Planning for Aquatic Facility Provision in Malvern – A preliminary study has been carried out to assess the requirements for aquatics / recreation facilities in Darfield and the wider Malvern catchment. This work was prompted by the declining condition of the existing Darfield Pool. Initial findings suggested that with, the relatively low use of the existing pool coupled with the population numbers within the catchment and proximity to Selwyn Aquatic Centre, there was insufficient demand at the present time to justify provision of an indoor pool facility. Council has decided to review indoor recreation, including aquatics, provision, later during the 10 year period to take account of forecast population increases and the impact of the Selwyn Aquatic Centre extension and the new aquatic facility being built in Hornby. In order to signal Council's intent to support future aquatic facility provision in Malvern a provisional budget allowance of $5m has been provided in year 10 of the Long-term Plan and will be preceded by further assessment and feasibility work.	2030/31	$5.0m The funding plan for a future facility will be prepared as part of the feasibility study
Township Reserves and Streetscapes Maintenance and Renewal Programmes - Assessments have been carried out to determine the required maintenance and renewal programmes to ensure the assets are maintained in a safe and serviceable condition. Specific programmes include: playground renewals from 2021-30 ($2.3m total), playground safety surface replacement from 2021-30 ($2.4m total), other assets renewal (park furniture, courts and paths) from 2021-30 ($0.1m total) and street and park tree maintenance from 2021-30 ($4.3m total).	2021-30	$3.3 capital costs and $6.7m operating costs funded by: The General Rate
Development of New Neighbourhood Reserves – As townships grow additional neighbourhood and passive reserves will be provided by land developers and vested in Council. Some of these will be vested in a developed state while others will need to be developed with planting, seating, playgrounds and the like. In total it is expected that almost 40 hectares of additional reserve land will be vested in Council over the 10 year period which is required to ensure space for recreation is available and the quality of living environments is maintained.	2021-30	$6.0m total capital costs funded by: Reserve development contributions $6.0m
Improving Public Toilet Facilities - Council plans to continue to implement the programme to replace and upgrade the public toilet network over the 10 year period to meet user expectations. Significant improvements have been made over the last five years with most old facilities now replaced. There are still a few public toilets and toilets servicing recreation reserves that need to be replaced. These include: replacing the Lincoln (Liffey) toilets in 2023 ($340,000), upgrading the Darfield (Grain Shed) toilets in 2023 ($49,000), renewing the Leeston RSA toilets in 2023 ($331,000), renewing the toilets at Osborne Park in 2028 ($258,000), building a new toilet and changing facility at Leeston Park in 2023 ($842,000), replacing the toilets at Sheffield Domain in 2030 ($338,000), renewing the toilet facility at Rhodes Park in 2026 ($305,000), building a new toilet at Coalgate Reserve in 2026 ($226,000) and replacing the playing fields toilet block at West Melton Domain in 2030 ($350,000). Where some facility replacement projects are providing additional capacity for growth and are servicing reserves a portion of costs can be met from reserve development contributions.	2022-2030	$0.7m capital costs for public toilets funded by: General Rate $0.6m Development contributions $0.1 $2.3m capital costs for recreation reserve toilets funded by: Reserves Rate $1.8m Development Contributions $0.5m

What you can expect from us – Community Services and Facilities

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
Recreation Reserves									
To provide recreational open space to give opportunities for residents to enjoy healthy, active lifestyles as well as enhancing the district's landscape, environmental and ecological values	There are sufficient reserves provided to meet the organised recreation needs of the district	There are sufficient reserves provided to meet the organised recreation needs of the district	There are sufficient reserves provided to meet the organised recreation needs of the district	Hectares of sports park per 1000 population is above the average for similar sized district authorities	3.34 ha	≥3 ha	≥3 ha	≥3 ha	≥3 ha
	The quality of recreation reserves meets users service expectations	The quality of recreation reserves meets users service expectations	The quality of recreation reserves meets users service expectations	Customer satisfaction with sports grounds as measured by an annual survey of users	New measure	≥80%	≥80%	≥80%	≥80%
	The quality of camping facilities meets residents' and visitors' service expectations	The quality of camping facilities meets residents' and visitors' service expectations	The quality of camping facilities meets residents' and visitors' service expectations	Visitor satisfaction with the standard of campgrounds provided as measured by intercept surveys conducted over the camping season	New measure	≥80%	≥80%	≥80%	≥80%
Township Reserves & Streetscapes									
To provide township reserves & streetscapes to enhance the landscape character of the District & unique identity of township environments, and provide places for recreation activities and social contact	Township reserves are located within easy walking distance for township residents	Township reserves are located within easy walking distance for township residents	Township reserves are located within easy walking distance for township residents	% of townships where all residents are serviced by a reserve within 500 m	84%	≥70%	≥70%	≥70%	≥70%
	There are sufficient playgrounds available to meet the needs of communities.	There are sufficient playgrounds available to meet the needs of communities.	There are sufficient playgrounds available to meet the needs of communities.	The number of playgrounds per 1,000 children is above the national median for playground provision as measured through the Yardstick benchmark survey.	New measure	>4	>4	>4	>4
	Playgrounds are designed & maintained to minimise safety issues for users	Playgrounds are designed & maintained to minimise safety issues for users	Playgrounds are designed & maintained to minimise safety issues for users	Proportion of playgrounds that comply with the NZ safety standard (NZS 5828:2015) as measured by annual ROSPA 3 inspection	New measure	≥90%	≥90%	≥90%	≥90%

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
Community Centres and Halls									
To support social connections and active lifestyles by providing venues for social, cultural, creative, recreational and education purposes as well as encouraging corporate and private use	Community centres and halls are promoted and utilised by Selwyn residents	Community centres and halls are operated on a network basis and are well promoted and utilised by Selwyn residents	Community centres and halls are operated on a network basis with new Leeston Community Centre and Library Complex , and are well promoted and utilised by Selwyn residents	The total bookings (community, corporate and private) of Council community centres and halls , by Ward, increase per annum	New measure	≥5%	≥5%	≥5%	≥5%
	Community centres & Halls are affordable ; providing transparent and straightforward access to private and corporate hires and generating revenue	Community centres & Halls are affordable; providing transparent and straightforward access to private and corporate hires and generating revenue	Community centres & Halls are affordable ; providing transparent and straightforward access to private and corporate hires and generating revenue	The percentage of Council owned community centres / halls, by Ward, continue to generate revenue meeting or exceeding 20% of operating costs (excluding capital project costs) per annum	New measure	75%	≥75%	≥75%	≥75%
	The standard of community centre/hall facilities and level of activation reflects the community & user expectations	The standard of community centre/hall facilities and level of activation reflects the community & user expectations	The standard of community centre/hall facilities and level of activation reflects the community & user expectations	The % satisfaction from annual user surveys for: a) Lincoln Event Centre (LEC) b) Rolleston Community Centre (RCC) c) West Melton Community Centre (WMCC) d) Selwyn Sports Centre (SSC)	99.3% = LEC 95.6% = RCC 100% = WMCC New Measure = SSC	a) ≥90% b) ≥90% c) ≥90% d) ≥90%	a) ≥90% b) ≥90% c) ≥90% d) ≥90%	a) ≥90% b) ≥90% c) ≥90% d) ≥90%	a) ≥90% b) ≥90% c) ≥90% d) ≥90%
	Community centres and halls provide venues for a range of different activities and events and are accessible to, and well used by , the community	Community centres and halls provide venues for a range of different activities and events and are accessible to, and well used by , the community	Community centres and halls provide venues for a range of different activities and events and are accessible to, and well used by , the community	Total number of visits at LEC, RCC, WMCC, and SSC a) Lincoln Event Centre (LEC) = 60,000 pa b) Rolleston Community Centre (RCC) = 30,000 pa c) West Melton Community Centre (WMCC) = 30,000 pa d) Selwyn Sports Centre (SSC) = 250,000 pa	167,682 = LEC 64,819 =RCC 44,074 = WMCC New Measure = SSC Total = 276,575	≥350,000	≥350,000	≥350,000	≥350,000

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
Aquatics and Fitness									
To provide opportunities for residents to enjoy healthy and active lifestyles as well as to learn skills to stay safe in the water	The standard of pool facilities and quality of service reflects the grade of pool and user expectations	Council Pools are operated on a network basis and the standard of pool facilities and quality of service reflects the grade of pool and user expectations	Council Pools are operated on a network basis, with decisions made on future Darfield recreation complex, and the standard of pool facilities and quality of service reflects the grade of pool and user expectations	The % satisfaction with SAC from User Survey	97.8%	90%	≥90%	≥90%	≥90%
	District and sub-district pools are managed to a level commensurate with “Pool Safe” standards	District and sub-district pools are managed to a level commensurate with “Pool Safe” standards	District and sub-district pools are managed to a level commensurate with “Pool Safe” standards	Selwyn Aquatic Centre and Council operated pools in Ellesmere and Malvern achieve 100% compliance with New Zealand Recreation Association Pool safe accreditation.	100%	100%	100%	100%	100%
	Open air and indoor pools are provided & well used by the district community	Open air and indoor pools are provided & well used by the district community	Open air and indoor pools are provided & well used by the district community	Number of swims per capita of district population per year recorded at Selwyn Aquatic Centre, Darfield and Southbridge pools	4.78	≥4.5	≥4.5	≥4.5	≥4.5
	Utilisation of the district pool is increasing to meet the needs of the community	Utilisation of the district pool is increasing to meet the needs of the community	Utilisation of the district pool is increasing to meet the needs of the community	Number visits per annum at the Selwyn Aquatic Centre	319,692	≥300,000	≥300,000	≥300,000	≥300,000
	Participation in swimming programmes is increasing to meet the needs of the community	Participation in swimming programmes is increasing to meet the needs of the community	Participation in swimming programmes is increasing to meet the needs of the community	Number of Learn to Swim participants per annum	New measure	≥ 8,000	≥ 8,000	≥ 8,000	≥ 8,000
	Participation in fitness programmes is increasing to meet the needs of the community	Participation in fitness programmes is increasing to meet the needs of the community	Participation in fitness programmes is increasing to meet the needs of the community	Number of fitness programmes participants delivered by Council across Selwyn delivered across Selwyn (per annum)	New measure	60,000	60,000	60,000	60,000
	Swimming Pools are affordable to the community	Swimming Pools are affordable to the community	Swimming Pools are affordable to the community	The percentage of Council owned swimming pools generating revenue meeting or exceeding 20% of operating costs (excluding capital projects)	New measure	≥75%	≥75%	≥75%	≥75%

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
Public Toilets									
To provide public toilets to promote a healthy living environment for district residents and provide economic benefits in supporting local businesses & visitor destinations	The number and location of public toilets is sufficient to meet the needs of local communities and visitors	The number and location of public toilets is sufficient to meet the needs of local communities and visitors	The number and location of public toilets is sufficient to meet the needs of local communities and visitors	The provision level for the number of public toilets per 1,000 residents is above the national median measured through the Yardstick benchmark survey	0.88	≥0.8	≥0.8	≥0.8	≥0.8
	Facilities are cleaned, inspected and maintained to a serviceable standard	Facilities are cleaned, inspected and maintained to a serviceable standard	Facilities are cleaned, inspected and maintained to a serviceable standard	Number of “facility compliance failures” per annum identified by independent audit	9	≤6	≤6	≤6	≤6
Cemeteries									
To provide a network of cemeteries to meet the district’s burial & remembrance needs	The quality of cemeteries meets residents’ service expectations	The quality of cemeteries meets residents’ service expectations	The quality of cemeteries meets residents’ service expectations	The level of satisfaction with cemetery maintenance and services as recorded in an annual survey of funeral directors	New measure	≥70%	≥70%	≥70%	≥70%
	District residents’ continue to have access to a Council cemetery within a reasonable travelling distance	District residents’ continue to have access to a Council cemetery within a reasonable travelling distance	District residents’ continue to have access to a Council cemetery within a reasonable travelling distance	A cemetery is located within easy driving distance (10 km) of district townships	New measure	≥85%	>85%	>85%	>85%
	The operating and maintenance of cemeteries remains affordable to the community	The operating and maintenance of cemeteries remains affordable to the community	The operating and maintenance of cemeteries remains affordable to the community	The proportion of cemetery operating costs that is recovered from revenue received from fees and charges	New measure	≥45%	≥45%	≥45%	≥45%
	Cemetery operations are carried out in a respectful, accurate & efficient manner	Cemetery operations are carried out in a respectful, accurate & efficient manner	Cemetery operations are carried out in a respectful, accurate & efficient manner	Number of complaints received per annum related to cemetery service	7	≤10	≤10	≤10	≤5

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
Libraries / service centres (including arts, culture and heritage)									
To respect residents' diversity and encourage residents to learn throughout their life, and to celebrate Selwyn's identity through participation in arts, culture and heritage	Libraries / Service Centres and Outreach are managed on a network basis	Libraries / Service Centres and Outreach are managed on a network basis	Libraries / Service Centres and Outreach are managed on a network basis including new Leeston Library and Community Centre complex	The % satisfaction from annual user surveys for: Libraries / Service Centres	85%	≥90%	≥90%	≥90%	≥90%
				Active Library membership increases annually	New measure 2019/20 baseline 20,341	≥5% p.a.	≥5% p.a.	≥5% p.a.	≥5% p.a.
	A broad collection of books, digital resources, sources of information and similar resources are promoted and accessible to Selwyn residents for reference or borrowing	A broad collection of books, digital resources, sources of information and similar resources are promoted and accessible to Selwyn residents for reference or borrowing	A broad collection of books, digital resources, sources of information and similar resources are promoted and accessible to Selwyn residents for reference or borrowing	Total number of "walk in" visits per annum to the four libraries / service centres: 1. Darfield 2. Leeston 3. Lincoln 4. Rolleston / Te Ara Ātea	New measure	≥280,000	≥280,000	≥280,000	≥280,000
	Residents use library and Council service centre services at Rolleston Library as well as Darfield, Leeston and Lincoln libraries / service centres	Residents use library and Council service centre services at Te Ara Ātea (Rolleston Library) as well as Darfield, Leeston and Lincoln libraries / service centres	Residents use library and Council service centre services at Te Ara Ātea (Rolleston Library) as well as Darfield, Leeston and Lincoln libraries / service centres	The number of "digital" sessions (either logged in to library website, using a library computer or using Wi-Fi and own device) per annum	Website Sessions =160,989 Wi-Fi Sessions =81,571 Database Accesses = 238,262	≥300,000	≥300,000	≥300,000	≥300,000
	Suite of programmes that are delivered from libraries and / or by library staff that focus on literacy (including digital), arts, culture, lifelong learning and local history	Broader suite of programmes that are delivered from libraries and / or by library staff that focus on literacy (including digital), arts, culture, lifelong learning and local history	Broader suite of programmes that are delivered from libraries and / or by library staff that focus on literacy (including digital), arts, culture, lifelong learning and local history	The number of programme / session participants per annum, delivered in Libraries and / or by Library staff (including Edge Connector) and number of programme / sessions	≥15,000 participants	≥15,000 participants	≥15,000 participants	≥15,000 participants	≥15,000 participants
	Outreach services to more rurally isolated populations	Outreach services/ programmes to more rurally isolated populations	Outreach services / programmes to more rurally isolated populations	The number of community-based / led arts, culture and heritage initiatives facilitated / coordinated annually	≥20 initiatives	≥20 initiatives	≥20 initiatives	≥20 initiatives	≥20 initiatives
				The % satisfaction from user surveys for arts, culture and heritage initiative participants	≥90%	≥90%	≥90%	≥90%	≥90%

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
	Libraries provide a customer interface to support Council business for customer enquiries and transactions	Libraries provide a customer interface to support Council business for customer enquiries and transactions	Libraries provide a customer interface to support Council business for customer enquiries and transactions	The % of overall rates / water and dog registration payments made at Library / Council Service Centres annually	New measure	≥20%	≥20%	≥20%	≥20%
	Libraries continue to expand and enhance Selwyn's digital and physical collections	Libraries continue to expand and enhance Selwyn's digital and physical collections	Libraries continue to expand and enhance Selwyn's digital and physical collections	Total combined physical and digital items issued per annum is equal to or greater than 350,000	New measure	≥350,00	≥350,000	≥350,00	≥350,000
Community and Economic Development including Event Delivery									
To build community connectedness, inclusivity & safety by providing opportunities , events & resources for volunteers & communities	There are opportunities provided to build the capacity of the community sector / volunteers and deliver initiatives that are popular	There are more and different opportunities provided to build the capacity of the community sector / volunteers and a broader range of initiatives are delivered that are popular	There are more and different opportunities provided to continue to build the capacity of the community sector / volunteers and a broader range of initiatives are delivered that are popular	More than 500 residents annually participate in Community capacity building initiatives targeted at Volunteers, clubs, groups & organisations delivered/resourced and/or facilitated by Council	≥ 500 (763)	≥ 500 participants	≥ 500 participants	≥ 500 participants	≥ 500 participants
To promote economic development by collaboration, networking, information sharing & encouraging visitors	Local businesses are supported	Local businesses are supported	Local businesses are supported	Community capacity building participants are satisfied/very satisfied	90% (98%)	≥ 90%	≥ 90%	≥ 90%	≥ 90%
	Visitors are encouraged to come to Selwyn Routinely research local business conditions and impacts	Visitors are encouraged to come to Selwyn	Visitors are encouraged to come to Selwyn	Initiatives targeted at newcomers are delivered/resourced and/or facilitated by Council annually	≥ 12	≥ 12	≥ 12	≥ 12	≥ 12
				Selwyn Youth Consultation/engagement activities are delivered/resourced and/or facilitated by Council (generally via Selwyn Youth Council)	≥ 6	≥ 6	≥ 6	≥ 6	≥ 6
				Community Events are delivered/resourced and/or coordinated by Council annually, targeting young people, families with children, older people & those facing additional barriers & participation numbers captured.	≥ 100 (66)	≥ 100	≥ 100	≥ 100	≥ 100

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
				Participants in not less than 25 events are satisfied/very satisfied	90% (99% **10** events)	≥ 90%	≥ 90%	≥ 90%	≥ 90%
				Community Grants Funding is delivered that enables community-led initiatives annually	≥ 35 (67)	≥ 35	≥ 35	≥ 35	≥ 35
				Initiatives to promote economic development/local business and/or celebrate business excellence are delivered, resourced or facilitated annually	New measure	≥ 6	≥ 6	≥ 6	≥ 6
				Visitor Promotion campaigns are delivered resourced or facilitated annually	≥ 12 (13)	≥ 12	≥ 12	≥ 12	≥ 12
				“From the Land” visitor promotion website usage increases annually	Previous Website, now replaced 10% (Baseline 36,004)	≥ 10%	≥ 10%	≥ 10%	≥ 10%

What it will cost and how it will be paid for – Community Services and Facilities Funding Impact Statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	10,631	14,935	13,887	13,346	13,386	13,623	14,299	14,756	15,385	15,975	16,157
Targeted rates	14,073	14,955	15,815	16,679	17,520	18,396	19,309	20,260	21,208	22,200	23,231
Subsidies and grants for operating purposes	176	219	70	72	73	76	191	79	81	84	86
Fees and charges	6,440	7,268	8,458	9,385	10,059	10,730	11,269	11,748	12,049	12,618	13,096
Internal charges and overheads recovered	2,628	3,298	2,192	2,115	2,045	2,135	2,119	1,998	2,360	2,247	2,628
Other operating funding	-	84	90	97	105	113	121	130	140	151	163
Total operating funding (A)	33,948	40,759	40,512	41,694	43,188	45,073	47,308	48,971	51,223	53,275	55,361
Application of operating funding											
Payments to staff and suppliers	20,795	23,001	22,815	23,547	24,500	26,074	26,729	27,603	28,431	29,196	30,403
Finance costs	844	965	1,579	1,752	1,966	2,164	2,322	2,360	2,138	1,727	1,378
Internal charges applied	6,850	7,508	7,609	7,633	7,496	7,641	7,824	8,015	8,244	8,575	8,768
Other operating funding applications	68	69	72	73	75	77	80	81	83	85	88
Total application of operating funding (B)	28,557	31,543	32,075	33,005	34,037	35,956	36,955	38,059	38,896	39,583	40,637
Surplus / (deficit) of operating funding (A-B)	**5,391**	**9,216**	**8,437**	**8,689**	**9,151**	**9,117**	**10,353**	**10,912**	**12,327**	**13,692**	**14,724**
Sources of capital funding											
Subsidies for capital expenditure	-	-	-	2,105	-	-	-	-	-	-	-
Development and financial contributions	6,808	2,109	3,029	1,016	2,979	5,546	4,437	4,632	5,513	4,930	2,603
Increase / (decrease) in debt	54,706	44,763	4,342	9,574	7,549	8,318	4,344	(1,357)	(16,397)	(16,441)	(11,483)
Gross sales proceeds from sale of assets	4,509	6,383	2,585	5,222	1,500	1,500	1,500	2,132	-	-	-
Total sources of capital funding (C)	66,023	53,255	9,956	17,917	12,028	15,364	10,281	5,407	(10,884)	(11,511)	(8,880)
Applications of capital funding											
Capital - grow th	54,314	29,973	17,735	9,115	11,283	13,764	10,549	5,841	4,243	4,015	1,984
Capital - level of service	20,295	4,874	1,391	6,195	3,930	7,084	1,581	969	829	872	6,042
Capital - renew als	3,311	5,560	1,915	5,253	4,734	1,584	2,491	2,635	3,882	3,666	5,940
Increase / (decrease) in reserves	(8,797)	(6,647)	(5,365)	(2,081)	(1,521)	(1,671)	915	815	2,947	2,684	1,692
Increase / (decrease) of investments	2,291	28,711	2,717	8,124	2,753	3,720	5,098	6,059	(10,458)	(9,056)	(9,814)
Total applications of capital funding (D)	71,414	62,471	18,393	26,606	21,179	24,481	20,634	16,319	1,443	2,181	5,844
Surplus / (deficit) of capital funding (C-D)	**(5,391)**	**(9,216)**	**(8,437)**	**(8,689)**	**(9,151)**	**(9,117)**	**(10,353)**	**(10,912)**	**(12,327)**	**(13,692)**	**(14,724)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Democracy

Overview

This activity covers the costs associated with the Council's democratic process. This includes Councillors' and Community Board Members' remuneration and the cost of providing them with professional advice and support as well as the cost of organising elections every three years. It also covers certain grants made by the Council and a levy imposed by the Canterbury Museum.

The Council operates in an open way. It has established arrangements that allow local people to participate in the decision making process and encourages the community to get involved.

Why is the Council involved?

The Council, as a creation of statute and elected by its residents, needs to have a structure which allows the communities' requirements to be identified and provided for by those individuals who are elected to office.

To achieve this, the Council has a small number of sub-committees and currently no standing committees as it believes, by conducting its business twice a month it can achieve better and faster results for the community.

In addition, the Council has a Community Board in the Malvern Ward. One role of Community Board is to provide the Council with 'grass roots' information on the activities in their Ward and the issues that need to be resolved by the Board and the Council.

In each township, the Council has either a Community Committee or a Township Committee, or in some instances, a Ratepayers' Association exists to provide the Council and the Community Board, in the relevant area, with specific requests for services or resolution of issues that affect that particular town and its surrounding area.

The Council also has a number of Community Centres and Recreation Reserves with Management or Governance Committees.

Activity goal

The democracy activity is used to provide effective and efficient representation for ratepayers in a fair and equitable manner.

Council contribution to community outcomes

For many of the community outcomes, the Council has an advocacy role with government departments and other organisations. The Council will ensure that it takes every practical opportunity to undertake this role to achieve the community outcomes whether it is through formal meetings, submissions, or informal gatherings, at elected member or staff level to the appropriate organisations.

Negative effects on the wellbeing of the community

There are no negative effects from this activity.

Major projects

There are no major projects planned for this activity.

What you can expect from us – Service targets for democracy

Democracy

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
To provide confidence in the Council and residents' opportunity to participate in decision making	The Council works on behalf of the community to ensure that community views are represented, their needs are understood and services planned to meet their needs			CouncilMARK overall grading	New measure	Not measured	Not measured	Not measured	BBB
				The numbers of events at which residents have the opportunity to engage with the Council as part of the Annual Plan/Long Term Plan process	New measure	4	4	4	4

What it will cost and how it will be paid for – Democracy funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	2,067	2,162	2,480	2,481	2,505	2,595	2,656	2,736	2,834	2,882	2,923
Targeted rates	910	988	1,074	1,154	1,237	1,322	1,411	1,530	1,657	1,787	1,922
Subsidies and grants for operating purposes	52	40	-	53	-	61	-	70	-	74	-
Fees and charges	4	15	149	16	5	173	6	18	175	19	6
Internal charges and overheads recovered	519	491	391	393	383	407	394	370	435	405	475
Other operating funding	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	3,552	3,696	4,094	4,097	4,130	4,558	4,467	4,724	5,101	5,167	5,326
Application of operating funding											
Payments to staff and suppliers	2,416	3,480	3,668	3,604	2,484	2,884	2,721	2,966	3,295	3,267	3,433
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges applied	1,078	1,145	1,117	1,181	1,159	1,185	1,261	1,255	1,286	1,377	1,369
Other operating funding applications	33	249	256	263	270	277	284	292	300	309	317
Total application of operating funding (B)	3,527	4,874	5,041	5,048	3,913	4,346	4,266	4,513	4,881	4,953	5,119
Surplus / (deficit) of operating funding (A-B)	**25**	**(1,178)**	**(947)**	**(951)**	**217**	**212**	**201**	**211**	**220**	**214**	**207**
Sources of capital funding											
Subsidies for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital - growth	-	-	-	-	-	-	-	-	-	-	-
Capital - level of service	-	-	-	-	-	-	-	-	-	-	-
Capital - renewals	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) of investments	25	(1,178)	(947)	(951)	217	212	201	211	220	214	207
Total applications of capital funding (D)	25	(1,178)	(947)	(951)	217	212	201	211	220	214	207
Surplus / (deficit) of capital funding (C-D)	**(25)**	**1,178**	**947**	**951**	**(217)**	**(212)**	**(201)**	**(211)**	**(220)**	**(214)**	**(207)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Environmental and Regulatory Services

Our goal for services
To be the leading local government regulatory unit in New Zealand To enable the development of a liveable and prosperous district To support the construction of compliant homes and buildings To protect public health and safety through environmental health, animal control and monitoring activities

Services covered

The services covered by the Environmental and Regulatory Services Team are described in the table below:

Process and make decision in respect of Building Consents, carry out onsite inspections of building work and processing and Code Compliance Certificates	Approx. 2900 applications received per year	**Alcohol licences**	Current Licences (As of December 2020): On 63 Off 44 Club 32 Managers 396
Process and make decisions in respect of Resource Consents	Approx.800 applications received per year	**Bylaw Administration and compliance**	14 Active Bylaws 1 Proposed Bylaw 92 complaints resolved 2020
Process and Issue Project Information Memorandums	Approx. 925 applications received per year	**Dog Registrations**	15000 predicted registered dogs in 2020/21
Conduct Residential Swimming pool safety inspections	Approx. 1300 pools over a 3 year cycle	**Environmental Health Incidents**	138 in 2020
Conduct Resource Consent Monitoring	541 RMA Complaints dealt with in 2020 4906 Resource Consent conditions monitored in 2020	**Food Licences**	238 Food Businesses as of Dec 2020
Consider applications for Discretionary Exemptions	Approx. 100 applications per year	**Other Licence types**	Hairdressers 33 Offensive Trades 13 Camping Grounds 7
Strategy and policy development	Development of growth management plans including eastern Selwyn spatial plan review	**District Plan Review**	In progress – notified in October 2020 - Undertaken every 10 years

What we do and why we do it

The Environment and Regulatory services group activities contributes to the well-being of the residents of the District by working to protect the community from a variety of risks and to enhance the quality of the built and natural environment in which we live.
We do this through:

- administering the relevant legislative instruments
- working with the community and property owner to address identified issues in a supportive manner
- Consulting with the community on policy and district plan review proposals

These activities help the Council achieve its Community Outcomes in the following ways

Community outcome	How the services contributes:
Air, land, water and general environment to be kept in a healthy condition	By establishing and monitoring policies and strategies which protect the environment and advocate to other organisations that they do likewise
A living environment where the rural identity of Selwyn is maintained	Provide a district plan which recognises, protects and enhances the natural environment while allowing a strategic approach to managing development
A safe place in which to live, work and play	Ensure that the built environment are constructed and maintained in a safe, durable, and accessible state, and continue to be fit for purpose and aligns with Crime Prevention Through Environmental Design Principles. This can be achieved through the implementation of the District Plan, Building Code, and bylaws, and where possible in consultation with the community
A prosperous community	Implement customer focused policies and practices ensuring opportunities exist for business development. Promote & support Selwyn as a business, tourism & lifestyle destination and ensure there is sufficient land supply for business developments Support local businesses and the education sector to ensure training matches local business needs
An accessible district	Playing an active role in delivering on Councils Accessibility Charter responsibilities through promoting best practice

	accessibility design. This is achieved by engaging with commercial building owners prior to consent lodgement, and ensuring staff are trained and understand the benefits to the wider community of best practice design vs meeting the minimum legislative requirement
A community which values its culture and heritage	Recognise and protect sites, buildings and significant trees with cultural or heritage values

There are no negative effects from these activities

Planning ahead

Over the next 10 years there are a number of key challenges for the Environmental and Regulatory Services Activity. These challenges, and how we plan to respond is sent out in the table below.

Challenge	How we plan to respond:
Population growth Growth management	Monitor growth and development Undertake strategic planning to manage growth locations Ensure the district plan is fit for purpose
Staff resourcing, retention, training and development	Provision of varied and interesting work to keep staff engaged Offer opportunities for personal and career development Regularly review workforce planning and put forward business cases to support additional resource requirements
BCA Accreditation and MBIE Technical Reviews	Carry out regular audits of all function to ensure all activities are being carried out in accordance with the quality management systems in place and identify opportunities for continuous improvement
Legislative changes and reforms	Engage with central government agencies to keep apace of proposed changes and engage in consultation opportunities to influence outcomes
Keeping pace of technological changes	Actively explore new technologies and ideas for how services can be improved

Demand for services

Selwyn District has been one of the fastest growing areas in New Zealand, with building and resource consent numbers continuing to increase placing pressure on our ability to deliver services within a reasonable timeframe, noting the post Covid-19 growth exceeds the growth previously experienced following the Canterbury earthquakes. Our aim is to provide a high level of service in a cost effective and efficient manner.

The increasing population has the flow on effect of increasing the volume of work in our regulatory functions.

Major projects

Information on key Environmental and Regulatory Services projects planned for the first three years of the programme are set out below:

Major project	Year	Cost and funding
District Plan Review	2021/22	$3.0 million Funded by general rate
Eastern Selwyn Spatial Plan and Selwyn 2031: District Development Strategy update	2021 onwards	$850,000 Funded by general rate

What you can expect from us – Service targets for environmental and regulatory services

Objective	Current service	Planned service 2021-31	Performance measure	Current performance	2021/22	2022/23	2023/24	2024-31
Strategy and policy								
To plan and provide for the sustainable management, development and protection of natural and physical resources of the District	A programme of Council plan changes to enhance the District Plan is prepared and approved by the Council each year as and when required		The District Plan is up to date and in line with legislative requirements, including a reviewing provisions every 10 years	100%	100%	100%	100%	100%
			Plan Changes are completed and made operative within 2 years of notification. NCS database updated and closed out	100%	100%	100%	100%	100%
	Private plan changes processed within statutory time frames		Private plan changes have a decision made on them within 2 years of notification. NCS database updated and closed out	100%	100%	100%	100%	100%
To engage with local communities, developers and other interested parties to develop a strategic direction	Strategy & Policy Work Programme is prepared and approved by the Council each year		A suggested work programme is included on the Council agenda once a year (Annual Plan process). The Council decides which projects are advanced from the work programme per year	Achieved	Achieved	Achieved	Achieved	Achieved

Objective	Current service	Planned service 2021-31	Performance measure	Current performance	2021/22	2022/23	2023/24	2024-31
To protect areas of significant indigenous vegetation and significant habitats of indigenous fauna to ensure no net loss of indigenous biodiversity, and other indigenous biodiversity values are maintained and enhanced	Council Bio-diversity officers build relationships and work with land owners and other agencies to protect Significant Natural Areas		Identify and protect 15 Significant Natural Areas in the district per year	Not measured – new performance activity	100%	100%	100%	100%
To encourage and support the restoration and enhancement of areas of indigenous biodiversity	Council staff work with landowners, community groups and external agencies to promote and facilitate planting of indigenous vegetation		Carry out or facilitate 2km of riparian margin planting in the district year	Not measured – new performance activity	100%	100%	100%	100%
			Carry out or facilitate 5ha of indigenous vegetation planting in the district per year	Not measured – new performance activity	100%	100%	100%	100%

Objective	Current service	Planned service 2021-31	Performance measure	Current performance	2021/22	2022/23	2023/24	2024-31
Resource consents and compliance								
To administer the District Plan effectively and efficiently by making timely and quality decisions on Resource Consents	Resource Consents are processed in accordance with statutory requirements		Proportion of Resource consents issued within Statutory Requirements	93%	98%	98%	98%	98%
To interact with Resource Consent Applicants in a manner which results in a high level of customer satisfaction	Resource Consents are processed in accordance with statutory requirements		Preparation of Environment Court Appeals Settled or found in Council's Favour	100%	70%	70%	70%	70%
			Proportion of Resource Consent Applicants very satisfied or satisfied	77.91%	85%	85%	85%	85%
Building control								
To support compliant building work through the efficient and effective administration of the Building Act 2004	Building consents are processed in accordance with statutory requirements		Proportion of building consents issued within statutory time frames	47%	95%	95%	95%	95%
	Code of compliance certificates are issued in accordance with statutory time frames		Carry out audit inspections of all known residential pools in the district within a 3 year cycle	Not measured – new performance activity	33% of pools	33% of pools	33% of pools	33% of pools
			Audit a representative sample of commercial building warrant of fitness's in the district	Not measured – new performance activity	10% of all current BWOFs audited annually	10% of all current BWOFs audited annually	10% of all current BWOFs audited annually	10% of all current BWOFs audited annually
			Proportion of Code Compliance Certificates issued within statutory time frames	94%	95%	95%	95%	95%
	Building consent applicants are satisfied		Proportion of Building Consent Applicants satisfied or very satisfied	75%	90%	90%	90%	90%

Objective	Current service	Planned service 2021-31	Performance measure	Current performance	2021/22	2022/23	2023/24	2024-31
Animal control								
To register all known dogs	Registration of all known dogs		Registration of all known dogs by 30 June each year	100%	100%	100%	100%	100%
To investigate all complaints in regard to dog control in a timely manner	All urgent callouts attended within 4 hours	All urgent callouts initiated within 2 hours	Percentage of urgent callouts attended to within 2 hours	100%	100%	100%	100%	100%
	All non-urgent callouts attended to within 72 hours	All non-urgent callouts attended to within 72 hours	Percentage of non-urgent callouts attended to within 72 hours	100%	100%	100%	100%	100%
Environmental health								
To ensure all registered premises are operated in a manner that minimises any adverse effects on public health	**Food complaints**							
	All verbal and written food complaints, enquires and suspect and confirmed food poisoning responded to within timeframes		Verbal and written food complaints, enquiries and suspected and confirmed food poisoning incidents will be responded to promptly and within the same day including contacting the complainant or enquirer	100%	100%	100%	100%	100%
			Complaints only in writing with be actioned within 3 working days (subject to human risk level)	100%	100%	100%	100%	100%
	Registered premises inspections							
	All registered premises are certified and inspected in accordance with statutory requirements		All registered premises to be inspected and assessed at least once annually between the months of 1 July and 31 December	100%	100%	100%	100%	100%

Objective	Current service	Planned service 2021-31	Performance measure	Current performance	2021/22	2022/23	2023/24	2024-31
To ensure all registered premises are operated in a manner that minimises any adverse effects on public health	**Nuisance complaints**							
	All verbal and written complaints, enquires and nuisance complaints are responded to within timeframes		All enquiries and complaints are prioritised and responded to within 24 hours	100%	100%	100%	100%	100%
	Infectious disease notifications							
	All notified disease is actioned on the day of receipt		Each notified disease is actioned on the day of receipt from Canterbury District Health Board (Community & Public Health).The initial procedure involves telephone contact with each individual case and if he or she is not available a standard notification letter is sent on the same day	100%	100%	100%	100%	100%
	Public swimming pool assessments							
	All public swimming pools in the district are inspected and assessed annually		All public swimming pools in the District will be inspected and assessed on an annual basis. These assessments will take place during the months of October – December or prior to use	100%	100%	100%	100%	100%
	Show and event monitoring							
	All public shows and events within the district are visited on the day of the event.		All public events (open to the general public) which have associated licences (Food, Alcohol, Amusement Devices) shall be visited on the day(s) of the event for the purposes of food safety, public health and sanitation	100%	100%	100%	100%	100%

Objective	Current service	Planned service 2021-31	Performance measure	Current performance	2021/22	2022/23	2023/24	2024-31
Alcohol licencing								
To ensure all licence applications are processed efficiently in accordance with legislative requirements	Licences are processed by a contractor employed by the Council, efficiently in accordance with statutory requirements		Proportion of Special Licenses issued within 15 working days of receipt of reports filed by the Police and the Medical Officer of Health	97%	100%	100%	100%	100%
			Proportion of all other uncontested licenses issued within 20 working days of the closing day of submissions	100%	100%	100%	100%	100%
Monitoring, compliance and enforcement								
To monitor activities granted a resource Consent to maintain compliance	Monitoring of each consent conducted in a timely manner to maintain Compliance		Monitoring of Resource Consents conditions are completed within 1 calendar month of the monitoring report being issued	92.6%	85%	85%	85%	85%
	Receive complaints and prioritise and respond accordingly		All complaints are recorded and investigated to conclusion	Not measured – new performance activity	100%	100%	100%	100%

What it will cost and how it will be paid for – Environmental and regulatory services funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	6,810	9,387	8,447	8,257	7,760	7,591	7,732	8,099	8,154	8,613	8,623
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	116	126	130	133	137	140	144	148	152	156	161
Fees and charges	5,712	9,181	9,427	9,675	9,928	10,244	10,512	10,799	11,112	11,423	11,732
Internal charges and overheads recovered	1,686	1,994	1,334	1,308	1,185	1,190	1,146	1,097	1,251	1,212	1,402
Other operating funding	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	14,324	20,688	19,338	19,373	19,010	19,165	19,534	20,143	20,669	21,404	21,918
Application of operating funding											
Payments to staff and suppliers	11,546	16,576	15,069	15,177	14,792	14,971	15,254	15,759	16,151	16,691	17,104
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges applied	3,490	4,154	4,182	4,098	4,163	4,234	4,317	4,420	4,550	4,747	4,845
Other operating funding applications	5	5	5	5	5	6	6	6	6	6	6
Total application of operating funding (B)	15,041	20,735	19,256	19,280	18,960	19,211	19,577	20,185	20,707	21,444	21,955
Surplus / (deficit) of operating funding (A-B)	**(717)**	**(47)**	**82**	**93**	**50**	**(46)**	**(43)**	**(42)**	**(38)**	**(40)**	**(37)**
Sources of capital funding											
Subsidies for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital - growth	-	38	39	40	41	42	43	44	45	47	48
Capital - level of service	-	-	-	-	-	-	-	-	-	-	-
Capital - renewals	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in reserves	34	34	34	35	35	36	37	37	38	38	39
Increase / (decrease) of investments	(751)	(119)	9	18	(26)	(124)	(123)	(123)	(121)	(125)	(124)
Total applications of capital funding (D)	(717)	(47)	82	93	50	(46)	(43)	(42)	(38)	(40)	(37)
Surplus / (deficit) of capital funding (C-D)	**717**	**47**	**(82)**	**(93)**	**(50)**	**46**	**43**	**42**	**38**	**40**	**37**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Transportation

Our goal for transportation

To maintain, operate, and improve the road network and other transport facilities to achieve a transport system that provides safe, efficient, and sustainable movement of people and goods.

Services covered

The services and assets covered by the Transportation Activity are described in the table below:

Sealed Roads	1,520 km	**Unsealed Roads**	1,130 km
Urban Roads	340 km	**Rural Roads**	2,310 km
Footpaths	385 km	**Cycleways**	27 km
Roundabouts	103 roundabouts	**Traffic signals**	4 signalised intersections
Bridges	98 Bridge structures plus large culverts	**Road Signs**	18,698 signs
Street Lights	7,530 street lights	**Bus Stops**	94 stops, 12 covered shelters
Total Road Network	2650 km	**Total asset value**	$829 million

What we do and why we do it

The Transportation Activity we undertake provides the key local roading and transport infrastructure and services needed for the vital economic and social linkages across the Selwyn district. Council is responsible for all local roads, while the Waka Kotahi NZ Transport Agency (NZTA) is responsible for all state highways. Between the two integrated roading networks this enables our residents, businesses and visitors to live, work, and play in the district and beyond. We do this through working with the NZTA and the community to plan, fund, and provide a range of important local road transportation services and infrastructure including:

- Sealed and unsealed roads for the movement of people and goods across short and long distances,
- Footpaths and cycleways to facilitate active transport and recreation as a key part of the transportation system,
- Public transport facilities in support of services to provide alternative transportation options and enhance the accessibility of the district,
- Street lighting to ensure a safe and accessible network during night times,
- Traffic signals and roundabouts to safely and efficiently control use and reduce congestion at key intersections,
- Road signs to assist users in making safe driving choices, and
- Planning for future sustainable transport travel needs in coordination with our neighbours and other transport system providers.

The management of the Councils local roading and transport activity is a ‘significant activity’ under the terms of the Local Government Act 2002. The Council has a statutory obligation to provide an effective and efficient transport system including aligning it to the purpose and objectives of the Land Transport Management Act 2003 and any subsequent amendments to it.

The Council needs to manage its transport activities to positively contribute to fulfilling its Community Outcomes responsibilities in the following ways:

Community outcome	How the transportation system contributes:
A healthy community	Provide facilities to enable residents to select active transport options Deliver a safe transportation network by working to meet objectives set out under the Road to Zero Strategy Plan for a transition to Carbon Zero objectives and climate change adaption
A safe place in which to live, work and play	Maintain, operate, and upgrade the transportation network to ensure the overall safety of the network and reduce fatal and injury crashes
An educated community	Provide road, cycle, and pedestrian links to local schools, the Lincoln University, and to Christchurch City tertiary institutions. Includes public transport infrastructure in support of any related services
An accessible district	Provide a well-maintained, operated, and affordable land transport network and systems for the safe and efficient movement of people and freight Advocate for improvements to state highways operated by Waka Kotahi NZ Transport Agency and public transport services operated by ECan Promote walking and cycling as a safe, viable mode of transport and recreation

Councils Transport Activity also has to align to both national and regional transport objectives and outcomes in order to receive national funding assistance, otherwise Selwyn ratepayers would have to foot the bill entirely. These requirements are detailed in the latest versions of the:

- Government Policy Statement (GPS) on Transport (Ministry of Transport)
- Canterbury Regional Land Transport Plan (Canterbury Regional Council)

For the 2021 GPS we need to demonstrate that our Transport Activity and programmes outlined in our Long Term Plan and Activity Management Plan also helps to contribute to these key transport national strategic priorities, in addition to our own Community Outcomes

- Safety
- Better Travel Options
- Improved Freight Options
- Climate Change

There are close parallels relating to safety, better transport options, and providing a roading network for moving freight when these are all compared. The Council's more direct response to climate change includes its continuing investment in new walking and cycling facilities and public transport infrastructure for improved and new services that will help contribute to reduce the dependency on private motor vehicles and fossil fuel consumption. This includes managing overall travel demands across Greater Christchurch as the area continues to grow in population, along with our neighbours.

To focus our attention on all of this three problem statements have been formulated that reflect our issues both at a national and Selwyn local level.

1. The existing network and driver behaviour contribute to an unacceptable number of fatalities and serious injuries,
2. Development and land use change across a diverse range of urban and rural areas is prompting changes in travel patterns which challenge the transport system suitability and user choice, and
3. Growth and changes in travel patterns is impacting the network condition and efficiency.

By addressing these problems this in turn will also realise benefits at both a national and local level. We believe there are four key benefits that will be achieved from the Councils responsible management of the Districts roading and transport infrastructure and services. This is expressed in the following benefit statements, which also align with both the GPS and our Community Outcomes responsibilities.
1. Developing a transport system where no-one is killed or seriously injured,
2. Providing people with better transport options to access social and economic opportunities,
3. Improving freight connections for economic development, and
4. Developing a low carbon transport system that supports emission reductions, while improving safety and inclusive access.
Carrying out roading and transport activities of a large scale such as ours also has the potential to be damaging even with the best of intentions to provide the benefits sought. The Council recognises these possible negative effects and takes these measures and responses to address them.

Well-being	Possible negative effect	The Council's response is to
Social	Poorly designed, operated or located transport infrastructure may cause noise, dust, visual or other impacts which have adverse effects on quality of life and the environment	Design and locate new infrastructure and use buffer zones and plantings in a way that reduces the effects of potentially disruptive assets such as new roads near residential areas
	Transport routes can separate communities	Integrate walking and cycling links with vehicle and public transport routes to connect communities with each other and with other amenities and shopping precincts. By walking and cycling, residents can interact with their neighbourhood and environment resulting in a sense of safety and belonging while being engaged in a health activity Link up amenities such as schools, community centres, reserves and libraries with safe and efficient transport routes
	The use of roads can be hazardous	Identify hazards and risks and attempt to reduce these through a combined effort of engineering improvements, education, behaviour change and enforcement. Ensure speed limits are appropriate and carry out repairs and renewals in a timely manner
	Rates have to be levied to cover the cost of providing services that contribute to the Council's goals and its statutory obligations, while remaining sustainable and affordable	Responsibility provides efficient and effective levels of service that the community can afford. Provide a range of transport services so people and businesses can make informed travel choices on what is appropriate and affordable for them

	Failure to levy rates at the appropriate time may result in an excessive burden for future generations	Consider 'whole of life' costs and apportion capital costs equitably over time. Ensure that charges are realistic and do not result in accumulated costs later. Plan ahead for economic growth and population expansion. Carry out renewals and new works in a timely manner
	Failure to make adequate service provision, together with unreliable services, may limit growth and impact on economic prosperity	Work with other Local and Regional Authorities to coordinate major transport planning and funding initiatives as a joint enterprise. This is likely to be more successful than if the Council acted in isolation. Participate and collaborate in the Greater Christchurch Partnership to achieve integrated and sustainable transport and land use planning
	Expanding transport routes can increase vehicle movements and subsequently the use of fossil fuels	Put in place 'an integrated, safe, responsive, sustainable and affordable land transport system'. Utilising integrated transport packages, the Council can encourage other choices through public transport planning and walking and cycling routes to reduce the dependence on motor vehicles and fossil fuels. The Council supports the 'Park and Ride' concept in future town planning
Environmental	Transport routes can impact on rural amenity and landscape values	Consider all aspects of community well-being, not just economic outcomes. Work with the topography of the land to integrate transport corridors with the landscape. Use design techniques which minimise adverse environmental effects
	Transport routes add hard surfacing to formerly permeable land, exacerbating stormwater run-off, glare and noise. Run-off can cause pollution if it flows directly into streams	Integrate soft stormwater treatment features into roading design e.g. the use of grassed and planted swales and retention basins to capture run-off, treat it and release it slowly into streams and water courses
	Vehicles produce exhaust emissions that are potentially harmful while growth will	Coordinate with national and regional plans to control emissions that include providing in the District other transport choices such as walking and cycling and public transport in an
	introduce more vehicles onto the road	attempt to at least halt or preferably reduce the amount of emissions by a reduction in motor vehicle usage. To be effective, this also has to be combined with wider efforts and incentives such as achieving a more modern and fuel efficient and emission limiting national vehicle fleet. Facilitate the provision of more Electric Vehicle Charging sites when requested
	Street lighting in new urban subdivisions can add to light pollution that impacts on people's enjoyment of the environment. This has to be balanced against personal safety and property protection	Follow specific standards for any new street light installations to reduce light spill and glare while still remaining effective. Some smaller more rural townships may elect to have a reduced level of lighting to meet their concerns. Utilisation of new technology such as LED lamps and control systems to manage lighting more effectively
Cultural	Needing to understand the needs of inclusive transport planning. Maintenance, improvement works and new transport routes have the potential to impact iwi such as damage to heritage sites, mature vegetation and remnants of the District's culture and history	Assess the impact on cultural well-being as a normal part of the decision-making process. Be respectful of Te Tiriti o Waitangi (the Treaty of Waitangi) and the voice of Maori through related national and regional cultural and representations on transport matters. Consult with local communities of interest to identify sites that are of importance to them and design routes accordingly. Consult with Tangata Whenua and the Historic Places Trust

Planning ahead

The Selwyn District has experienced sustained high growth rates of mostly residential development over the last decade, and this is set to continue mostly across the Greater Christchurch part of the District. Significant commercial and industrial growth has also occurred centred on Rolleston, which now includes two Inland Freight Ports. It will be a key challenge for our Transportation Activity to meet the increased transport demands that comes with growth in a sustainable way. These challenges, and how we plan to respond is sent out in the table below.

Challenge	How we plan to respond:
Growth in demand and deteriorating asset condition	Taking a rigorous approach to assessing, planning, and delivering maintenance and repair works to best industry standards Using travel demand management measures to keep transport growth at controllable levels by the use and promotion of other transport options
Land Use changes	Proactively delivering transport infrastructure to meet future demands through an integrated transport and land use planning e.g. district and regional planning, spatial planning, township planning
Constraints to NZTA funding shares	Maintaining an open and collaborative co-funding relationship with the NZTA. Utilising other funding sources e.g. development contributions, regional and national infrastructure funding schemes were possible Anticipating changes in advance to react and adjust accordingly
Changes to underlying regulatory framework	Keeping up to date with actions and intents of regulating agencies to keep abreast of proposed changes and implementing plans to adjust ahead of changes – actively partaking in consultation
Responding to community demands for active and public transport options	Continue to deliver footpath, cycleway, and public transport infrastructure improvements

Selwyn District's traffic generation is growing at a similar rate to the population at around 4-5% per annum with over 520 million kilometres travelled across our roading network per annum. The movement of freight also continues to increase in the District as more commercial and industrial development occurs, that includes a wide range of agricultural and related factory processing activities. While we aim to continue to provide appropriate levels of service fit for purpose across our roading network, it is becoming increasingly important to utilise travel demand management techniques. This will help stem transport adverse effects from growth by diversifying the travel options available to people in the transport system.

We take a long term sustainable view in managing our roading and transport assets, especially when you consider these are currently valued at around $829 million, and to do so ensure that we:

- Identify demand drivers and influences on different aspects of the transportation network and systems;
- continuously monitor the level of use of roads across the district;
- calculate current capacity and future demand;
- undertake condition assessments of critical and ancillary assets;
- examined the risks to critical assets and transportation corridors;
- create strategies for key activity areas including walking and cycling, and public transport, bridge repair programmes, and maintenance and operations schedules.
- Coordinate with our neighbours, transport partners and other main stakeholders on a local and regional level

Waka Kotahi NZTA's process for confirming funding for parts of the 2021-24 National Land Transport Programme has been delayed. This provides a significant amount of funding that is used to support Council's roading and transport programme in the Long Term Plan. Revenue has been impacted by COVID 19 activity lowering previously forecasted levels while the demand for expenditure has increased nationally, including that required to cater for Council's requirements.

Options are being considered at a Ministry and Treasury level in how to fund the national shortfalls that have now become evident. This puts the decision on funding beyond Council's LTP development programme. To address this level of uncertainty Council intends to proceed by fully funding its local share of the programme as presented, to keep its options open on how it may need to adjust and respond to this situation.

The programme for capital work will be adjusted to align with the funding approved, which could include readjusting the timing of works to align with further funding availability. Maintenance, operations and renewal works will be reviewed in terms of approved funding levels, including the utilisation of the programmed local share of funding to support a revised programme directly. A reduced programme can be expected to impact on levels of service achievement.

Major projects

Information on key transportation projects planned for the first three years of the programme and beyond are set out below:

Major project	Year(s)	Cost and funding
Prebbleton Arterial Intersection Upgrades A series of intersections safety improvements subsidised by NZTA to replace priority controlled intersections with roundabouts to improve safety and congestion outcomes on key arterial commuter routes and connectivity to the Southern Motorway. The Shands/Trents, Shands/Hamptons, & Springs/Hamptons intersections will be upgraded during the 2021-31 LTP	2022 – 25	$13,885,000 Funded by general rate, NZTA and development contributions
Rolleston Town Centre & Car Parks Road layout and parking facility improvements and upgrades to create better and more accessible retail and social opportunities in the growing Rolleston township. Includes upgrade of intersections, converting standard streets to slow speed zones, improved walking and cycling and public transport facilities and public car parks	2021 – 29	$17,100,000 Funded by general rate and development contributions
Lincoln Town Centre Upgrades to Gerald Street road frontages and layouts, and creation of car public parking facilities to enhance the Lincoln Town Centre access and environment. Also includes intersection upgrades to traffic signals, slow speed zones and cycle lanes that connect to the University. Replacement of road pavement substructures that are deteriorating	2024 – 35	$27,790,000 Funded by general rate, NZTA and development contributions
Rolleston/SH1 Access Local Road Upgrades Upgrade works to improve local road and transport connections to Stage 2 of the Christchurch Southern Motorway. This includes to both residential and industrial areas. Improvements include road, walking & cycling, and public transport infrastructure improvements. Coordinated with the NZTA NZUp programme to provide a SH1 Rolleston “Fly Over” and key intersection safety upgrades along the SH1 e.g. Dunns Crossing and Walkers Road	2021 – 43	$31,100,00 Funded by general rate, NZTA and development contributions
Safe Network Programme Safety Improvements A programme of speed limit changes and intersection safety upgrades working under the Ministry of Transport’s Road to Zero strategy. The programme in Selwyn has been co developed with the NZTA and looks to combine both safety works and funding with other road improvements to complete the upgrade of key road routes and parts of the network in a coordinated way	2021 - 30	$17,800,000 Funded by general rate, NZTA and development contributions
Public Transport Facilities Upgrades Originating from the Greater Christchurch Partnership, Councils share of the “PT Futures” business case programme to improve transport facilities in the District in support of Environment Canterbury’s Metro Bus improved services. Includes upgrades to bus stops with more shelters and seats, new and also improved Park N Ride facilities at both Lincoln and Rolleston	2021 - 30	$8,800,000 Funded by general rate, NZTA and development contributions

What you can expect from us – Transportation funding impact statement

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Service area	Current Performance	2021/22	2022/23	2023/24	2024-31
To provide a well maintained, operated and affordable land transport system	Undertake maintenance and renewal programmes to ensure the safe and efficient operation of the roading network and related transport facilities to the satisfaction of ratepayers, road users and the NZ Transport Agency		Likely external funding constraints may require programmes to be reassessed	Response to service requests: The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan. (Mandatory Performance Measure)	All	85%	>75% resolution within the timeframe specified	>75% resolution within the timeframe specified	>75% resolution within the timeframe specified	>75% resolution within the timeframe specified
				Condition of the sealed road network: The average quality of ride on a sealed local road network, measured by smooth travel exposure. (This Mandatory Performance Measure indicates the percentage of the network that complies with a maximum roughness target for a particular level of road)	Urban	89%	≥90%	≥90%	≥90%	≥90%
					Rural	98%	≥95%	≥95%	≥95%	≥95%
					All roads	96%	≥95%	≥95%	≥95%	≥95%
				Maintenance of a sealed local road network: The distance of the sealed local road network that is resurfaced. (Mandatory Performance Measure)	Sealed roads	66.2km	≥75km	≥75km	≥75km	≥75km
				Maintenance of the Unsealed Road network: The percentage of roads to achieve “good” or “very good” grades in both of the previous biannual visual condition surveys	Unsealed Roads	New measure	70%	70%	70%	70%
				Condition of footpaths within the local road network: The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority’s relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan). (Mandatory Performance Measure)	Footpaths	89%	≥80%	≥80%	≥80%	≥80%

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Service area	Current Performance	2021/22	2022/23	2023/24	2024-31
To cater for any significant projected traffic increases in a sustainable manner	Complete upgrade and capital projects on an annual basis as identified mostly through strategies and forward work programmes (major projects are greater than $100,000)	Assess, plan and implement new roading projects to upgrade the network in conjunction with non-road based solutions to manage demand in an integrated and sustainable manner		The percentage of individual large capital projects generally completed in the year that they were programmed to occur	Roading Improvements	50%	≥75%	≥75%	≥75%	≥75%
To allow pedestrians, cyclists and motor vehicle users move safely around the Selwyn District	Fully utilise available funding opportunities to carry out safety improvement works in conjunction with community-based road safety, education and enforcement programmes			Road Safety: The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number (Mandatory Performance Measure)	Road Safety	4 fatal and 14 serious	Progressively reducing number of fatal and serious crashes.			
	Use travel demand management and implement infrastructure to encourage mode shift to public and active transport modes			Public Transport: The change from the previous financial year in the number of passenger utilising public transport to, from, or within the district	Public Transport Utilisation	New measure	Progressive increase in patronage numbers			
				Active Transport (Walking): The length of new footpaths constructed	Active Transport	New measure	2,800m	2,800m	2,800m	2,800m
				Active Transport (Cycling): The number of schools participating in the School Cycle Skills Education Programme		New measure	3 schools	3 schools	3 schools	3 schools
To contribute to an integrated and responsive local and regional transportation system	Transport projects planned and implemented based on local and regional priorities			Allocate the appropriate staff and resources to represent the interests of the Council and the community in Greater Christchurch and regional transportation planning, earthquake recovery, funding and implementation initiatives	Attendance at relevant Regional Transport Committee (RTC) and Regional Transport Officers Group (TOG) meetings and forums.	88%	≥80%	≥80%	≥80%	≥80%

What it will cost and how it will be paid for – Transportation funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	3,975	-	3,257	6,308	9,251	11,819	13,914	16,220	18,847	21,375	25,093
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	3,896	2,616	2,787	2,999	3,507	3,612	3,722	4,436	4,557	4,683	5,580
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	2,348	-	2,066	2,344	2,727	2,801	3,069	3,470	3,120	3,533	3,128
Other operating funding	282	290	299	308	317	326	336	346	356	366	377
Total operating funding (A)	10,501	2,906	8,409	11,959	15,802	18,558	21,041	24,472	26,880	29,957	34,178
Application of operating funding											
Payments to staff and suppliers	7,589	6,177	6,678	6,946	8,025	8,238	8,463	9,949	10,196	10,452	12,305
Finance costs	403	815	1,198	1,427	1,641	1,825	1,985	2,187	2,323	2,388	2,363
Internal charges applied	2,226	2,431	2,477	2,507	2,570	2,626	2,690	2,777	2,850	2,943	3,035
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding (B)	10,218	9,423	10,353	10,880	12,236	12,689	13,138	14,913	15,369	15,783	17,703
Surplus / (deficit) of operating funding (A-B)	**283**	**(6,517)**	**(1,944)**	**1,079**	**3,566**	**5,869**	**7,903**	**9,559**	**11,511**	**14,174**	**16,475**
Sources of capital funding											
Subsidies for capital expenditure	12,615	8,794	7,778	8,399	11,822	9,125	8,101	8,681	10,568	10,177	9,508
Development and financial contributions	1,808	1,542	1,324	1,146	991	1,022	1,054	1,087	1,121	1,111	1,145
Increase / (decrease) in debt	6,848	20,890	9,826	8,485	8,604	6,050	6,798	9,399	1,496	3,739	(5,860)
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	21,271	31,226	18,928	18,030	21,417	16,197	15,953	19,167	13,185	15,027	4,793
Applications of capital funding											
Capital - growth	25,613	18,149	495	2,818	492	2,823	6,581	10,273	2,502	7,730	1,066
Capital - level of service	1,407	6,068	7,893	8,952	14,596	9,196	7,116	7,276	10,858	9,968	7,552
Capital - renewals	6,632	8,421	8,596	8,793	9,897	10,048	10,158	11,175	11,336	11,503	12,651
Increase / (decrease) in reserves	(459)	(1,496)	739	263	70	(789)	(863)	(1,547)	(1,516)	(272)	270
Increase / (decrease) of investments	(11,639)	(6,433)	(739)	(1,717)	(72)	788	864	1,549	1,516	272	(271)
Total applications of capital funding (D)	21,554	24,709	16,984	19,109	24,983	22,066	23,856	28,726	24,696	29,201	21,268
Surplus / (deficit) of capital funding (C-D)	**(283)**	**6,517**	**1,944**	**(1,079)**	**(3,566)**	**(5,869)**	**(7,903)**	**(9,559)**	**(11,511)**	**(14,174)**	**(16,475)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Solid waste management

Our goals for solid waste
Selwyn District adopts the New Zealand Waste Strategy (NZWS) 2010 goals for the Solid Waste Activity: • Reducing the harmful effects of waste; and • Improving the efficiency of resource use

Services covered

The services and assets covered by the Solid Waste Activity are described in the table below:

Kerbside waste, recycling and organic collection and drop-off points	97% of the district has access to a kerbside collection service	**Satellite RRP service**	'Pop-up' temporary resource recovery parks held 4 times per year in Malvern and Ellesmere
Remote waste and recycling facilities	4 waste and recycling sites for the Arthur's Pass, Castle Hill and Lake Coleridge communities	**Clean fills and old closed landfills**	1 operational clean fill pit and 5 monitored closed landfills.
Public litter bins	47 large residual waste litter bins and 13 large recycling litter bins in high street areas	**Education and Council supported initiatives**	Support of waste minimisation and education activities
Pines Resource Recovery Park	Waste handling facility, resource recovery site and composting operation		

What we do and why we do it

It is important to manage waste well, given the health and environmental implications. The Solid Waste Activity is responsible for promoting effective and efficient waste management. To achieve this, Council takes a leadership role in managing solid waste activities, to serve the needs of the community, provide a sustainable service and keep costs down.
The activity must be managed in a sustainable manner for today's communities and for future generations.

We do this through working with the community to plan and provide a range of services and facilities including:

- A flexible kerbside service with a number of combinations of bins or bags that best suit individual household needs
- A comprehensive resource recovery park, waste transfer facility, organic composting operation, hazardous waste and recycling drop-off location
- Waste and recycling drop-off facilities for remote areas of the district
- Support for waste minimisation and education initiatives

These activities help the Council achieve its Community Outcomes in the following ways

Community outcome	How solid waste contributes
A clean environment	Providing a service to collect and dispose of waste, in a manner that minimises any potential harm to people and to the environment Providing a service that maximises the efficient use of resources Ensuring services are available for the effective and affordable collection, processing and marketing to beneficial use of diverted materials
A healthy community	Providing a service to collect and dispose of waste in a manner that minimises any harm to public health

There are risks from providing a solid waste service and these have been assessed in light of the four aspects of community wellbeing per s10 of the Local Government Act 2002. The Council's response to the possible impact of the activity on the community is set out in the table below.

Well-being	Possible negative effect	The Council's response is to
Social	With regard to compulsory recycling and Uniform Annual Charges, the interests of the individual may, sometimes, have to take a secondary position to the wider needs of the community	Provide pricing incentives and options that encourage waste reduction behaviours in order to meet waste management and minimisation goals and to keep the community healthy
Economic	Charges have been levied to cover the cost of providing a service that meets the Council's goals and its statutory obligations while remaining sustainable	Justify the costs by providing efficient and highly rated services. Provide a range of user pays services (where practical) so people can make a cost effective choice which best suits their household needs

		Ensure that disposal fees are reasonably consistent with those of surrounding Districts
Environmental	The kerbside collection relies on bins, bags and some crates being left out in the street awaiting collection. Strong winds can lift lids and topple bins, contributing to litter. Animals can tear open bags, causing litter and attracting vermin	Provide high quality bins and crates. Provide bin lid clips for high wind areas Disincentivise bags, and incentivise 80 litre refuse bins through pricing. Extend kerbside service to additional properties wherever practical and cost effective. This allows for better uptake of wheelie bins instead of bags and crates
	There is potential for nuisance from litter, dust and odours at the Pines Resource Recovery Park	Provide well sealed bins and practice good housekeeping at the Pines Resource Recovery Park. Utilise fencing and planting to capture litter or to reduce wind speed in operational areas. Operate regular litter collections across the site and along approaching road side. Do not turn compost during high wind events. Manage compost processes in accordance with our Odour and Dust Management Plan Adhere to Resource Consent conditions
Cultural	The pollution of groundwater is an important concern for our community	Dispose of clean fill only at consented clean fill sites and monitor groundwater regularly. Monitor clean fill closely to ensure compliance. Dispose of residual waste at Kate Valley Regional Landfill where stringent resource consent conditions are met Help facilitate alternatives to burning or burying of waste in rural areas. Work collaboratively with other Councils to manage illegal waste related activity
Safety	Bag collections increase risks to collection contractors through manual handling injuries, cuts, needle stick injuries, slips, trips and falls.	Disincentivise bags, and incentivise 80 litre refuse bins through pricing. Extend kerbside service to additional properties wherever practical and cost effective. This allows for better uptake of wheelie bins instead of bags and crates
	The Pines Resource Recovery Park is a multi-hazard site	Ensure a robust safety plan and procedures are in place. Monitor and review these plans and procedures periodically

Planning ahead

Over the next 10 years there are a number of key challenges / opportunities for the Solid Waste Activity. These challenges, and how we plan to respond, are set out in the table below.

Challenge	How we plan to respond
Rapidly expanding population, keeping up with servicing households.	Incremental extension of collection routes to accommodate new developments. Keep abreast of new and emerging technologies associated with collection services
Potential requirement for a separate ‘glass out’ recycling collection.	Liaise with other Councils to ensure a consistent approach Budget appropriately. Clear, concise and timely communication with residents
Contamination in the recycling and organics bins	Continue our education campaign via advertisements, social media posts, bin tags and contamination audits Contribute to and take part in national programs and messaging
Possible residential development of land near the Pines Resource Recovery Park, and subsequent reverse sensitivity issues.	Monitor planning and consenting applications that may adversely affect the operation of the Pines Resource Recovery Park and make submissions as appropriate Strictly manage processes onsite to reduce likelihood of activities causing nuisance beyond boundary
Increase in disposal costs resulting from emissions related legislation and Waste Levy increases.	Allowance has been made in budgets to cover disposal cost increases. Provision within the Council’s Waste Management and Minimisation Plan to minimise waste to landfill, therefore minimising the cost effect on residents who divert waste

Increase diversion of waste by tackling upper tiers of the Waste Hierarchy.	Construction of a reuse shop and salvage yard at the Pins Resource Recovery Park is planned for 2021 as part of the wider Reconnect Project. Continue to promote education, lend support to and encourage national and local initiatives
Climate Change Response (Zero Carbon) Amendment Act 2019	Continue, and intensify, efforts to minimise waste. Work with contractors towards minimising emissions from waste collection and processing vehicles and equipment

Demand and asset management

Growth expected for the district over the next twenty years will increase the demand for waste management and minimisation services. This demand can be met by increasing capacity within existing services and infrastructure or by adding new services and infrastructure.

In planning for demand growth we:

- identify potential demand drivers;
- keep detailed records of current and historical tonnage trends;
- forecast future tonnage projections and plan for effects this may have on existing services and infrastructure;
- assess the effects of any proposed national changes to waste management approaches;
- identify and manage significant assumptions and risks;
- assess potential options to meet forecast demand against a range of criteria; and
- look to incorporate preferred options into existing services where feasible.

Major projects

Key projects to be delivered during the 2021-31 LTP are the remaining stages of the Reconnect Project at the Pines Resource Recovery Park. Approved during the 2018-28 LTP process, however with adjusted timing for delivery:

Major project	Year	Cost and funding
Reuse shop, salvage yard and education centre	2021/22	$2.7m funded by refuse collection and disposal targeted rates and fees and charges and government Waste levy
Micro enterprise units(upcycling timber, metal, textiles)	2023/24	$0.8m funded by refuse collection and disposal targeted rates and fees and charges and government Waste levy
Multi-purpose waste hub (for processing and dismantling) and site works	2024/25	$1.4m funded by refuse collection and disposal targeted rates and fees and charges and government Waste levy

What you can expect from us – Service targets for solid waste management

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
To provide a quality solid waste service for the community	The quality of solid waste services, facilities and operations meets the expected levels of service	The quality of solid waste services, facilities and operations meets expected levels of service.		Number of substantiated formal complaints received per annum related to the solid waste service	Achieved: 1	≤15	≤15	≤15	≤15
To protect the environment by minimising waste to landfill	Total residual waste to landfill in the District equates to 274kg per capita.	Total kilograms of residual waste per capita remains static or decreases year on year.		The total amount of landfill waste per capita measured against the previous year.	Achieved: 9% decrease on 2018/19 year	No increase in kg per capita compared with the previous year	No increase in kg per capita compared with the previous year	No increase in kg per capita compared with the previous year	No increase in kg per capita compared with the previous year
	Total household kerbside residual waste to landfill in the District equates to 161kg per capita.	Kilograms of household kerbside residual waste per capita decreases year on year.		The total amount of household kerbside landfill waste per capita measured against the previous year.	Not achieved: 1% increase on 2018/19 year	Reduction in kg per capita compared with the previous year	Reduction in kg per capita compared with the previous year	Reduction in kg per capita compared with the previous year	Reduction in kg per capita compared with the previous year
	Average annual kerbside recycling contamination percentage equates to 4.97%.	Percentage of contamination in household kerbside recycling decreases year on year.		Percentage of contamination in the kerbside recycling measured against the previous year.	New measure	Reduction in percentage contamination compared with the previous year until ≤2%	Reduction in percentage contamination compared with the previous year until ≤2%	Reduction in percentage contamination compared with the previous year until ≤2%	Reduction in percentage contamination compared with the previous year until ≤2%

What it will cost and how it will be paid for – Solid waste management funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	8,704	9,101	9,636	10,120	10,620	11,188	11,713	12,266	12,672	13,199	13,736
Subsidies and grants for operating purposes	68	68	70	71	73	75	77	79	81	84	86
Fees and charges	3,034	2,971	3,375	3,941	4,406	4,586	4,807	5,005	5,261	5,528	5,803
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Other operating funding	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	11,806	12,140	13,081	14,132	15,099	15,849	16,597	17,350	18,014	18,811	19,625
Application of operating funding											
Payments to staff and suppliers	10,578	10,965	11,670	13,197	14,056	14,740	15,424	16,142	16,833	17,587	18,472
Finance costs	17	137	272	306	356	398	417	402	388	371	355
Internal charges applied	567	613	625	635	652	666	685	705	723	748	770
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding (B)	11,162	11,715	12,567	14,138	15,064	15,804	16,526	17,249	17,944	18,706	19,597
Surplus / (deficit) of operating funding (A-B)	**644**	**425**	**514**	**(6)**	**35**	**45**	**71**	**101**	**70**	**105**	**28**
Sources of capital funding											
Subsidies for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	1,366	10,971	(208)	2,981	978	2,368	(789)	(450)	(663)	(666)	(666)
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	1,366	10,971	(208)	2,981	978	2,368	(789)	(450)	(663)	(666)	(666)
Applications of capital funding											
Capital - growth	4,159	3,955	76	3,376	1,179	3,026	-	23	101	103	106
Capital - level of service	-	-	-	-	-	-	-	-	-	-	-
Capital - renewals	160	50	-	-	325	-	-	331	60	62	64
Increase / (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) of investments	(2,309)	7,391	230	(401)	(491)	(613)	(718)	(703)	(754)	(726)	(808)
Total applications of capital funding (D)	2,010	11,396	306	2,975	1,013	2,413	(718)	(349)	(593)	(561)	(638)
Surplus / (deficit) of capital funding (C-D)	**(644)**	**(425)**	**(514)**	**6**	**(35)**	**(45)**	**(71)**	**(101)**	**(70)**	**(105)**	**(28)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

5 Waters Services

Our goal for 5 Waters activities
To provide water services that meet all relevant standards and are at a service level the public can afford and have confidence in, now and forward into the future

Services covered

The services and assets covered by the 5 waters activities are described in the table below:

5 Waters	Scheme overview	Scheme detail	
Community water supplies	30 schemes (public health).	Value Length of pipes Annual volume of water	$184.2 million 1,356 km 8,817,800 m^3
Land drainage	10 schemes (making land farmable/	Value Length of drains maintained	$45.1 million 373 km
Stormwater urban	22 schemes (urban stormwater management).	Value Stormwater management sites Proprietary device	$70.2 million 89 103
Water races rural and urban	3 schemes (stock water, amenity, habitat)	Value Length of water races managed	$117.7 million 1,695 km
Community wastewater schemes	15 schemes and ESSS (public health).	Length of pipes Annual volume of water treated	$311.5 million 573 km 3,400,000 m^3

What we do and why we do it

The availability of clean safe to drink water and the safe disposal of wastewater are fundamental to the health and welfare of the Selwyn community. The 5 Waters service provides clean safe to drink water for households and removal of wastewater and rain water in a way that protects the health of the population and natural environment. The 5 Waters service also provides river water for livestock and drains certain land so that it is usable.

It has always been clear that the water services are interlinked, if not directly, then via natural pathways. This reflects the unique geographical 'mountains to sea' layout of the Selwyn District. There is a strong connection between these services and it is essential that they are looked after. The Council's approach is to manage the 5 Waters activities in an integrated way.

The Council is in the best position to respond to the expectations of the communities it serves and to translate these needs into levels of service, which have funding options accompanying them, for public scrutiny and comment. The Local Government Act 2002 clearly sets out how the Council must consult with residents over significant decisions and this ensures the community has a major decision making role. The 5 Waters assets are listed as 'Strategic' in this 2021-2031 Long Term Plan for the very reason that failure of these services has a devastating and far-reaching effect on the District. The Council is well positioned to take a major leadership role in planning and managing the assets and networks that deliver these essential services.

By managing all of the 5 Waters activities, the Council can plan ahead in a coordinated way and take advantage of the opportunities to introduce new initiatives e.g. the potential in the future to use treated wastewater to irrigate reserves, if this is feasible and acceptable to the public. When prioritising across the 5 Waters activities, opportunities to combine projects will become apparent. This coordination brings better results than a fragmented approach, which could occur if the activities were separately managed, especially by more than one provider.

There is also the need to comply with a raft of legislative and statutory processes, which the Council recognises in its strategic plan, policies, education programmes, and commitment to sustainable practices.

The security of the District's water supply is paramount as our communities require reliable, clean, safe water to serve their day-to-day needs. These water-related activities also protect and sustain the health of the environment, particularly the sensitive Te Waihora (Lake Ellesmere) catchment, by responsibly dealing with wastewater and the draining and disposing of groundwater and excess stormwater run-off.

The wastewater infrastructure is expected to continue to increase rapidly with the predicted growth in the eastern portion of the district. Stormwater assets have been, and will continue to be, rapidly developed to meet the increased standards reflected in the Regional Council's Land and Water Regional Plan rules.

These activities help the Council achieve its Community Outcomes in the following ways

Key Community Outcome	How 5 Waters Services Contributes
A clean environment	**Manage** the 5 Waters activities in a way that minimises their potential adverse impact on the environment
A rural district	**Provide** water races and land drainage systems that are part of the rural landscape and contribute to the rural theme of Selwyn/ 5Waters services (community and private) are vital for the well-being of rural communities
A healthy community	**Provide** water, wastewater and drainage services necessary to support community and public health services. There is potential to provide for recreational opportunities in conjunction with stormwater management strategies
	Provide safe drinking water for all water schemes within the Selwyn district
A safe place in which to live, work and play	**Provide** safe drinking water and effective wastewater removal and disposal as well as removal of stormwater and excess groundwater (via land drainage) **Respond** to emergency events by providing safe drinking water and effective wastewater removal and disposal as well as removal of stormwater and excess groundwater (via land drainage)
An educated community	**Provide** water, wastewater and drainage services necessary to support education facilities
A prosperous community	**Provide** business with water, wastewater and drainage services, to meet specific requirements by agreement. . Effective water races and land drainage systems are essential for productive use of land
A community which values its culture and heritage	**Provide** water, wastewater and drainage services for cultural activities. All 5Waters activities can impact on the cultural and heritage values and need to be managed to minimise adverse effects

Negative effects on the wellbeing of the community

Carrying out activities associated with water and land has the potential to be damaging. The Council recognises these possible negative effects and takes the following measures to address them.

Well-being	Possible negative effect	The Council's response is to
Social	Drinking water or poor sanitation may cause serious illness	Regularly monitor and measure water and groundwater E.coli to ensure that safe levels are achieved
	Floodwaters may also carry contaminants hazardous to health	Remove and dispose of wastewater effectively and safely without overflows causing flooding or contamination. Manage stormwater to minimise flooding
	Poorly designed, operated or located infrastructure may cause noise, odour, visual or other impacts which have adverse effects on quality of life	Design and locate new infrastructure and use buffer zones and planting in a way that reduces the effects of potentially disruptive assets
	Failure to secure assets which subsequently cause physical harm or loss of life	Regular health, safety and environmental audits of assets, implementation of national standards and appropriate 'design' standards
Economic	Charges have to be levied to cover the cost of providing services that meet the Council's goals and its statutory obligations while remaining sustainable	Responsibly provide efficient and effective levels of service that the community can afford. Provide a range of services with associated costs so people can make informed choices
	Failure to levy charges at the appropriate time may result in an excessive burden for future generations	Consider 'whole of life' costs and apportion capital costs equitably over time. Ensure that charges are realistic and do not result in accumulated costs later
	Ineffective land drainage may damage crops or result in loss of productivity	Manage system to minimise flooding and maintain the effectiveness of lowering the groundwater table
	Failure to make adequate service provision together with unreliable services may limit growth and impact on economic prosperity	Plan ahead for economic growth and population expansion. Carry out renewals and new works in a timely manner and fund capital works from developers through development contributions
Environmental	The activity has the potential to lower air quality, water quality and quantity and the health of soil and biodiversity	Avoid, remedy and mitigate adverse effects and strictly adhere to Resource Consent conditions by monitoring before and after works and installations. Take corrective action if problems arise

	The activity is very high in its use of energy (approximately half the Council's usage)	Choose assets and networks which are energy efficient and explore alternative sources of energy. The Council uses turbines and solar panels for energy and runs generators powered by diesel instead of electricity Council is considering co-generation options for the future of Pines wastewater treatment plant, which will dramatically lower the plant's energy usage
		Encourage open stormwater systems with accompanying riparian vegetation and tree planting (as opposed to pipes) to reduce the carbon footprint and to treat stormwater before it enters streams and waterways
		Keep up to date with the latest technology and ideas
	Water races take water from rivers and there is considerable loss to ground from the races	Water races are closed when they are no longer needed for farming purposes or for amenity. It is recognised that the water which seeps into the ground is not 'lost' but replenishes groundwater. Shallow wells can benefit from this top-up
Cultural	The activity's services have the potential to cause damage to heritage sites, artefacts, other structures, landscape features and waterways	Assess the impact on cultural well-being as a normal part of the decision-making process. Site and locate structures and services sensitively in the landscape and manage them responsibly
	The pollution of groundwater and surface water is an important cultural issue	Consult with Tangata Whenua and with the Historic Places Trust early on to avoid disturbances and destruction of important items and features

Planning ahead

Over the next 10 years there are a number of key challenges for the 5 Waters Activity. These challenges, and how we plan to respond is sent out in the table below.

Challenge	How we plan to respond:
An increasing population will increase demand for water services	Develop and continually review master planning for water infrastructure to ensure the demand for water services is met for our growing communities
Changes to underlying regulatory framework	Responding to changing regulating framework including 3 Water Review, RMA Reform National Policy Statements, and the formation of Taumata Arowai – Three Waters Regulator
Responding to community demands for higher levels of service	Continue to deliver infrastructure improvements Taking a rigorous approach to assessing, planning, and delivering maintenance and repair works

Demand and asset management

The 5 Waters activities physical assets consist of:

- Below ground services including pipes, wells, pump stations and wastewater treatment equipment; and
- Above ground facilities including pumps, reservoirs, intakes, open channels and land disposal areas.

Asset Management practices have been measured against appropriate international practice guidelines. The Council is aiming to achieve an intermediate level of asset management practice within the period of this LTP.

Where relevant, we have assessed the impact of changing demand for the 5 Waters activities. This is more relevant in water and wastewater, and to a lesser extent stormwater, land drainage activities and water race activities.

Demand Management
Based on current community growth trends, demand for water, wastewater and stormwater services has the potential to exceed consented and capacity allowances in some schemes. This analysis is based on the Council's population information, a detailed review of historical records and forward predictions of use, after factoring in potential climate changes and energy costs as well as engineering staff / contractor knowledge.
Achieving reasonable usage, particularly in the areas of water (human drinking water and stock water) together with wastewater treatment and disposal is a key factor in this LTP. In particular, the need to ensure that water is used wisely, sits above all other issues in the operations and maintenance sphere. The strong relationships between water use and wastewater disposal, stormwater, water race and land drainage systems have been provided for in integrated projects.

Our main growth townships of Lincoln, Prebbleton, Rolleston and West Melton are forecasted to experience considerable growth. These townships, in particular, are subject to

detailed demand planning and will require either new consents/wells or where allowance has already been made, additional new infrastructure to deliver/dispose of the water stream. The section on significant projects identified the expected level of works to be undertaken. Over time, existing parts of townships are expected to upgrade their stormwater services to meet consenting limits and requirements
Projects which assist in both passive (e.g. education), and active demand management are identified. The outcome sought is to meet environmentally driven consent constraints while providing an appropriate level of service.

Council are actively implementing a Water Demand Management Strategy which has included the installation of water meters and implementation of volumetric water charging. This has been very effective in reducing excessive water use in the past.

Infrastructure Sustainability

The 5 Waters activities are mutually interdependent and the Council will provide the extent and quality of service demanded by the community and legislation, now and in the future, in an integrated way. This involves prudently managing the acquisition, maintenance, operation, renewal and disposal of water assets in ways that optimise the value of services delivered to the community.
Infrastructure sustainability is a core part of the Councils vision for successful asset management. This will be achieved through ensuring that:

- Growth and demand is monitored to ensure a timely provision of infrastructure;
- Vested assets are fit for immediate and long term community needs;
- Assets are maintained and renewed to meet the needs of current and future generations; and
- Natural resources are managed responsibly and sustainably.

Council is aware of the potential impact that climatic cycles and trends has on its five waters and is actively monitoring and planning for this.

Water and sanitary assessment
In 2006 Council adopted its first Water and Sanitary Services assessment. The review of Water and Sanitary Services Assessment occurred in 2017/18 and is reported in the 2018-2028 5 waters Activity Management Plan. The assessment will be reviewed again before the end of the 2021-2031 LTP period.

The assessment covers water, wastewater and stormwater (including land drainage services). There have been significant improvements since 2006, particularly in:

Wastewater

- The Council is migrating onsite serviced properties within township reticulated areas to the network. Council has also been assessing the requirements for installing reticulated networks within townships which currently rely on onsite wastewater disposal.
- The Eastern Selwyn Sewage Scheme and Ellesmere Sewage Scheme have been and are programed for further upgrades to service the connected growing communities.
- The standard of wastewater quality at the point of disposal continues to be a focus for Council.

Water Supply

- Water Safety Plans are in place for all schemes, with improvements in water quality underway or provided.
- Council water supplies were monitored in 2016/17 with 99.2% of samples taken from the reticulation and 99.8% from the treatment plants complying with the national standards for bacterial (E.coli) criteria.

Stormwater (and land drainage)

Stormwater systems are being installed at the time of subdivision and the quantity at discharge is improving as confirmed by measurement.

Major projects

Information on key community facility projects planned for the first three years of the programme are set out below:

Major project	Year	Cost and funding
Selwyn Sewer Scheme (SSS) - Development of the Pines Waste Water Treatment Plant	2021-31	$30m funded by development contributions and sewerage rates
Selwyn Sewer Scheme (SSS) – Construction of the Darfield wastewater pipeline to Pines	2021/22	$14m funded by Government grant, development contributions and sewerage rates
Selwyn Sewer Scheme (SSS) – Construction of the Ellesmere wastewater pipeline to Pines	2023/24	$9m funded by development contributions and sewerage rates
Water supply quality and Level of Service upgrades	2021-31	$24m funded by water rates
Water Supply Capacity Upgrades for Growth	2021-31	$24 m funded by development contributions, fees and charges and water rates
Stormwater flood protection and Capacity Upgrades	2021-31	$7m funded by the stormwater rate

Other major projects and decisions include:

- Keeping our drinking water safe –Continue our current approach to maintaining safe water supplies, which meet community expectations, and comply with new regulations. But acknowledge that ratepayers' preference is to seek to avoid chlorination. Over the next 12 months we will engage with Government's new water services regulatory body Taumata Arowai to determine regulatory requirements for mandatory disinfection. Depending on the outcome of those discussions, we will review cost and rating options to avoid chlorination. This
- Continue with a risk-based approach to water supply management. High risk supplies will be chlorinated. Other treatment methods include UV treatment and filtration. We are installing chlorination equipment on all supplies in case of emergency, and the new regulator may require this to be permanent.
- Funding our drinking water supply – we are proposing to change the way we charge for the supply of drinking water, to meet increasing costs and to help manage our high water demand. This will be through increasing the volumetric (metered) water rate by a higher proportion than the annual fixed rate.
- Expanding the Pines Wastewater Treatment Plant capacity from 60,000 to 120,000 population equivalents to provide for the connection of a new wastewater system in Darfield and Kirwee and the existing Ellesmere wastewater network.
- Progress the development and implementation of stormwater catchment management plans for all townships.
- Work with Central Plains Water and other third parties to develop shared water services / infrastructure where such ventures provide benefit to and are supported by Council.
- Investigate and implement opportunities to improve water supply scheme efficiency and resilience through scheme interconnections.
- Progress ratepayer initiated water race closures to public consultation once approved by Council. The Council will consider ratepayer initiated closures once 80% written support from directly affected property owners is obtained. All closures are subject to Council approval. Council initiated race closure will also occur over this LTP period.
- Work towards the closure of the Upper Ellesmere Water Race network.
- Work with Environment Canterbury and key stakeholders to realise opportunities to use consented stock water for environmental enhancement including targeted stream augmentation and habitat enhancement.
- Review rating and governance structure of all land drainage schemes in consultation with the District land drainage committee.
- Engage with the 3 Waters Reform programme underway by central government.

What you can expect from us – Service targets for 5 waters activities

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
Land Drainage									
To minimise nuisance effects from water services	**Customer Satisfaction** The land drainage network is managed to give a good quality service			The number of complaints received about the performance of the Land Drainage system, expressed per 1000 rated properties	8.19	Less than 10	Less than 10	Less than 10	Less than 10
To provide water services in a cost effective manner	**Operating Costs** The land drainage network is provided at a reasonable cost			Total average operating cost per serviced property for Land Drainage	122.48	≤$150	≤$160	≤$170	≤$180
Stormwater									
To minimise adverse effects of water services on the environment	**Discharge Compliance** The stormwater network is managed in accordance with resource consents conditions			Compliance with resource consents for discharge from the stormwater system measured by the number of: a) abatement notices; b) infringement notices c) enforcement orders; and d) convictions Received from Environment Canterbury. (Mandatory Performance Measure)	Achieved (Nil) Achieved (Nil) Achieved (Nil) Achieved (Nil)	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil
To minimise nuisance effects from water services	**Customer Satisfaction** The stormwater network is managed to give a good quality service			The number of complaints received about the performance of the stormwater system, expressed per 1000 rated properties. (Mandatory Performance Measure)	10.13	Less than 20	Less than 20	Less than 20	Less than 20
	Response Times Flooding events are attended promptly by contractors and/or staff			The median response time to attend a flooding event measured from the time that personnel receives notification to the time that service personnel reach the site. (Mandatory Performance Measure)	Achieved (Nil)	Less than 1 hour for urgent flooding events	Less than 1 hour for urgent flooding events	Less than 1 hour for urgent flooding events	Less than 1 hour for urgent flooding events
	System Adequacy The stormwater system is maintained adequately and minimises flooding			The number of flooding events that occur as a result of overflow from the stormwater system that enters a habitable floor (Mandatory Performance Measure)	Achieved (Nil)	Nil in less than 50 year storm events	Nil in less than 50 year storm events	Nil in less than 50 year storm events	Nil in less than 50 year storm events

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
				For each flooding event, the number of habitable floors affected, expressed per 1,000 properties connected to the stormwater system (Mandatory Performance Measure)	Achieved (Nil)	Nil per 1,000 connected properties in less than 50 year storm events	Nil per 1,000 connected properties in less than 50 year storm events	Nil per 1,000 connected properties in less than 50 year storm events	Nil per 1,000 connected properties in less than 50 year storm events
	Operating Costs The stormwater network is provided at a reasonable cost			Total average rate per serviced property for Stormwater	$63.20	≤$100	≤$105	≤$110	≤$115
Wastewater									
To minimise nuisance effects from water services	**Discharge Compliance** The wastewater network is managed in accordance with resource consent conditions			Compliance with resource consents for discharge from the wastewater system measured by the number of: a) abatement notices; b) infringement notices c) enforcement orders; and d) convictions. Received from Environment Canterbury. (Mandatory Performance Measure)	Achieved (Nil) Achieved (Nil) Achieved (Nil) Achieved (Nil)	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil
	Customer Satisfaction The wastewater network is managed to give a good quality service			The total number of complaints received about sewage odour, blockages system faults and response to issues with its sewerage expressed per 1000 rated properties (Mandatory Performance Measure)	2.18	Less than 8	Less than 8	Less than 8	Less than 8
To address problems with water services in a timely manner and prioritised according to risk and need	**Fault Response Times** Wastewater system faults or problems are attended to promptly by contractors and/or staff			Where personnel attend wastewater overflows resulting from a blockage or other fault in the wastewater system. The median response time measures the: a) attendance time: from the time that the personnel receives notification to the time that service personnel reach the site; b) resolution time: from the time that the personnel receives notification to the time that service personnel confirm resolution of the blockage or other fault. (Mandatory Performance Measure)	a) 50 minutes b) 21 hours 51 minutes	a) Less than 1 hour b) Less than 24 hours	a) Less than 1 hour b) Less than 24 hours	a) Less than 1 hour b) Less than 24 hours	a) Less than 1 hour b) Less than 24 hours

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
To provide service capacity is provided to accommodate growing communities, where this growth is sustainable	**Serviced Area** The wastewater network is provided to growing communities, where this growth is sustainable			The proportion of residential properties serviced by wastewater services within the district expressed as a percentage of total residential properties	62%	≥60%	≥60%	≥60%	≥60%
To provide the community with water services to a standard that protects their health and property	**System Adequacy** The wastewater network is managed to give a good quality service			The number of wet and dry weather wastewater overflows from the wastewater system, expressed per 1000 rated properties (Mandatory Performance Measure)	0.4	Less than 1.4 overflow	Less than 1.4 overflow	Less than 1.4 overflow	Less than 1.4 overflow
To provide water services in a cost effective manner	**Operating Costs** Wastewater services are provided at a reasonable cost			Total average rate per serviced property for wastewater	New measure	≤$550	≤$550	≤$555	≤$560
Water supply									
To minimise nuisance effects from water services	**Water Take Compliance** The water supply network is managed in accordance with resource conditions			Compliance with resource consents for surface water takes for water supplies measured by the number of: a) abatement notices; b) infringement notices c) enforcement orders; and d) convictions. Received from Environment Canterbury	Achieved (Nil) Achieved (Nil) Achieved (Nil) Achieved (Nil)	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil
To minimise nuisance effects from water services	**Customer Satisfaction** The water supply network is managed to give a good quality service			The total number of complaints received about drinking water clarity, continuity of supply, odour, taste, pressure flow and response to these issues, expressed per 1000 rated properties (Mandatory Performance Measure)	16.96	Less than 20	Less than 20	Less than 20	Less than 20
To address problems with water services in a timely manner and prioritised according to risk and need	**Fault Response Times** Water system faults or problems are attended to promptly by contractors and/or staff			Where personnel attend a non-urgent call-out in response to a fault or unplanned interruption in the reticulation system. The median response times measures the: a) attendance time: from the time that personnel receive notification to the time that service personnel reach the site; b) resolution time: from the time that personnel receive notification to the time that service personnel confirm resolution of the fault or interruption. (Mandatory Performance Measure)	a) 1 hour 26 minutes b) 3 hours 30 minutes	a) Less than 24 hours b) Less than 120 hours	a) Less than 24 hours b) Less than 120 hours	a) Less than 24 hours b) Less than 120 hours	a) Less than 24 hours b) Less than 120 hours

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
				Where personnel attend an urgent call-out in response to a fault or unplanned interruption in the reticulation system. The median response times measures the: a) attendance time: from the time that personnel receive notification to the time that service personnel reach the site; b) resolution time: from the time that personnel receive notification to the time that service personnel confirm resolution of the fault or interruption. (Mandatory Performance Measure)	a) 46 minutes b) 2 hours 2 minutes	a) Less than 4 hours b) Less than 48 hours	a) Less than 4 hours b) Less than 48 hours	a) Less than 4 hours b) Less than 48 hours	a) Less than 4 hours b) Less than 48 hours
To provide service capacity is provided to accommodate growing communities, where this growth is sustainable	**Serviced Area** The water supply network is provided to growing communities, where this growth is sustainable			The proportion of residential properties serviced by water supplies within the district expressed as a percentage of total residential properties	78%	≥80%	≥80%	≥80%	≥80%
	Maintenance of the Reticulation Network The water supply network is managed to minimise the leakage or loss from the system			The percentage of real water loss from the water reticulation system in urban schemes. Determined through a water balance calculations for each supply, using a nationally agreed methodology (BenchlossNZ) (Mandatory Performance Measure)	17.1%	20%	20%	19%	18%
	Demand Management There is enough water supplied to meet customer needs			The average consumption of drinking water per day per resident (Mandatory Performance Measure)	0.498m3	Less than 0.5m3 per person per day within urban schemes	Less than 0.49m3 per person per day within urban schemes	Less than 0.48m3 per person per day within urban schemes	Less than 0.47m3 per person per day within urban schemes
	Safety of Drinking Water Water is safe to drink and complies with the Drinking Water Standards of New Zealand			The extent to which the drinking water supplies comply with the drinking water standards for bacteria compliance (Mandatory Performance Measure)	99.96%	≥99.9% of monitoring samples comply, at both the treatment plant and within the reticulation, across the district	≥99.95% of monitoring samples comply, at both the treatment plant and within the reticulation, across the district	≥99.9% of monitoring samples comply, at both the treatment plant and within the reticulation, across the district	≥99.9% of monitoring samples comply, at both the treatment plant and within the reticulation, across the district

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
				The extent to which the drinking water supplies comply with the drinking water standards for protozoal compliance. (Mandatory Performance Measure)	72.92%	≥80% of the treatment plant sites (include bores where secure) are compliant across the district	≥85% of the treatment plant sites (include bores where secure) are compliant across the district	≥85% of the treatment plant sites (include bores where secure) are compliant across the district	≥90% of the treatment plant sites (include bores where secure) are compliant across the district
To provide water services in a cost effective manner	**Operating Costs** The water supply is provided at a reasonable cost			Total cost to provide 200m3 of water to a 'on demand' serviced property	New Measure Last Year $354	≤$400	≤$440	≤$484	≤532
Water races									
To minimise nuisance effects from water services	**Customer Satisfaction** The water race network is managed to give a good quality service			The total number of complaints received about continuity of supply, expressed per 1000 rated properties	14.77	Less than 50	Less than 50	Less than 50	Less than 50
To address problems with water services in a timely manner and prioritised according to risk and need	**Fault Response Times** Water race system faults or problems are attended to promptly by contractors and/or staff.			Where personnel attends an urgent blockage or other fault in the water race system. The median response times measures the: a) Attendance time: from the time that personnel receives notification to the time that service personnel reach the site; b) Resolution time: the time that personnel receives notification to the time that service personnel confirm the resolution of the blockage or other fault	a) 33 minutes b) 2 hours 43 minutes	a) Less than 4 hours b) Less than 48 hours	a) Less than 4 hours b) Less than 48 hours	a) Less than 4 hours b) Less than 48 hours	a) Less than 4 hours b) Less than 48 hours
To provide water services in a cost effective manner	**Operating Costs** The water race network is provided at a reasonable cost			Total average operating cost per serviced property for water races	96.87	≤$200	≤$200	≤$200	≤$200
To minimise adverse effects of water services on the environment	**Water Take Compliance** The water race network is managed in accordance with resource consent conditions			Compliance with resource consents for surface water takes for water supplies measured by the number of: a) abatement notices; b) infringement notices c) enforcement orders; and d) convictions. Received from Environment Canterbury	Achieved (Nil) Achieved (Nil) Achieved (Nil) Achieved (Nil)	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil	a) Nil b) Nil c) Nil d) Nil

What it will cost and how it will be paid for – Community water supplies funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	7,523	9,066	10,056	11,054	12,071	13,171	14,360	15,644	17,030	18,359	19,778
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	129	208	219	227	211	219	227	237	218	228	203
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Other operating funding	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	7,652	9,274	10,275	11,281	12,282	13,390	14,587	15,881	17,248	18,587	19,981
Application of operating funding											
Payments to staff and suppliers	4,144	5,275	5,568	5,528	5,693	5,935	6,209	6,500	6,836	7,188	7,533
Finance costs	-	174	465	575	560	545	529	513	496	417	274
Internal charges applied	1,807	1,955	1,993	2,022	2,068	2,115	2,172	2,234	2,295	2,376	2,442
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding (B)	5,951	7,404	8,026	8,125	8,321	8,595	8,910	9,247	9,627	9,981	10,249
Surplus / (deficit) of operating funding (A-B)	**1,701**	**1,870**	**2,249**	**3,156**	**3,961**	**4,795**	**5,677**	**6,634**	**7,621**	**8,606**	**9,732**
Sources of capital funding											
Subsidies for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	2,172	2,285	2,365	2,421	1,985	2,037	2,089	2,148	2,215	1,922	1,977
Increase / (decrease) in debt	-	13,887	9,420	(594)	(609)	(625)	(640)	(656)	(673)	(5,689)	(5,707)
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	2,172	16,172	11,785	1,827	1,376	1,412	1,449	1,492	1,542	(3,767)	(3,730)
Applications of capital funding											
Capital - growth	8,803	9,526	4,764	4,759	1,225	3,801	830	928	961	1,424	381
Capital - level of service	6,049	7,833	5,591	3,706	1,659	2,101	2,217	1,214	1,440	1,044	1,339
Capital - renewals	2,192	6,419	3,874	3,974	4,086	4,204	3,868	3,988	4,124	4,264	4,396
Increase / (decrease) in reserves	843	(7,556)	(2,835)	(2,946)	(257)	(2,704)	789	838	945	293	1,485
Increase / (decrease) of investments	(14,014)	1,820	2,640	(4,510)	(1,376)	(1,195)	(578)	1,158	1,693	(2,186)	(1,599)
Total applications of capital funding (D)	3,873	18,042	14,034	4,983	5,337	6,207	7,126	8,126	9,163	4,839	6,002
Surplus / (deficit) of capital funding (C-D)	**(1,701)**	**(1,870)**	**(2,249)**	**(3,156)**	**(3,961)**	**(4,795)**	**(5,677)**	**(6,634)**	**(7,621)**	**(8,606)**	**(9,732)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

What it will cost and how it will be paid for – Community wastewater supplies funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	7,532	8,343	9,044	9,796	10,516	11,310	12,185	13,118	14,106	15,116	16,120
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	669	1,077	1,107	1,136	1,168	1,194	1,227	1,266	1,300	1,344	1,386
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Other operating funding	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	8,201	9,420	10,151	10,932	11,684	12,504	13,412	14,384	15,406	16,460	17,506
Application of operating funding											
Payments to staff and suppliers	4,312	5,148	5,460	5,656	5,928	6,171	6,468	6,803	7,213	7,535	7,879
Finance costs	430	657	926	1,282	1,572	1,705	1,920	2,001	1,956	1,920	1,887
Internal charges applied	1,189	1,285	1,310	1,328	1,357	1,389	1,425	1,466	1,507	1,559	1,602
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding (B)	5,931	7,090	7,696	8,266	8,857	9,265	9,813	10,270	10,676	11,014	11,368
Surplus / (deficit) of operating funding (A-B)	**2,270**	**2,330**	**2,455**	**2,666**	**2,827**	**3,239**	**3,599**	**4,114**	**4,730**	**5,446**	**6,138**
Sources of capital funding											
Subsidies for capital expenditure	-	10,660	-	-	-	-	-	-	-	-	-
Development and financial contributions	5,064	3,648	3,821	3,402	3,451	3,543	3,636	3,735	3,467	3,575	4,660
Increase / (decrease) in debt	8,434	14,520	7,005	21,521	1,649	8,969	8,233	(1,750)	(1,785)	(1,105)	(1,560)
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	13,498	28,828	10,826	24,923	5,100	12,512	11,869	1,985	1,682	2,470	3,100
Applications of capital funding											
Capital - growth	15,504	24,403	7,707	26,037	880	6,368	10,161	1,840	369	1,639	2,631
Capital - level of service	3,259	4,558	3,409	2,035	2,740	3,258	4,117	1,161	577	1,006	1,037
Capital - renewals	1,127	3,694	2,700	4,161	2,848	2,930	1,725	1,778	1,839	1,901	1,960
Increase / (decrease) in reserves	283	(1,153)	(1,123)	(1,103)	(1,078)	(1,046)	111	160	215	272	327
Increase / (decrease) of investments	(4,405)	(344)	588	(3,541)	2,537	4,241	(646)	1,160	3,412	3,098	3,283
Total applications of capital funding (D)	15,768	31,158	13,281	27,589	7,927	15,751	15,468	6,099	6,412	7,916	9,238
Surplus / (deficit) of capital funding (C-D)	**(2,270)**	**(2,330)**	**(2,455)**	**(2,666)**	**(2,827)**	**(3,239)**	**(3,599)**	**(4,114)**	**(4,730)**	**(5,446)**	**(6,138)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

What it will cost and how it will be paid for – Stormwater funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	1,386	1,754	1,991	2,256	2,532	2,837	3,176	3,550	3,963	4,423	4,930
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Other operating funding	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	1,386	1,754	1,991	2,256	2,532	2,837	3,176	3,550	3,963	4,423	4,930
Application of operating funding											
Payments to staff and suppliers	931	1,305	1,335	1,387	1,460	1,532	1,588	1,692	1,739	1,842	1,967
Finance costs	62	62	62	62	62	62	62	62	62	62	62
Internal charges applied	184	198	202	205	210	215	220	226	233	241	247
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding (B)	1,177	1,565	1,599	1,654	1,732	1,809	1,870	1,980	2,034	2,145	2,276
Surplus / (deficit) of operating funding (A-B)	**209**	**189**	**392**	**602**	**800**	**1,028**	**1,306**	**1,570**	**1,929**	**2,278**	**2,654**
Sources of capital funding											
Subsidies for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	364	244	251	257	269	276	283	291	300	87	89
Increase / (decrease) in debt	(358)	-	-	-	-	-	-	-	-	-	-
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	6	244	251	257	269	276	283	291	300	87	89
Applications of capital funding											
Capital - growth	10	10	-	-	-	-	-	-	-	-	-
Capital - level of service	2,049	2,043	973	972	1,086	820	531	369	382	395	407
Capital - renewals	-	216	123	127	130	134	260	268	277	287	295
Increase / (decrease) in reserves	369	67	74	79	85	91	(9)	(3)	4	10	17
Increase / (decrease) of investments	(2,213)	(1,903)	(527)	(319)	(232)	259	807	1,227	1,566	1,673	2,024
Total applications of capital funding (D)	215	433	643	859	1,069	1,304	1,589	1,861	2,229	2,365	2,743
Surplus / (deficit) of capital funding (C-D)	**(209)**	**(189)**	**(392)**	**(602)**	**(800)**	**(1,028)**	**(1,306)**	**(1,570)**	**(1,929)**	**(2,278)**	**(2,654)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

What it will cost and how it will be paid for – Water races and land drainage funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	34	34	37	38	39	40	41	43	44	46	46
Targeted rates	2,884	3,475	3,578	3,710	3,844	3,987	4,185	4,397	4,623	4,865	5,126
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	427	474	491	503	517	532	547	564	584	603	622
Internal charges and overheads recovered	8	185	187	189	194	198	203	209	216	222	230
Other operating funding	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	3,353	4,168	4,293	4,440	4,594	4,757	4,976	5,213	5,467	5,736	6,024
Application of operating funding											
Payments to staff and suppliers	2,876	2,989	3,023	3,248	3,105	3,205	3,250	3,350	3,466	3,547	3,674
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges applied	407	618	631	639	655	671	688	708	728	753	774
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding (B)	3,283	3,607	3,654	3,887	3,760	3,876	3,938	4,058	4,194	4,300	4,448
Surplus / (deficit) of operating funding (A-B)	**70**	**561**	**639**	**553**	**834**	**881**	**1,038**	**1,155**	**1,273**	**1,436**	**1,576**
Sources of capital funding											
Subsidies for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital - growth	-	-	-	-	-	-	-	-	-	-	-
Capital - level of service	704	834	311	329	164	225	231	238	246	127	131
Capital - renewals	123	1,028	354	395	374	385	395	408	421	436	581
Increase / (decrease) in reserves	234	7	16	2	30	38	47	56	67	79	(41)
Increase / (decrease) of investments	(991)	(1,308)	(42)	(173)	266	233	365	453	539	794	905
Total applications of capital funding (D)	70	561	639	553	834	881	1,038	1,155	1,273	1,436	1,576
Surplus / (deficit) of capital funding (C-D)	**(70)**	**(561)**	**(639)**	**(553)**	**(834)**	**(881)**	**(1,038)**	**(1,155)**	**(1,273)**	**(1,436)**	**(1,576)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Internal council services

Support services

Internal support and administration functions exist to assist the Council's significant activities in the delivery of outputs and services with the exception of taxation expense. The cost of all support services (overheads) is allocated to each of the Council's significant activities on an apportionment basis.

Support services include:

- CEO's department
- People and capability
- Finance function
- Information services
- Records management
- Communications and customer services
- Asset and property management and service delivery

The internal Council services activity also includes the Council's corporate income from dividends and interest.

What you can expect from us – Internal services

Objective	Current Service	Planned Service 2021-24	Indicative Service 2024-31	Performance Measure	Current Performance	2021/22	2022/23	2023/24	2024-31
To prepare key accountability documents in accordance with good practice that allow for easy input from ratepayers and meet statutory requirements.	The annual report, annual plan and Long Term Plan meet good practice standards			The Annual Report is prepared within statutory timeframes and with an unmodified audit opinion	The 2019/20 Annual Report was adopted on 28 October 2020 with an unmodified opinion	The 2020/21 Annual Report is prepared within statutory timeframes and with an unmodified audit opinion.	The 2021/22 Annual Report is prepared within statutory timeframes and with an unmodified audit opinion	The 2022/23 Annual Report is prepared within statutory timeframes and with an unmodified audit opinion	The Annual Report is prepared within statutory timeframes and with an unmodified audit opinion
				The Annual Plan/Long Term Plan is prepared within statutory timeframes and with an unmodified audit opinion	The 2020/21 Annual Plan was adopted on 24 June 2020	The 2022/23 Annual Plan is prepared within statutory timeframes	The 2023/24 Annual Plan is prepared within statutory timeframes	The 2024/34 long term plan is prepared within statutory timeframes and with an unmodified audit opinion	The annual plan/long term plan is prepared within statutory timeframes and with an unmodified audit opinion
To collect rates revenue in an effective and efficient manner				Total rates arrears at 30 June as a percentage of the annual rates struck for the year	4%	3.5%	3%	3%	3%
				Total number of ratepayers paying by direct debit as a percentage of the total ratepayer invoices (measured for the fourth instalment)	33%	33%	33%	33%	33%

What it will cost and how it will be paid for – Internal council services funding impact statement

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	1,038	673	787	853	916	959	968	958	970	1,013	1,031
Targeted rates	309	314	314	335	334	330	413	507	576	639	712
Subsidies and grants for operating purposes	90	149	153	157	162	166	170	175	180	185	190
Fees and charges	734	1,208	1,270	1,327	1,388	1,452	1,520	1,591	1,672	1,756	1,845
Internal charges and overheads recovered	22,135	24,897	25,155	25,117	25,254	25,741	26,373	27,003	27,764	28,905	29,542
Other operating funding	7,288	5,729	5,863	5,999	6,139	6,289	6,437	6,595	6,768	6,941	7,112
Total operating funding (A)	31,594	32,970	33,542	33,788	34,193	34,937	35,881	36,829	37,930	39,439	40,432
Application of operating funding											
Payments to staff and suppliers	18,482	20,365	20,551	20,638	20,795	21,381	22,107	22,716	23,351	24,287	24,844
Finance costs	31	6	1	-	-	-	-	-	-	-	-
Internal charges applied	11,524	10,956	11,178	11,218	11,459	11,732	12,022	12,340	12,730	13,207	13,551
Other operating funding applications	237	123	127	131	135	139	143	148	152	156	160
Total application of operating funding (B)	30,274	31,450	31,857	31,987	32,389	33,252	34,272	35,204	36,233	37,650	38,555
Surplus / (deficit) of operating funding (A-B)	**1,320**	**1,520**	**1,685**	**1,801**	**1,804**	**1,685**	**1,609**	**1,625**	**1,697**	**1,789**	**1,877**
Sources of capital funding											
Subsidies for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	(289)	(313)	(82)	-	-	-	-	-	-	-	-
Gross sales proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(289)	(313)	(82)	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital - grow th	673	850	876	370	379	390	400	411	423	434	446
Capital - level of service	-	-	-	-	-	-	-	-	-	-	-
Capital - renew als	-	480	258	254	260	390	343	164	278	410	280
Increase / (decrease) in reserves	56	28	28	29	29	30	30	30	31	31	32
Increase / (decrease) of investments	302	(151)	441	1,148	1,136	875	836	1,020	965	914	1,119
Total applications of capital funding (D)	1,031	1,207	1,603	1,801	1,804	1,685	1,609	1,625	1,697	1,789	1,877
Surplus / (deficit) of capital funding (C-D)	**(1,320)**	**(1,520)**	**(1,685)**	**(1,801)**	**(1,804)**	**(1,685)**	**(1,609)**	**(1,625)**	**(1,697)**	**(1,789)**	**(1,877)**
Funding balance (A-B) + (C-D)	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Financial strategy

Introduction

The financial strategy guides the way the Council makes decisions over income, expenditure, borrowing and investments. It helps explain how we plan to balance the books and summarises the implications of these plans for ratepayers. In doing so it links the decisions the Council makes on what services to provide with how they will be paid for. The objectives of the financial strategy are to:

- provide funding for the continuing transformation of the district;
- keep rates at reasonable levels, whilst allowing them to rise sufficiently to allow for improved community facilities and essential infrastructure to meet the needs of the community;
- use borrowing to spread the cost of new facilities and infrastructure between current and future ratepayers; and
- keep the Council in good financial health so that future generations benefit in the same way that the current generation has done.

Our start point

The Council is in a sound financial position after nearly a decade of rapid population and business growth. Recent years' financial results have been positive, net borrowing is low and we retain a range of investments. Although this growth is very positive for the district, and certainly results in an increase in the number of ratepayers, it does put ever increasing pressure on our water and wastewater systems, roads and community facilities. Responding to this pressure requires substantial additional expenditure and will continue to do so. The major financial challenge for the Council, ratepayers and developers over the next 10 years is funding of this expenditure. As at June 2020 the Council had:

- Net assets of $1.8 billion
- Gross borrowing of $35.2 million
- Equity and property investments of $156 million
- Expenditure of $113 million per year delivering services
- Rates income per year of $65 million

The Covid-19 pandemic has introduced an additional degree of uncertainty to the future. This has seen a global adverse economic impact. While New Zealand has also experienced economic pressures it appears the impact for New Zealand as a whole, and Selwyn in particular, will not be as large as had been predicted. However, the Council is well aware that some ratepayers have been directly affected and this has influenced the strategy. This is manifested in two ways; a reduction in the limit on rate increases and an increase in the level of borrowing compared with the 2018-28 financial strategy.

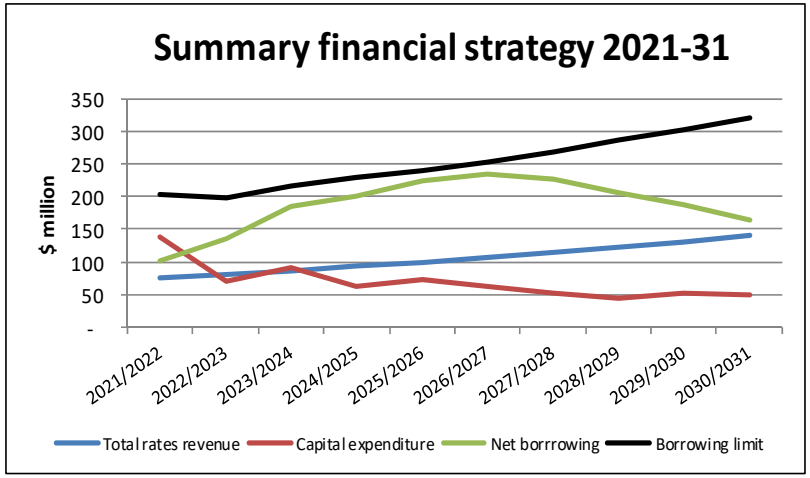
Our strategy

Our strategy has been prepared taking into account the Council's starting financial position, plus the factors that we expect to influence our position over the next 10 years. These include:

- population growth, changing land use and the associated infrastructure requirements;
- inflation;
- changes to services; and
- the funding of renewals and depreciation.

There is more information on how these factors have influenced the strategy in the appendix.

Our strategy to keep the Council in good financial health and rates at a reasonable level. The chart below shows how the substantial level of capital expenditure over the next few years will result in an increase in the level of borrowing, and how increasing rates revenue will allow the borrowing to be kept under control so that it starts to reduce towards the end of the period. Rates revenue goes up due to both more ratepayers and rate increases, but increases are keep at reasonable levels.



Rates

The total rates ratepayers pay is are made up of a mix of General rates (approximately 36%) and Targeted rates (approximately 64%).

We are forecasting an average total rate increase per ratepayer of 4% to 5% per year over the next 10 years. We have set a limit that the average rate increase per ratepayer will not exceed 6% in any one year. These are average increases per ratepayer and the actual increase for individual ratepayers may exceed these amounts. (The number of ratepayers is defined as the number of assessments for the Uniform Annual General Charge.)

The forecast average rate increase per ratepayer and the average rates per ratepayer is set out in the chart below.

General Rate

The activities funded by the general rate include:

- land transport (mainly roading);
- community services;
- environmental services;
- democracy;
- cemeteries, public toilets, civil defence, community development; and
- a contribution towards community centres, halls, reserves and swimming pools.

Increasing general cost pressures in particular in maintaining, enhancing and building a safe road network and Town Centre improvements, means the general rate will need to increase.

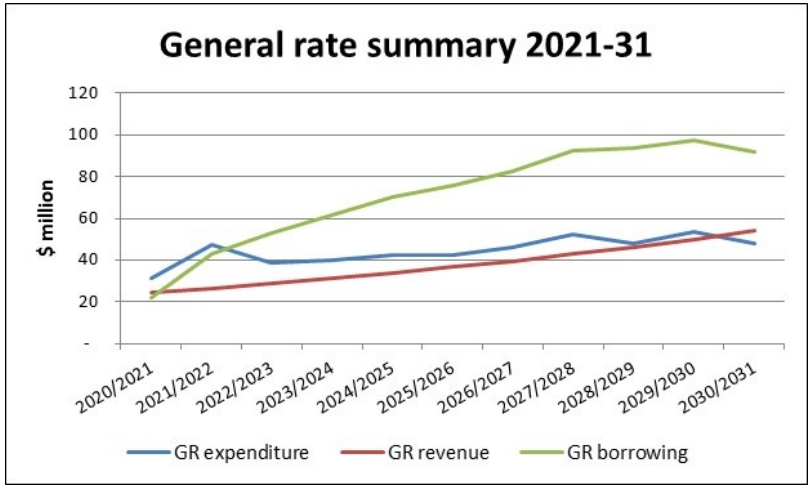
The amount of the general rate that individual ratepayers pay is based on the capital value of their property plus a uniform annual general charge. The Council has sought to minimise increases in the level of the general rate by using borrowing to fund expenditure that will deliver community benefits over a number of years (i.e. road improvements). This is a fair approach as it means future ratepayers share some of the costs incurred today that bring future benefits. The level of borrowing needs to be sustainable in the longer term as will build interest costs that add to the amount that needs to be funded by rates, and builds up borrowing that will need to be repaid.

The Council's approach is to increase the general rate and use general rate funded borrowing in a way that balances the needs of current and future ratepayers, and limits borrowing to a financially sustainable level.

The chart below illustrates general rate expenditure over the next 10 years and how it will be funded through a mix of general rates and borrowings. It shows how borrowings are used to fund a portion of expenditure that creates longer-term benefits. Therefore allowing the cost impact on the ratepayer through general rate increases to be spread similar to how the community will benefit. Repayment of borrowing can happen when general rate revenue (the red line) exceeds general rate expenditure (the blue line). Annual general rate increases of 6%, plus forecast

growth in the rating base, are needed to achieve the objective of being able to reduce general rate borrowing by the end of the 10 year period of the plan.

Without the planned general rate increases the level of borrowing would need to increase further. This would then see future rate payers being faced with a large financial burden and the prospect of significant rate increases. The alternative position is defer or cancel major projects to lower expenditure and reduce benefits to the Selwyn community.



Targeted rates

Targeted rates are used to fund specific activities including:

- water, sewerage, water races, land drainage, stormwater;
- recreation reserves, community centres, libraries, swimming pools;
- Canterbury Museum;
- Refuse; and
- the Malvern Community Board.

A self-contained account is maintained for each targeted rate that, over time, is kept in balance (i.e. net expenditure equals targeted rate revenue). In any one year the account may be in surplus or deficit. The level of the targeted rate is set to achieve a balance over the medium term (five to 10 years). Where the activity requires substantial capital expenditure this may be met by borrowing that is repaid over a period of time, typically 20 -25 years.

Borrowing

The anticipated rate of population growth and planned service improvements will require continued capital expenditure. This involves a number of large projects including improving road intersections, new community facilities and additional waste water capacity. The level of capital expenditure will mean that the Council needs to borrow to pay for these costs as they are incurred. These projects represent an investment in the future of the Selwyn district and will be used and enjoyed by both current and future residents. The use of borrowing means that the cost of this investment is met over time by those that benefit.

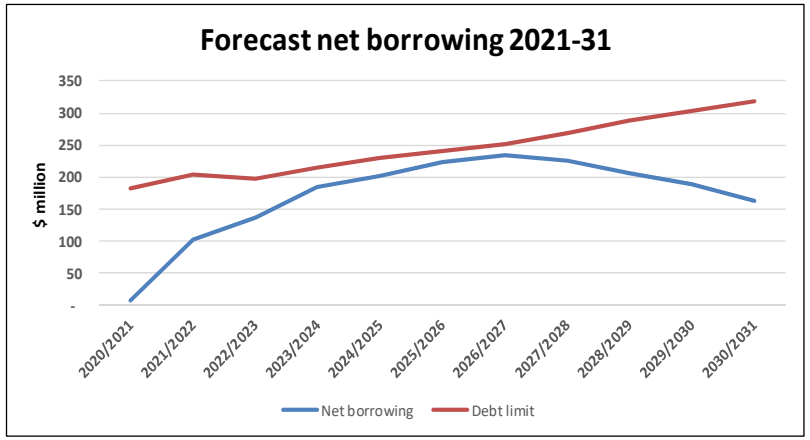
Interest costs and principal repayments will be met by a mix of the general rate, targeted rates, development contributions, land sales and lease revenue.

The Council's forecast level of net borrowing for the 10 years of the plan is shown in the chart below. It shows the level of debt compared with the Council's borrowing limit. Net borrowing increases in the early years of the plan, but planned increases in revenue means that we can meet our objective of reducing net borrowing by the end of the 10 year period of the plan.

The Council provides security on its borrowing through a Debenture Trust Deed. This provides lenders with a charge over the Council's rates income and means that if the Council defaulted on a loan, the lender would have the ability to set a rate and recover the sums owed. In practice, it is the ability of local authorities to set rates that makes it very unlikely that a local authority will default on its obligations.

Borrowing limits

The Council has set the following limits on borrowing. The aim of the limits is ensure that the level borrowing is prudent and provides capacity for both future capital expenditure and unexpected events.



Ratio	Limit	Forecast maximum level during period 2021-31
Net borrowing as a percentage of total revenue	160%	149%
Net interest as a percentage of total revenue	<8%	4%
Net interest as a percentage of rates revenue	<15%	6%
Payback ratio (net borrowing/operating balance)	<9 years	10 years*

Net borrowing *is defined as total debt less unencumbered financial assets and investments with a maturity of less than 1 year.*
Net Interest *is defined as the amount equal to all interest and financing costs less interest income for the relevant period.*
Rates revenue *is defined as the amount equal to the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002.*
Operating balance *is defined as surplus of operating funding taken from the Funding Impact Statement, excluding financing costs and interest revenue.*
**This ratio is only exceeded in 2021/22 due to the impact of unspent operatating project budgets being carried forward from 2020/21 to 2021/22*

Investments

The Council has three main types of investments:

Investment	Objective	Target return	Use of investment returns
Property portfolio	To bring jobs and services to the District and to make a financial return.	6.0%	Revenue from commercial property is used to support the general rate requirement over time
Shareholdings: - Orion New Zealand Limited - Sicon Limited	To secure a long-term financial return through investments that provide both annual dividend revenue and regular capital growth that protects the underlying value of the investment. As such they generally provide a better long term return than cash investments.	3%*	Dividend income is used to support the general rate requirement.
Cash	Cash is held in reserve for specific purposes in near risk free investments and to provide financial security in the form of liquid assets.	1.5%	Interest revenue is used to support the general rate requirement.

** This is based on the fair value of the Council's shareholding.*

Conclusion

The Council has designed its financial policies to be prudent and fair to current and future ratepayers. Current ratepayers pay for the services they enjoy, including a contribution to the cost of replacing the infrastructure they use. The cost of expanding our infrastructure to allow for new residents is partly paid for by developers. All ratepayers, current and future, pay for the costs involved in improving the quality of services. This approach will maintain the Council's healthy financial position over the next 10 years and provide a sound base for maintaining the well-being of future generations.

Appendix - Supporting information for the Financial Strategy

Key factors that have influenced the financial strategy

The financial strategy has been prepared taking into account the Council's starting financial position, plus the factors that we expect to influence its position over the next 10 years. These include:

- population growth, changing land use and the associated infrastructure requirements;
- inflation;
- changes to services; and
- the funding of renewals and depreciation.

Population growth, changing land use and infrastructure requirements
As a fast growing district, population growth is top on the list of factors that are influencing the Council's finances. It is this growth that leads to the increasing level of operating expenditure and the significant capital expenditure programme of recent years.

We have prepared our 30 year township population growth forecasts for the District using information from Statistics New Zealand and data on recent trends in sub-division development and building activity.

Forecasting population growth is difficult at the best of times, but particularly challenging at the present time as the impact of the Covid-19 pandemic adds to the uncertainty.

The current population of the District is about 70,000 and the forecast is that it will be around 90,000 by 2031 (the end of the period covered by the LTP). This population growth (near 30%), alongside the associated business growth, will continue the land use change from rural to urban and industrial.

The Council's policy is that developers should pay a fair share of the costs of new infrastructure that is required to serve the growing population. In this way the whole community benefits from the growing population but is not burdened with all of the costs. There is however some risk with this strategy. If the Council spends money providing infrastructure to allow more houses in the anticipation of future funding from land developers, but the population does not grow as anticipated, then the Council, and ultimately, the ratepayer is left with borrowing that still needs to be repaid. This risk will be monitored over the coming years, with action taken to try to mitigate if the risk materialises, for example by delaying future expenditure if growth slows more than expected.

The forecast cost of providing for the growing population over the next 10 years is set out in in the table below.

Additional costs arising from population growth, land use change and infrastructure requirements*

The following table shows the amount of growth related capital expenditure in each year of the Long Term Plan

Growth capital expenditure	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Community services and facilities	29,973	17,735	9,115	11,283	13,764	10,549	5,841	4,243	4,015	1,984
Environmental services	38	39	40	41	42	43	44	45	47	48
Transportation	18,149	495	2,818	492	2,823	6,581	10,273	2,502	7,730	1,066
Solid waste management	3,955	76	3,376	1,179	3,026	-	23	101	103	106
5 waters services	33,939	12,471	30,796	2,105	10,169	10,991	2,768	1,330	3,063	3,012
Internal services	850	876	370	379	390	400	411	423	434	446
	86,904	**31,692**	**46,515**	**15,479**	**30,214**	**28,564**	**19,360**	**8,644**	**15,392**	**6,662**

** Note: these additional costs relating to population growth may also result in improved services to the existing population, for example through roading improvements and new or expanded community facilities.*

Growth expenditure
The capital expenditure relating to growth is to provide additional capacity in the Council's road, footpath, water and wastewater networks, as well as providing additional community facilities. The funding of growth capital expenditure related to:

- roading will be by a combination of general rates and development contributions
- water, waste water will be by development contributions
- community facilities will be by combination of targeted rates, user charges and reserve development contributions.

Additional maintenance expenditure arising from growth will be largely met by the new ratepayers as they add to the rating base. This means that existing ratepayers will not need to meet all these costs.

Inflation
Everyone faces the impact of inflation and the Council is no exception. Although the headline consumer price index (CPI) is relatively low at the start of the LTP period, costs faced by local authorities do tend to increase faster than the rate of the CPI. This inevitably means the cost of providing services will increase over the next 10 years and these increases will affect the level of rates. Overall, we estimate that inflation will increase the costs by nearly one third over the next 10 years. As a result most of the Council's rates and charges will increase due to inflation.

Changes to services
Over the past few years the Council has put in place a number of improvements to the level of services it provides. This includes the new community facilities and a greater emphasis on community development. The impact of these changes has already largely been reflected in the Council's cost structure and ratepayers' bills. Over the next 10 years the Council is planning the following improvements in the levels of service:

- roading improvements to improve the efficiency and safety of key arterial routes;
- the development of town centres;
- water system upgrades to improve water quality;
- new walking and cycling links between townships;
- expansion of the wastewater system;
- new community facilities including Prebbleton Community Centre and Leeston Library and Community Centre; and
- improvements to sporting and recreational facilities in a number of townships.

The improvements are partly related to population growth and will be funded by a mix of targeted, general rate and development contributions.

Renewals and depreciation
Depreciation charges are an accounting measure that represents how much of an asset value has been used up. For example, if a road surface lasts 10 years, the current ratepayers are assumed to have used up one tenth of the value of the road each year. The annual depreciation charge forms part of the Council's operating expenses for the year. As the asset has been previously paid for depreciation is a non-cash expense (just a 'book entry') and does not involve any payments.

Renewal costs are the actual cost of replacing assets at the end of their life. It is the actual cash payment required to replace the old asset.

Over the long term the renewal cost and the depreciation charge for the Council's infrastructure assets (roads, water and waste water systems) should be similar. But in any one year they can be very different – depreciation is a regular annual operating expense and the corresponding renewal is an irregular capital cost.

Because many of the Council's assets are relatively new, and have been fairly recently paid for by ratepayers through rates and development contributions, it is not fair for the Council to charge the full cost of depreciation to current ratepayers. The Council has therefore adopted a mixed approach to funding the cost of renewing its assets:

- for water, wastewater, stormwater and water races, the average cost of renewal work that will be required over the next 30 years is included in the calculation of the amount of rates required each year. This is because renewal costs are variable year to year and this approach smooths the rates funding required;

- for roading, the estimated cost of actual renewals work is included in the calculation of the amount of rates required each year. This is because renewals costs are less variable and are part funded by the New Zealand Transport Agency; and
- for community facilities, the estimated actual cost of renewals is included in the calculation of the amount of rates required each year. This is because most of the large facilities are relatively new and ratepayers are still funding the initial construction of the facility. The Council intends to move to longer term renewals or depreciation funding in the future once more of the initial construction cost has been paid off.

Assumptions

This financial strategy is based on certain assumptions about the future. Including:

- That the population of the district will continue to increase
- That capital expenditure will be incurred as planned
- That interest on borrowing will be 2.5%
- That returns on investments will be in line with expectations, generally 1.5% – 6%
- That price increases (inflation) will be in the range 2-3% per year
- There is no change in tax rates
- That there is no major destabilising event locally, nationally or globally.

We know that reality rarely turns out as we expect and the advantage of having a financial strategy is that it seeks to maintain a strong financial position with flexibility to adapt to changing conditions.

Financial prudence benchmarks and indicators

What is the purpose of this statement?

The purpose of this statement is to disclose the Council's financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

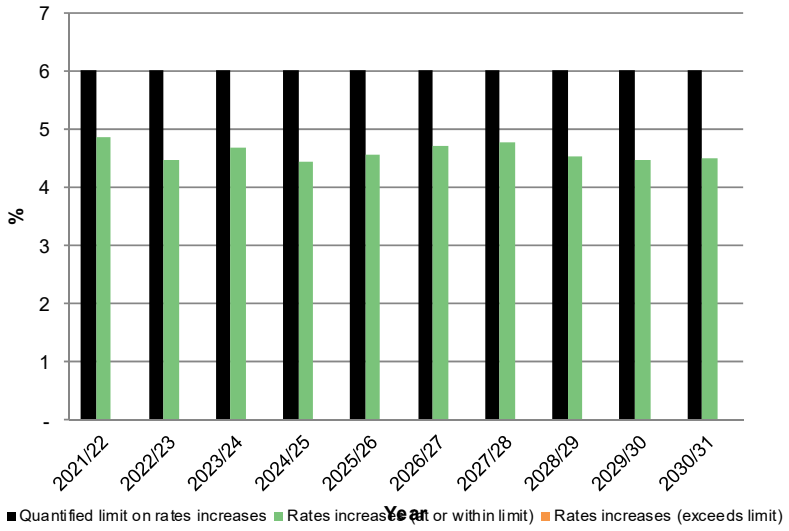
The Council is required to include this statement in its long term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Rates affordability benchmark

The council meets the rates affordability benchmark if its actual rates increases equal or are less than each quantified limit on rates increases.

Rates (increases) affordability

The following graph compares the Council's planned rates increases with a quantified limit on rates increases included in the financial strategy included in the Council's long-term plan. The quantified limit is 6% per annum.

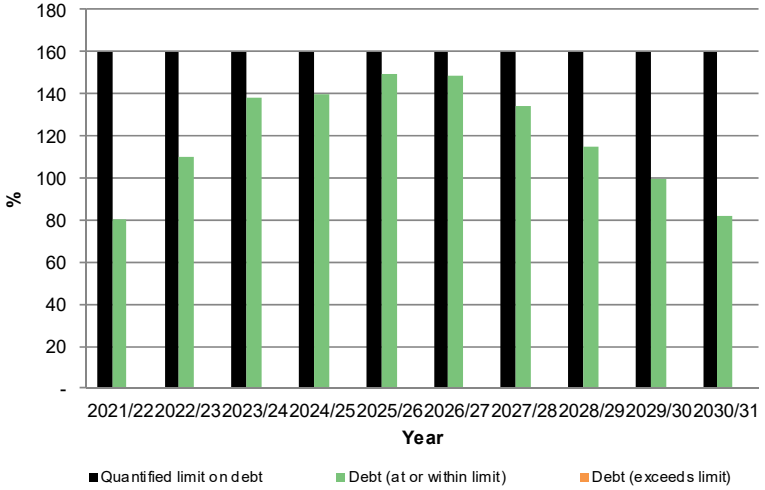


Debt affordability benchmark

The Council meets the debt affordability benchmark if its actual borrowing is within each quantified limit on borrowing.

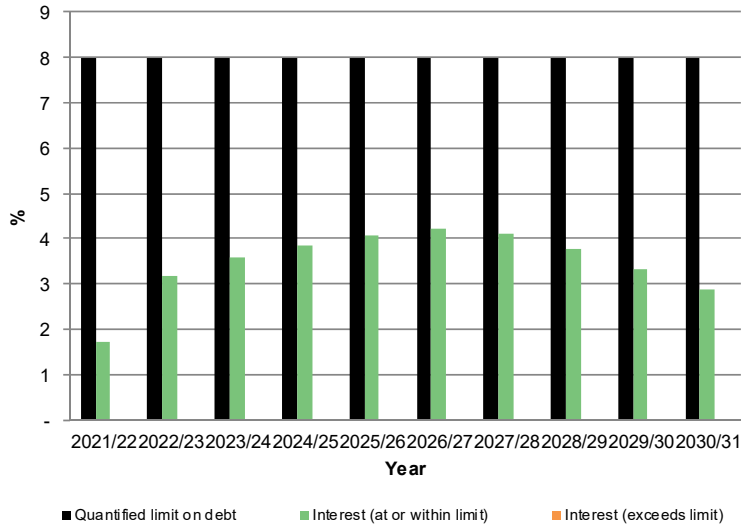
Net borrowing as percentage of revenue

The following graph compares the Council's planned borrowing with a quantified limit on borrowing contained in the financial strategy included in the Council's long-term plan. The quantified limit is net borrowings as a percentage of revenue will be less than 160%.



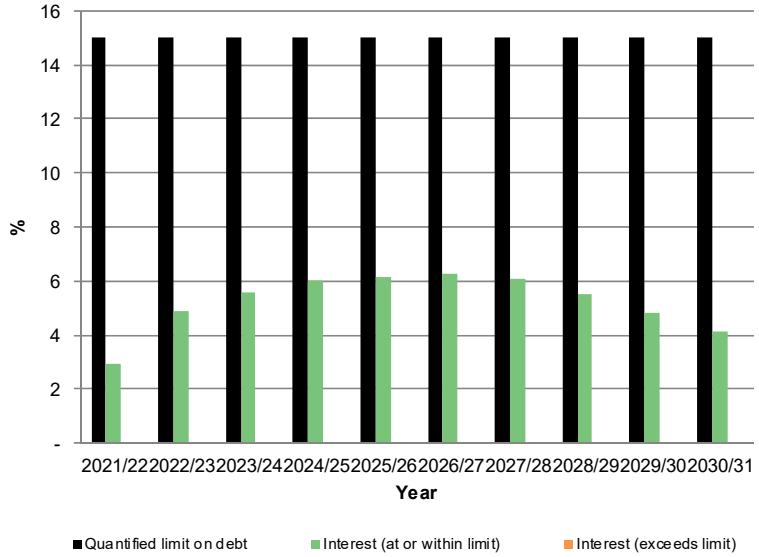
Net interest as a percentage of total revenue

The following graph compares the Council's planned borrowing with a quantified limit on borrowing stated in the financial strategy included in the council's long-term plan. The quantified limit is net interest as a percentage of total revenue will be less than 8%.



Net interest as a percentage of rates revenue

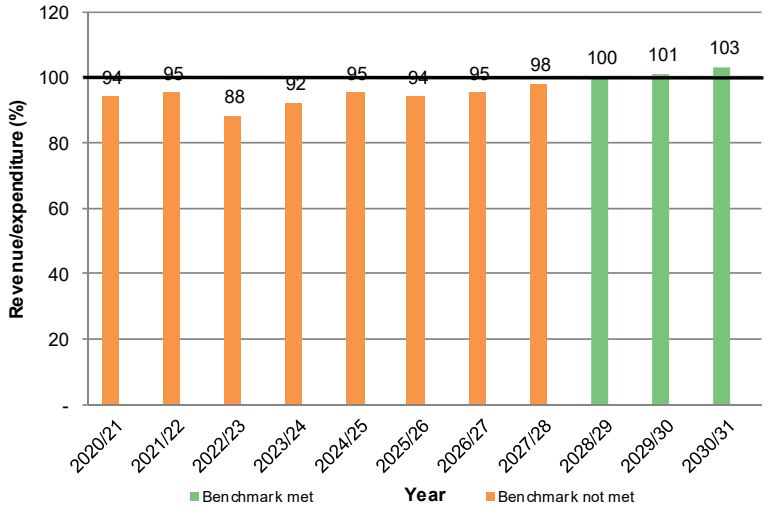
The following graph compares the Council's planned borrowing with a quantified limit on borrowing stated in the financial strategy included in the Council's long-term plan. The quantified limit is net interest as a percentage of rates revenue will be less than 15%.



Balanced budget benchmark

The following graph displays the Council's revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant or equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluation of property, plant or equipment).

The council meets this benchmark if its revenue equals or is greater than its operating expenses.

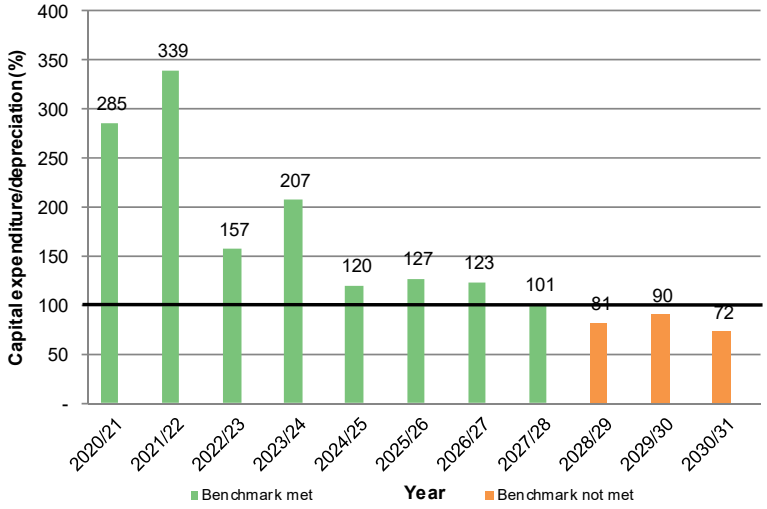


The Council will not meet the balanced budget benchmark in every year of the long term plan due to the Council's decision to not fully fund depreciation (the Council generally funds renewals rather than depreciation).

Essential services benchmark

The following graph displays the Council's capital expenditure on network services as a proportion of depreciation on network services.

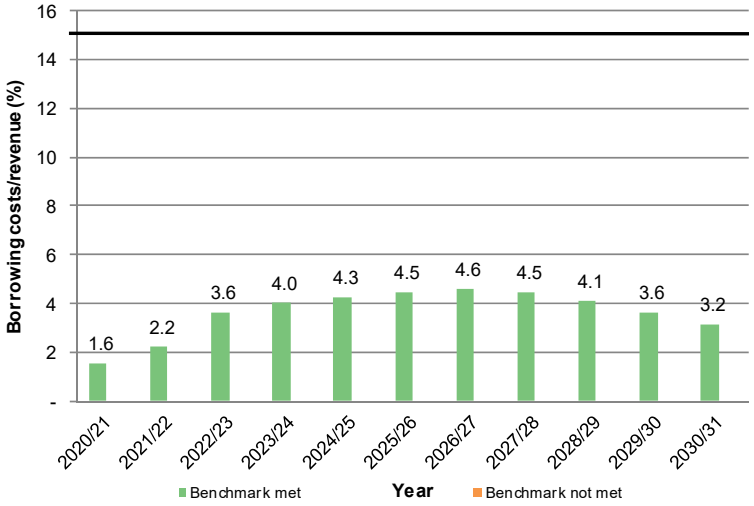
The Council meets this benchmark if its capital expenditure on network services equals or is greater than depreciation on network services.



The Council will not meet the essential services benchmark in every year of the long term plan due to the timing of major capital projects. Overall, capital expenditure will exceed depreciation over the full 10 year period.

Debt servicing benchmark

The following graph displays the Council's borrowing costs as a proportion of revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluation of property, plant, or equipment). Because Statistics New Zealand projects the Council's population will grow faster than the national population growth rate, it means the debt servicing benchmark if its borrowing costs equal or are less than 15% of its revenue.



Rating base information

The projected numbers of rating units within the district are as follows:

Year	Rating units
2021/22	31,418
2022/23	32,336
2023/24	33,108
2024/25	33,880
2025/26	34,652
2026/27	35,424
2027/28	36,196
2028/29	36,979
2029/30	37,762
2030/31	38,545

Prospective financial statements

Introduction

The financial statements in this section outline the Council's prospective financial information for the 10 years from 1 July 2021 to 30 June 2031.

Statement of responsibility and authorisation for issue

The Council is responsible for the preparation of the prospective financial statements, including the appropriateness of the underlying assumptions and other disclosures. The prospective financial statements for the period ending 30 June 2031 were authorised for issue by the Council on 23 June 2021.

Purpose of preparation

The purpose of the prospective financial information is to inform the community about the Council's financial plans and may not be appropriate for other purposes.

Cautionary note

The prospective financial statements are based on assumptions and actual results are likely to vary from the information presented and the variations may be material.

The prospective statement of financial position is based on an updated projection of the opening statement of financial position as at 1 July 2021 and is not based on the annual plan 2020/21. There is therefore a difference between the closing equity and cash balances shown for the 2020/21 annual plan and the opening equity and cash balances in the Long Term Plan forecast. The differences arise because the Long Term Plan opening balances reflect the Council's actual results for 2019/20 and updated information in relation to the 2020/21 forecasts.

Significant assumptions

The Council has made assumptions in preparing the prospective financial statements and these are set out after the accounting policies.

Flood Event

A significant storm event occurred at the end of May 2021. The storm caused flooding in the Selwyn District that affected some of the Council's assets including reserves, roading, water and waste water infrastructure. The Council has carried out an initial assessment of the damage to its assets and has estimated that the cost to remedy the damage may be in the region of $5 to $6 million, of which $3 to $4 million may be incurred in the 2021/22 financial year. This is a preliminary assessment and it will be some time before the final cost is known. A substantial proportion of the repair costs is likely be recovered through the Council's insurance policies, Waka Kotahi NZ Transport Agency and support and from the Government. The Council does not foresee the event having a significant impact on the deliverability its ten year programme.

Prospective statement of comprehensive revenue and expense

a forecast for the 10 years ending 30 June 2031

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Revenue											
Rates (Note 1)	67,876	74,846	80,733	86,751	92,930	99,608	106,838	114,606	122,640	131,117	140,112
Development contributions	16,216	9,828	10,791	8,243	9,675	12,425	11,500	11,893	12,616	11,624	10,474
Subsidies and grants	17,012	22,671	10,988	13,990	15,774	13,255	12,405	13,669	15,621	15,444	15,611
Other revenue	57,495	67,728	64,976	71,088	71,865	69,135	71,509	74,477	76,052	78,672	83,807
Total revenue	158,599	175,073	167,488	180,072	190,244	194,423	202,252	214,645	226,929	236,857	250,004
Expenditure											
Employee benefit expenses	25,796	29,172	30,145	31,057	31,800	32,791	33,834	34,849	35,895	37,036	38,147
Depreciation and amortisation (Note 2)	35,025	35,454	38,687	41,944	43,457	46,835	49,720	50,877	54,593	57,913	59,247
Finance costs	1,787	2,815	4,503	5,406	6,157	6,697	7,235	7,524	7,364	6,887	6,319
Other expenses	58,216	66,555	66,151	68,343	69,522	72,837	74,890	79,157	82,158	85,114	90,039
Total operating expense	120,824	133,996	139,486	146,750	150,936	159,160	165,679	172,407	180,010	186,950	193,752
Surplus / (deficit)	**37,775**	**41,077**	**28,002**	**33,322**	**39,308**	**35,263**	**36,573**	**42,238**	**46,919**	**49,907**	**56,252**
Other comprehensive revenue and expense											
Gain on property revaluations	-	51,251	51,443	-	97,129	71,074	-	111,292	81,850	-	137,440
Financial assets at fair value	-	-	6,413	-	-	11,061	-	-	11,330	-	-
Total other comprehensive revenue and expense	-	51,251	57,856	-	97,129	82,135	-	111,292	93,180	-	137,440
Total comprehensive revenue and expense	**37,775**	**92,328**	**85,858**	**33,322**	**136,437**	**117,398**	**36,573**	**153,530**	**140,099**	**49,907**	**193,692**

Prospective statement of changes in equity

a forecast for the 10 years ending 30 June 2031

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance at 1 July	1,762,067	1,864,839	1,957,167	2,043,025	2,076,347	2,212,784	2,330,182	2,366,755	2,520,285	2,660,384	2,710,291
Comprehensive revenue and expense											
Net surplus / (deficit) for the year	37,775	41,077	28,002	33,322	39,308	35,263	36,573	42,238	46,919	49,907	56,252
Other comprehensive revenue and expense	-	51,251	57,856	-	97,129	82,135	-	111,292	93,180	-	137,440
Total comprehensive revenue and expense	37,775	92,328	85,858	33,322	136,437	117,398	36,573	153,530	140,099	49,907	193,692
Balance at 30 June	**1,799,842**	**1,957,167**	**2,043,025**	**2,076,347**	**2,212,784**	**2,330,182**	**2,366,755**	**2,520,285**	**2,660,384**	**2,710,291**	**2,903,983**

Prospective statement of financial position

a forecast for the 10 years ending 30 June 2031

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Current assets											
Cash and cash equivalents	12,412	22,898	19,288	11,642	14,136	16,931	24,485	37,290	39,031	37,460	36,612
Receivables from exchange transactions	8,000	15,000	15,451	15,847	16,233	16,636	17,028	17,436	17,870	18,292	18,703
Inventory	30	20	20	20	20	20	20	20	20	20	20
Other financial assets	28,752	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Property held for sale	-	2,585	5,107	1,500	1,500	1,500	1,942	-	-	-	-
Total current assets	49,194	80,503	79,867	69,010	71,889	75,087	83,475	94,746	96,921	95,773	95,334
Non current assets											
Receivables from exchange transactions	300	125	125	125	125	125	125	125	125	125	125
Other financial assets	1,089	520	520	520	520	520	520	520	520	520	520
Investments in council controlled organisations	119,244	133,597	140,010	140,010	140,010	151,071	151,071	151,071	162,401	162,401	162,401
Investment property	29,161	42,935	51,808	58,727	65,503	72,542	79,841	87,547	89,739	91,997	94,119
Forestry	247	213	213	213	213	213	213	213	213	213	213
Intangible assets	489	346	346	346	346	346	346	346	346	346	346
Property, plant and equipment - operational	416,782	447,647	454,918	469,608	502,216	511,586	512,969	533,080	535,367	537,317	572,920
Property, plant and equipment - infrastructural	1,311,809	1,447,354	1,542,498	1,607,829	1,720,945	1,833,562	1,871,795	1,992,238	2,097,199	2,124,728	2,256,676
Total non - current assets	1,879,121	2,072,737	2,190,438	2,277,378	2,429,878	2,569,965	2,616,880	2,765,140	2,885,910	2,917,647	3,087,320
TOTAL ASSETS	**1,928,315**	**2,153,240**	**2,270,305**	**2,346,388**	**2,501,767**	**2,645,052**	**2,700,355**	**2,859,886**	**2,982,831**	**3,013,420**	**3,182,654**
Current liabilities											
Payables under exchange transactions	21,000	30,000	30,903	31,695	32,466	33,272	34,056	34,872	35,740	36,585	37,405
Borrowings	-	662	594	609	1,943	3,414	9,997	28,487	30,631	26,280	21,004
Total current liabilities	21,000	30,662	31,497	32,304	34,409	36,686	44,053	63,359	66,371	62,865	58,409
Non current liabilities											
Provisions	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043	1,043
Other financial liabilities	524	113	113	113	113	113	113	113	113	113	113
Borrowings	105,907	164,256	194,627	236,579	253,416	277,025	288,388	275,084	254,918	239,107	219,107
Total non - current liabilities	107,474	165,412	195,783	237,735	254,572	278,181	289,544	276,240	256,074	240,263	220,263
Equity											
General reserves	1,074,487	1,150,040	1,186,474	1,225,518	1,267,433	1,308,711	1,344,227	1,386,079	1,430,267	1,477,039	1,529,470
Special funds (Note 3)	37,913	39,780	31,348	25,626	23,019	17,004	18,061	18,447	21,178	24,313	28,134
Fair value through other comprehensive revenue	73,195	86,398	92,811	92,811	92,811	103,872	103,872	103,872	115,202	115,202	115,202
Asset revaluation reserve	614,247	680,949	732,392	732,392	829,521	900,595	900,595	1,011,887	1,093,737	1,093,737	1,231,177
Total equity	1,799,842	1,957,167	2,043,025	2,076,347	2,212,784	2,330,182	2,366,755	2,520,285	2,660,384	2,710,291	2,903,983
TOTAL LIABILITIES AND EQUITY	**1,928,315**	**2,153,240**	**2,270,305**	**2,346,388**	**2,501,767**	**2,645,052**	**2,700,355**	**2,859,886**	**2,982,831**	**3,013,420**	**3,182,654**

Prospective statement of cash flows

a forecast for the 10 years ending 30 June 2031

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Operating activities											
Cash was provided from:											
Receipts from customers	119,855	125,645	122,145	129,931	140,477	148,556	154,776	165,011	176,562	184,749	193,657
Agency receipts	1,155	4,179	4,470	4,908	5,221	5,460	5,668	5,930	6,176	6,426	6,680
Interest received	1,052	620	601	600	600	600	600	600	600	600	600
Dividends received	6,236	5,109	5,262	5,399	5,539	5,689	5,837	5,995	6,168	6,341	6,512
	128,298	135,553	132,478	140,838	151,837	160,305	166,881	177,536	189,506	198,116	207,449
Cash was distributed to:											
Suppliers/employees	83,977	91,598	90,975	93,752	95,384	99,417	102,328	107,319	111,069	114,942	120,748
Agency payments	1,155	4,129	4,418	4,856	5,167	5,405	5,611	5,871	6,116	6,364	6,617
Interest paid	1,787	2,815	4,503	5,406	6,157	6,697	7,235	7,524	7,364	6,887	6,319
	86,919	98,542	99,896	104,014	106,708	111,519	115,174	120,714	124,549	128,193	133,684
Net cash from operating activities	**41,379**	**37,011**	**32,581**	**36,824**	**45,130**	**48,786**	**51,706**	**56,822**	**64,957**	**69,923**	**73,764**
Investment activities											
Cash was provided from:											
Sale of property, plant & equipment	3,120	6,382	2,585	5,222	1,500	1,500	1,500	2,132	-	-	-
Sale of property intended for sale	-	-	-	-	-	-	-	-	-	-	-
Proceeds from investments	43,248	-	-	-	-	-	-	-	-	-	-
	46,368	6,382	2,585	5,222	1,500	1,500	1,500	2,132	-	-	-
Cash was applied to:											
Purchase of property, plant and equipment	156,385	138,979	69,079	91,659	62,307	72,571	63,598	51,335	45,194	51,332	49,337
Purchase of development property	-	-	-	-	-	-	-	-	-	-	-
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of investments	-	8,000	-	-	-	-	-	-	-	-	-
	156,385	146,979	69,079	91,659	62,307	72,571	63,598	51,335	45,194	51,332	49,337
Net cash from investing activities	**(110,017)**	**(140,597)**	**(66,494)**	**(86,437)**	**(60,807)**	**(71,071)**	**(62,098)**	**(49,203)**	**(45,194)**	**(51,332)**	**(49,337)**
Financing activities											
Cash was provided from:											
Loans raised	70,707	105,597	31,173	42,561	18,780	25,705	19,375	9,399	1,496	3,739	-
	70,707	105,597	31,173	42,561	18,780	25,705	19,375	9,399	1,496	3,739	-
Cash was applied to:											
Settlement of loans	-	879	870	594	609	625	1,429	4,213	19,518	23,901	25,276
	-	879	870	594	609	625	1,429	4,213	19,518	23,901	25,276
Net cash from financing activities	**70,707**	**104,718**	**30,303**	**41,967**	**18,171**	**25,080**	**17,946**	**5,186**	**(18,022)**	**(20,162)**	**(25,276)**
Net increase / decrease in cash	2,069	1,132	(3,610)	(7,646)	2,494	2,795	7,554	12,805	1,741	(1,571)	(849)
Plus opening cash 1 July	10,343	21,766	22,898	19,288	11,642	14,136	16,931	24,485	37,290	39,031	37,460
Closing cash 30 June	**12,412**	**22,898**	**19,288**	**11,642**	**14,136**	**16,931**	**24,485**	**37,290**	**39,031**	**37,460**	**36,612**

Reconciliation of surplus to statement of cash flows

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Surplus after taxation	37,775	41,077	28,002	33,322	39,308	35,263	36,573	42,238	46,919	49,907	56,252
Add / (deduct) non - cash items:											
Vested asset revenue	(28,647)	(38,417)	(33,261)	(37,390)	(36,508)	(32,071)	(33,205)	(34,462)	(34,797)	(36,061)	(40,023)
Revaluation of investment property	(657)	(854)	(1,298)	(1,333)	(1,513)	(1,644)	(1,774)	(2,049)	(2,192)	(2,258)	(2,122)
Depreciation and amortisation	35,025	35,454	38,687	41,944	43,457	46,835	49,720	50,877	54,593	57,913	59,247
	5,721	(3,817)	4,128	3,221	5,436	13,120	14,741	14,366	17,604	19,594	17,102
Movement in working capital items:											
Payables and receivables from exchange transactions	-	-	(451)	(396)	(386)	(403)	(392)	(408)	(434)	(422)	(410)
Inventory & w ork in progress	(233)	-	-	-	-	-	-	-	-	-	-
	(233)	-	(451)	(396)	(386)	(403)	(392)	(408)	(434)	(422)	(410)
Items classified as investing activities:											
Gain on sale of property	2,350	249	-	115	-	-	-	190	-	-	-
	2,350	249	-	115	-	-	-	190	-	-	-
Net cash flow from operating activities	**41,379**	**37,011**	**32,581**	**36,824**	**45,130**	**48,786**	**51,706**	**56,822**	**64,957**	**69,923**	**73,764**

Note 1: Rates revenue

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
General rates	24,555	26,552	28,894	31,283	33,856	36,627	39,608	42,812	46,233	49,903	53,873
Rates penalties	150	297	332	365	400	438	479	522	572	626	683
Metered water supply	1,938	2,822	3,260	3,597	3,938	4,307	4,706	5,137	5,603	6,051	6,530
Targeted rates attributable to activities:											
Community facilities	14,087	14,968	15,827	16,691	17,532	18,404	19,317	20,267	21,217	22,201	23,232
Democracy	910	988	1,074	1,154	1,237	1,322	1,411	1,530	1,657	1,787	1,922
Solid waste management	8,704	9,101	9,636	10,120	10,620	11,188	11,713	12,266	12,672	13,199	13,736
Community waste water supplies	7,569	8,385	9,086	9,862	10,589	11,385	12,351	13,379	14,436	15,517	16,594
Community water supplies	5,693	6,503	7,055	7,713	8,381	9,112	9,892	10,745	11,665	12,546	13,486
Stormwater	1,386	1,754	1,991	2,256	2,532	2,837	3,176	3,550	3,963	4,423	4,930
Transportation	-	-	-	-	-	-	-	-	-	-	-
Water races and land drainage	2,884	3,475	3,578	3,710	3,844	3,987	4,185	4,397	4,623	4,865	5,126
	67,876	**74,846**	**80,733**	**86,751**	**92,930**	**99,608**	**106,838**	**114,606**	**122,640**	**131,117**	**140,112**

Note 2: Depreciation and amortisation expense for assets used directly in providing the group of activities

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Community services	23	44	51	58	65	73	65	73	81	89	93
Community facilities	7,932	6,666	7,413	7,883	8,121	8,695	8,707	8,805	9,288	9,556	9,873
Democracy	8	8	8	-	-	-	-	-	-	-	-
Commercial property	34	28	28	28	17	17	17	17	9	9	9
Environmental services	151	132	126	130	134	29	33	38	43	48	52
Support services	741	780	921	1,018	1,020	908	769	713	718	747	760
Solid waste	339	266	295	407	538	696	827	843	892	900	909
Transportation	14,591	16,008	16,375	17,960	18,268	18,585	20,740	21,221	21,664	24,132	24,550
Water races and land drainage	764	596	780	788	794	1,087	1,078	1,085	1,402	1,407	1,410
Stormwater	960	1,049	1,277	1,387	1,500	1,847	1,959	2,071	2,472	2,590	2,711
Wastewater	5,024	5,155	6,069	6,576	7,021	8,199	8,583	8,913	10,171	10,382	10,632
Water supply	4,458	4,722	5,344	5,709	5,979	6,699	6,942	7,098	7,853	8,053	8,248
	35,025	**35,454**	**38,687**	**41,944**	**43,457**	**46,835**	**49,720**	**50,877**	**54,593**	**57,913**	**59,247**

Note 3: Statement of movements in reserve funds

A – General Reserve: the purpose of a general reserve fund is to provide funding for new capital items arising from increased levels of service growth.

B – Renewal Reserves: the purpose of a renewal reserve is to provide funding for the renewal of existing capital items.

C – Specific Reserves: the purpose of these reserves is to provide funding for the maintenance of special assets or to generate funds for future specific assets.

D – Special Reserve: the purpose of these reserves is for specific purposes as indicated by the reserve name.

E – Internal borrowing reserve: The purpose of these reserves is to separate out internal borrowings.

	Purpose	Opening			Closing
	of reserve	1 July 2021	Deposits	Withdrawals	30 June 2031
Reserve fund	**fund**	**$'000**	**$'000**	**$'000**	**$'000**
5 Waters					
Armack Drive Water Supply Special Fund	D	10	-	-	10
Arthurs Pass Water Supply Holding Capacity	D	(16)	-	-	(16)
Bealey River River Protection Reserve	D	26	-	-	26
Branthwaite Drive Water Supply Reserve	A	31	5	-	36
Burnham Water Supply Reserve	A	29	2	-	31
Castle Hill Water Supply Reserve	A	3	-	-	3
Darfield Water Supply Capital Rate Reserve	A	(1,281)	-	-	(1,281)
Darfield Water Supply Water Quality Upgrade	C	(109)	2,671	(2,653)	(91)
District Holding Capacity	D	(83)	-	-	(83)
Doyleston Water Supply Capital Contribution Reserve	A	167	30	-	197
Dunsandel Water Supply Reserve	A	83	10	-	93
Edendale Water Supply Reserve	A	109	20	-	129
Greenpark Land Drainage Reserve	A	24	-	-	24
Hororata River Land Drainage Reserve	A	18	-	-	18
Irwell Land Drainage Reserve	A	1	-	-	1
Johnson Road Capital Injection Special Fund	C	7	-	-	7
Johnson Road Water Supply Reserve	A	30	3	-	33
Jowers Road Water Supply Equipment Reserve	A	7	-	-	7
Kirwee Water Supply Equipment Reserve	A	332	250	(474)	108
L2 River Land Drainage Reserve	B	(26)	60	-	34
L2 River Land Drainage De-silting Reserve from Surpluses	C	121	20	-	141
L2 River Land Drainage Machinery Reserve from Surpluses	C	319	50	-	369
Lake Coleridge Quality Upgrade Special Reserve	C	135	20	-	155
Lake Coleridge Sewerage Electricorp Payment Reserve	C	63	10	-	73
Leeston Land Drainage Reserve	C	45	10	-	55
Leeston Sewerage to Record Surpluses	C	12	-	-	12
Leeston Stormwater Reserve	A	172	30	-	202
Leeston Water Supply Reserve	A	52	898	(1,469)	(519)
Lincoln Sewerage Reserve	A	9	-	-	9
Lincoln Water Supply Reserve	A	765	3,354	(4,297)	(178)
Malvern Hills Rural Water Supply Reserve	A	629	101	-	730
Osbourne Land Drainage Renewal Reserve	B	(412)	170	(152)	(394)
Prebbleton Sewerage Reserve	A	473	76	-	549
Prebbleton Water Supply Reserve	A	(809)	3,944	(3,748)	(613)
Rakaia Huts Water Supply Reserve	A	39	10	-	49
Rolleston Water Supply Reserve	A	(169)	9,322	(10,996)	(1,843)
Hororata Acheron Rural Water Supply Capital Rate Reserve	A	308	673	(2,002)	(1,021)
Sewerage Renewal Reserve	B	4,767	15,771	(20,315)	223
Sheffield Water Supply Reserve	A	262	40	-	302
Southbridge Water Supply Reserve	A	2	205	(189)	18
Springfield Water Supply Renewal Reserve	B	5	-	-	5
Springfield Water Supply Reserve	A	83	10	-	93
Springston Special Reserve	D	10	-	-	10
Springston/Aberdeen Subdivision Special Fund Reserve	D	76	10	-	86
Springston Water Supply Reserve	B	248	40	-	288
Stormwater District Renewal Reserve	A	682	2,005	(1,620)	1,067
Tai Tapu Sewerage Holding Capacity Reserve	D	177	30	-	207
Tai Tapu Sewerage Reserve	A	10	-	-	10
Tai Tapu Water Supply Reserve	A	428	69	-	497
Tai Tapu/Otahuna Water Supply Reserve	A	127	20	-	147
Taumutu Culverts Land Drainage Reserve	A	54	10	-	64
Templeton/Claremont Capital Reserve	A	7	-	-	7
Templeton/Claremont Water Supply Reserve Surpluses	C	42	10	-	52
Wairiri Valley Land Drainage Reserve	A	5	-	-	5
Water Race Renewal Reserve	A	1,561	3,193	(3,060)	1,694
West Melton Sewerage Reserve	A	(109)	-	-	(109)
Water Supplies Renewal Reserve	A	4,008	27,335	(35,165)	(3,822)
West Melton Water Supply Reserve	A	(35)	808	(805)	(32)
		13,524	71,295	(86,945)	(2,126)
Community facilities					
Art Acquisition Reserve	D	64	64	-	128
Broadfield Loan Reserve	E	(28)	-	-	(28)
Darfield Township Reserve	A	1,292	208	-	1,500
District Reserve Contributions Reserve	A	64	10	-	74

	Purpose	Opening			Closing
	of reserve	1 July 2021	Deposits	Withdrawals	30 June 2031
Reserve fund	**fund**	**$'000**	**$'000**	**$'000**	**$'000**
Dunsandel Community Centre Loan	A	(715)	-	-	(715)
Ellesmere Reserve Board Reserve	A	207	32	-	239
Halkett Community Centre 25 Year Loan Reserve	D	(23)	-	-	(23)
Hororata Reserve CPW Shares Hororata Reserve	A	(121)	-	-	(121)
Kirwee Pavillion/Hall Reserve	E	(29)	-	-	(29)
Lakeside Community Centre Loan Repayment Fund	A	(198)	-	-	(198)
Leeston Park Special Fund Reserve	D	24	-	(25)	(1)
Leeston Township Est NA Osbourne Reserve	D	78	10	-	88
Lincoln Library Loan	A	(4,021)	-	-	(4,021)
McHughs Plantation Loan Reserve	E	(1,161)	-	-	(1,161)
Metal Pits Reserve	D	847	136	-	983
Rolleston Headquarters Building Renewal Reserve	A	3,493	6,599	-	10,092
Reserve Contrib.Malvern Ward	A	1,276	1,622	(2,359)	539
Reserve Contrib.Springs Ward	A	10,346	10,105	(18,034)	2,417
Reserve Contrib.Ellesmere Ward	A	(77)	2,404	(2,757)	(430)
Reserve Contrib.Selwyn Central Ward	A	17,475	23,749	(30,007)	11,217
Rhodes Park Community Centre Loan	A	(1,138)	-	-	(1,138)
Selwyn District Park Loan	A	(2,482)	-	-	(2,482)
Tai Tapu ex Paparua Library Reserve	D	15	-	(10)	5
Weedons Reserve Loan Repayment Reserve	A	(113)	-	-	(113)
West Melton Community Centre Scholarship Fund Reserve	C	46	10	(20)	36
		25,121	44,949	(53,212)	16,858
Community services					
Ex Ellesmere - Ellesmere Clay Loan Reserve	A	7	-	(9)	(2)
Insurance Reserve Fund Reserve	A	708	114	-	822
Selwyn District Education Fund Reserve	D	138	16	(90)	64
		853	130	(99)	884
Environmental services					
Dog Account Surpluses	D	(363)	-	-	(363)
Weather Tightness Insurance Reserve	D	(25)	363	-	338
		(388)	363	-	(25)
Other					
MAB Discretionary Fund Reserve	D	11	-	-	11
Earthquake Self Insurance Reserve	D	11,795	288	-	12,083
Earthquake Proceeds Fund Reserve	D	-	-	-	-
Pre 1989 Contributions Reserve	D	73	10	-	83
		11,879	298	-	12,177
Transportation					
Roading Contributions Reserve	A	6,372	10,751	(16,455)	668
Undergrounding Reserve	A	3,514	563	-	4,077
		9,886	11,314	(16,455)	4,745
Solid Waste					
Operational Assets Replacement Fund Reserve	B	(4,379)	-	-	(4,379)
		(4,379)	-	-	(4,379)
		56,496	**128,349**	**(156,711)**	**28,134**

Statement of accounting policies

Statement of reporting entity

Selwyn District Council (the Council) is a territorial local authority governed by the Local Government Act 2002 (LGA) and is domiciled and operates in New Zealand. The relevant legislation governing the Council's operations includes the LGA and the Local Government (Rating) Act 2002.

The prospective financial statements reflect the operations of the Council and do not include the consolidated results of its Council Controlled Organisations. The Council has not presented group prospective financial statements because the Council believes that the parent's financial statements are more relevant to users. The main purpose of prospective financial statements in the long term plan is to provide users with information about the core services that the Council intends to provide to ratepayers, the expected cost of those services, and, as a consequence, how much the Council requires by way of rates to fund the intended levels of service. The only impact of the group on the level of rates funding is the impact of dividends from Sicon Limited (Sicon) and Orion New Zealand Limited (ONZL) which are allowed for in the prospective financial statements.

All Selwyn District Council subsidiaries and Central Plains Water Trust are incorporated and domiciled in New Zealand.

The primary objective of the Council and group is to provide goods or services for the community or social benefit rather than making a financial return. Accordingly the Council has designated itself and the group as public benefit entities for financial reporting purposes.

The prospective financial statements of the Council are for the period 1 July 2021 to 30 June 2031. The financial statements were authorised for issue by Council on 23 June 2021.

Basis of preparation

Statement of compliance

The prospective financial statements of the Council have been prepared in accordance with the requirements of the Local Government Act 2002: Part 6, Section 98 and Part 1 of Schedule 10, which includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These prospective financial statements have been prepared in accordance with NZ GAAP. They comply with Tier 1 PBE IPSAS, and other applicable financial reporting standards, as appropriate for public benefit entities, including FRS 42 – Prospective Financial Statements.

Measurement base

The prospective financial statements have been prepared on an historical cost basis, except where modified by the revaluation of land and buildings, certain infrastructural assets, investment property, forestry assets and financial instruments (including derivative instruments).

Presentation currency and rounding

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars ($'000).

Changes in accounting policies

Accounting policies have been changed to incorporate all necessary changes as required by the new Public Benefit Entity (PBE) Standards. No changes to recognition/measurement were required.

PBE FRS 48 Service Performance Reporting replaces the service performance reporting requirements of PBE IPSAS 1 Presentation of Financial Statements but the new standard that is effective from 1 July 2022 does not apply to service performance information that is prospective.

An amendment to PBE IPSAS 2 Statement of Cash Flows requires entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities. This amendment is effective from 1 July 2021. Liabilities arising from financing activities are liabilities for which cash flows, were or future cash flows from financing activities. The Council has a separate loan statement that fulfils this requirement, thus no additional disclosure is made.

The current PBE Standard on financial instruments, PBE IPSAS 29 Financial Instruments: Recognition and Measurement, is based on IAS 39 Financial Instruments: Recognition and Measurement issued by the IASB (International Accounting Standards Board). That standard has since been replaced by the IASB with IFRS 9 Financial Instruments.

In early 2017 the NZASB (NZ Accounting Standards Board) issued PBE IFRS 9 Financial Instruments based on IFRS 9 to give PBEs the opportunity to adopt a PBE Standard equivalent to IFRS 9 to reduce compliance costs that may arise on consolidation of mixed groups.

PBE IPSAS 41 Financial Instruments will replace both PBE IPSAS 29 and PBE IFRS 9. PBE IPSAS 41 is effective from 1 July 2022. The Council has assessed the changes will have minimal impact on the prospective statements. 2020/21 comparative annual plan forecast information was prepared using PBE IPSAS 29. LTP financial forecasts have been prepared using PBE IPSAS 41.

Significant accounting policies

The following significant accounting policies have been adopted in the preparation and presentation of the prospective financial statements.

Revenue

Revenue is measured at fair value.

The specific accounting policies for significant revenue items are explained below:

Rates revenue
The following policies for rates have been applied:

- General rates, targeted rates (excluding water-by-meter), and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. The Council considers that the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.
- Rates arising from late payment penalties are recognised as revenue when rates become overdue.
- Revenue from water-by-meter rates is recognised on an accrual basis based on usage. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.
- Rates remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.
- Rates collected on behalf of Environment Canterbury Regional Council (Ecan) are not recognised in the financial statements, as the Council is acting as an agent for Ecan.

Development and financial contributions
Development and financial contributions are recognised as revenue when the Council provides, or is able to provide, the service for which the contribution was charged. Otherwise, development and financial contributions are recognised as liabilities until such time as the Council provides, or is able to provide, the service.

New Zealand Transport Agency roading subsidies
The Council receives funding assistance from the New Zealand Transport Agency, which subsidises part of the costs of maintenance and capital expenditure on the local roading infrastructure. The subsidies are recognised as revenue upon entitlement, as conditions pertaining to eligible expenditure have been fulfilled.

Other grants received
Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Building and resource consent revenue
Fees and charges for building and resource consent services are recognised on a percentage completion basis with reference to the recoverable costs incurred at balance date.

Entrance fees
Entrance fees are fees charged to users of the Council's local facilities, such as pools. Revenue from entrance fees is recognised upon entry to such facilities.

Landfill fees
Fees for disposing of waste at the Council's landfill are recognised as waste is disposed by users.

Provision of commercially based services
Revenue derived through the provision of services to third parties in a commercial manner is recognised in proportion to the stage of completion at balance date.

Sales of goods
Revenue from the sale of goods is recognised when a product is sold to the customer.

Vested or donated physical assets
For assets received for no or nominal consideration, the asset is recognised at its fair value when the Council obtains control of the asset. The fair value of the asset is recognised as revenue, unless there is a use or return condition attached to the asset.

The fair value of vested or donated assets is usually determined by reference to the cost of constructing the asset. For assets received from property developments, the fair value is based on construction price information provided by the property developer.

For long-lived assets that must be used for a specific use (e.g. land must be used as a recreation reserve), the Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if the Council expects that it will need to return or pass the asset to another party.

Donated and bequeathed financial assets
Donated and bequeathed financial assets are recognised as revenue unless there are substantive use or return conditions. A liability is recorded if there are substantive use or

return conditions and the liability released to revenue as the conditions are met (e.g. as the funds are spent for the nominated purpose).

Interest and dividends
Interest revenue is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest rate.

Dividends are recognised when the right to receive payment has been established. When dividends are declared from pre-acquisition surpluses, the dividend is deducted from the cost of the investment.

Construction contracts

Contract revenue and contract costs are recognised as revenue and expense respectively by reference to the stage of completion of the contract at balance date. The stage of completion is measured by reference to the contract costs incurred up to balance date as a percentage of total estimated costs for each contract.

Contact costs include all costs directly related to specific contracts, costs that are specifically chargeable to the customer under the terms of the contract, and an allocation of overhead expenses incurred in connection with the group's construction activities in general.

An expected loss on construction contracts is recognised immediately as an expense in the surplus or deficit.
Where the outcome of a contract cannot be reliably estimated, contact costs are recognised as an expense as incurred. When it is probable that the costs will be recovered, revenue is recognised to the extent of costs incurred.

Construction work in progress is stated at the aggregate of contract costs incurred to date plus recognised surpluses less recognised losses and progress billings. If there are contracts where progress billings exceed the aggregate costs incurred plus surpluses less losses, the net amounts are presented as a liability.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Grant expenditure

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

Discretionary grants are those grants where the Council has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by the Council and the approval has been communicated to the applicant. The Council's grants awarded have no substantive conditions attached.

Income tax

Income tax expense includes components relating to both current tax and deferred tax.

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

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

Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

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

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

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

Leases

Finance leases
A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item and the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating leases
An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Cash and cash equivalents

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

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

Receivables

Receivables are recorded at their face value, less any provision for impairment.

Derivative financial instruments

The Council uses derivative financial instruments to hedge interest rate risks arising from financial activities. The Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at fair value at each balance date.

The associated gains or losses of derivatives are recognised in the surplus or deficit.

The full fair value of derivatives are classified as non-current if the remaining maturity of the item is more than twelve months and as current if the remaining maturity of the item is less than twelve months.

Financial assets/Financial liabilities

The Council shall recognise a financial asset or a financial liability in its statement of financial position when, and only when, the Council becomes party to the contractual provisions of the instrument.

At initial recognition, the Council shall measure a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through surplus or deficit, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

Financial Assets are classified as either: (1) Amortised Cost, (2) Fair value through profit or loss, or (3) Fair Value through other comprehensive income.

A financial asset shall be measured at amortised cost if both of the following conditions are met:

a) the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and

b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset shall be measured at fair value through other comprehensive revenue or expense if both of the following conditions are met:

a) the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset shall be measured at fair value through surplus or deficit unless it is measured at amortised cost or at fair value through other comprehensive revenue and expense. However Council may make an irrevocable election at initial recognition for particular investments in equity instruments that would otherwise be measured at fair value through surplus or deficit to present subsequent changes in fair value in other comprehensive revenue and expense.

Financial Liabilities are classified as either: (1) Amortised Cost, (2) Fair value through profit or loss.

Financial liabilities are generally classified and measured at amortised cost, unless they meet the criteria for classification at fair value through profit or loss.

A financial liability is classified as a financial liability at fair value through profit or loss if it meets one of the following conditions:

It is held for trading, or
It is designated by the Council as at fair value through profit or loss (note that such a designation is only permitted if specified conditions are met).

A financial liability is held for trading if it meets one of the following conditions:

It is incurred principally for the purpose of repurchasing it in the near term.

On initial recognition it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking, or

It is a derivative (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument).

Impairment of financial assets
Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Financial assets at amortised cost or fair value through profit or loss
Impairment is established when there is evidence that the Council and group will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits, and community loans, are recognised directly against the instrument's carrying amount.

Financial assets at fair value through other comprehensive revenue and expense
For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

Inventories and work in progress

Inventories held for use in the production of goods and services are valued at the lower of cost and net realisable value. The cost of purchased inventory is determined using the weighted average method. In the case of manufactured goods, cost includes direct materials, labour and production overheads associated with putting the inventories in their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and the estimated cost necessary to make the sale.

Inventories acquired through non-exchange transactions are measured at fair value at the date of acquisition.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus or deficit in the period of the write-down.

When land held for development and future resale is transferred from investment property / property, plant, and equipment to inventory, the fair value of the land at the date of the transfer is its deemed cost.

Costs directly attributable to the developed land are capitalised to inventory, with the exception of infrastructural asset costs which are capitalised to property, plant and equipment.

Work in progress is stated at cost and consists of direct materials, direct labour and plant costs with a proportion of overhead costs. Contract payments (i.e. work invoiced prior to completion) have been deducted. For major contracts the percentage completion method is used.

Non-current assets held for sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Property, plant and equipment

Property, plant and equipment of the Council consist of:

- Operational Assets - these include land, farm land, buildings, heritage assets, library books and plant and machinery.
- Infrastructural Assets – infrastructural assets are fixed utility systems and roading networks owned by the Council. Each asset class includes all items that are required for the network to function.

Property, plant and equipment are shown at cost or valuation, less accumulated depreciation and impairment losses.

Farm land, land under roads, other land and work in progress are not depreciated.

Additions
The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Council or group entity and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Disposals
Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to retained earnings.

Depreciation
Parent
Depreciation is provided on a straight-line basis on all property, plant and equipment other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Asset class	Useful life	Annual depreciation rate
Buildings	10 – 180 years	0.6% - 10%
Heritage	85 years	4%
Heavy plant and machinery	10 years	10%
Other plant and machinery	5 years	20%

Motor vehicles	5 years	20%
Furniture and fittings	10 years	10%
Library books	7 years	14.3%
Computer equipment	4 years	25%
Roads		
Formation / sub-grade	Not depreciated	
Sub-base (sealed roads only)	Not depreciated	
Base course	13 – 99 years	1.0% - 7.7%
Surface (sealed roads)	1 – 18 years	5.6% - 100%
Surface (unsealed roads)	40 years	2.5%
Kerb & channelling	50 years	2%
Footpaths base and surface	50 years	2%
Culverts	50 – 100 years	1% - 2%
Traffic signs	10 years	10%
Street lights	30 years	3.3%
Street light poles	40 years	2.5%
Bridges	50 – 150 years	0.7% - 2%
Railings	20 – 40 years	2.5% to 5%
Water races		
Water races (structure)	5 – 100 years	1% - 20%
Water races (race)	Not depreciated	
Land drainage and Stormwater		
Land drainage (structure)	5 – 80 years	1.25% - 20%
Land drainage (drain)	Not depreciated	
Water supplies		
Wells	50 years	2%
Pump Stations	5 – 80 years	1.25% - 20%
Reservoirs	25 – 50 years	2% - 4%
Valves Service Connections	25 – 50 years	2% - 4%
Pipes & Fire Hydrants	50 – 75 years	1.3% - 2%
Sewerage systems		
Manholes	95 years	1.05%
Pipes	50 – 95 years	1.05% - 2%
Pump stations	5 – 150 years	0.7% - 20%
Sewerage treatment stations	5 – 95 years	1.05% - 20%
Service connection	95 years	1.05%

The residual value and useful life of an asset is reviewed and adjusted if applicable, at each financial year end.

Sicon Limited
Depreciation is provided using a mix of both straight-line and diminishing value methods on all property, plant and equipment other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Asset class	Useful life	Annual depreciation rate
Buildings	10 – 33 years	3% - 10%
Improvements	10 – 50 years	2% – 10%
Plant and machinery	2 - 12 years	8.3% - 50%
Motor vehicles	6 – 10 years	10% - 30%
Furniture and fittings	3 – 10 years	10% - 33%
Computer equipment	3 years	33%

Revaluation
Those asset classes that are revalued are valued either on a yearly or three yearly valuation cycle on the basis described below. All other asset classes are carried at depreciated historical cost. The carrying values of revalued items are reviewed at each balance date to ensure that those values are not materially different to fair value.

If there is a material difference then the relevant classes are revalued.

Farm land
Farm land is revalued on a three yearly valuation cycle at fair value, as determined from market-based evidence by an independent valuer. The last valuation of the Council's farm land was performed by S E J Newberry B Com (VPM) SPINZ (ANZIV) Registered Valuer of Ford Baker Limited and the valuation is effective as at 30 June 2019.

Other land and buildings
Other land and buildings are valued at fair value as determined from market-based evidence by an independent valuer. The most recent valuation of such property held by the Council S E J Newberry B Com (VPM) SPINZ (ANZIV) Registered Valuer of Ford Baker Limited and the valuation is effective as at 30 June 2019.

Infrastructural asset classes: roads, water reticulation, sewerage reticulation and stormwater systems
These assets are valued at fair value determined on a depreciated replacement cost basis by an independent valuer. At balance date Selwyn District Council assesses the carrying values of its infrastructural assets to ensure that they do not differ materially from the assets' fair values. If there is a material difference then the off-cycle asset classes are revalued. The roading network was last valued as at 30 June 2020 by Robert Berghuis (BE (Elec), MPINZ) who is a senior valuer with Beca Valuation Limited. Water, sewerage, stormwater, land drainage and water race assets were last valued as at 1 July 2019 by John Vessey NZ Dip Eng, Dip Civil Eng Applied, CertETN a valuer at WSP.

Land under roads
Land under roads is valued based on fair value of adjacent land determined by the Council's finance staff effective 30 June 2005. Land under roads is not subsequently revalued. Subsequent additions are valued at cost.

Accounting for revaluations
The Council accounts for revaluations of property, plant and equipment on a class by class basis.

The results of revaluing are credited or debited to other comprehensive revenue and expense and accumulated in an asset revaluation reserve for that class of asset for the Council and for each asset for Sicon Limited. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed and recognised in the surplus or deficit. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed and then recognised in other comprehensive revenue and expense.

Intangible assets

Goodwill
The recoverable amount as at 30 June 2020, has been determined based on a value in use calculation using estimated cash flow projections. The projection are based on 0.5% growth rate for the first five years then nil growth rate beyond that. The post-tax discount rate applied to cash flow projections is 2.2%.

Software acquisition
Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Mining Licences
Acquired mining licenses and permits are capitalised on the basis of the costs incurred to acquire and bring to use, the specific licence and permit.

Brand Name / Customer List & Customer Contracts
Brand Name, Customer List & Customer Contracts are finite life intangibles recorded at their fair value on acquisition less accumulated amortisation and impairment. They are amortised on a straight line basis over their assumed useful life.
The fair values have been established by reference to Former Blakely Construction Limited (BCL) revenue, discounted cash flows and contracts on BCL books at time of acquisition.

These valuations use assumptions including future revenue, margins, risk and appropriate discount rates.

Amortisation
The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit.

The useful lives and associated amortisation rates for software and mining licences have been estimated as follows:

Asset class	Useful life	Annual amortisation rate
Selwyn District Council	4 years	25%
Sicon Limited	2-3 years	33%-50%
Wanganui mining	24.04 years	4.16%
Brand Name	10 years	10%
Customer Relationships	3 years	33%
Customer Contracts	As profit realised	

Mining Licences transferred at acquisition date with a finite life are amortised on a straight line basis over their useful life.

Amortisation begins from acquisition date and ceases at the date that the licence is derecognised. The amortisation charge for each period is recognised in the surplus or deficit.

Forestry assets

Forestry assets are independently revalued at fair value less estimated point of sale costs. Fair value is determined based on the present value of expected net cash flows discounted at a current market determined pre-tax rate. The Selwyn District Council forest was independently revalued as at 30 June 2020 by Terry O'Neill, Qualified Forester.

Gains or losses arising on initial recognition of biological assets at fair value less estimated point of sale costs and from a change in fair value less estimated point of sale costs are recognised in the surplus or deficit. The costs to maintain the forestry assets are recognised in the surplus or deficit.

Investment property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Investment property is measured initially at its cost including transaction costs.

After initial recognition, the Council measures all investment property at fair value as determined annually by an independent valuer. The most recent valuations were performed by S E J Newberry B Com (VPM) SPINZ (ANZIV) Registered Valuer of Ford Baker Limited and the valuations are effective as at 30 June 2020.

The fair value of investment property has been determined by reference to the capitalisation of rental revenue, discounted cash flows and comparable sales methods. These valuations use assumptions including future rental revenue, anticipated costs and appropriate discount rates.

Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

Impairment of non-financial assets

Non-financial assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

Value in use for non – cash generating units
Non – cash generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non – cash generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.
Value in use for cash – generating assets
Cash generating assets are those assets that are held with the primary objective of generating a commercial return.

The value in use for cash-generating assets is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve the balance is recognised in the surplus or deficit.

For assets not carried at a revalued amount the total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss of that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

For assets not carried at a revalued amount (other than goodwill), the reversal of impairment loss is recognised in the surplus or deficit.

Goods and services tax (GST)

All items in the financial statements are stated exclusive of GST except for receivables and payables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the Inland Revenue Department, including the GST relating to the investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Payables

Short-term creditors and other payables are recorded at their face value.

Borrowings

Borrowings are initially measured at fair value net of transaction costs and subsequently measured at amortised cost using the effective interest method.

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

Employee entitlements

Short-term employee entitlements
Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, and sick leave.

A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where the Council or group has a contractual obligation or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements
Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Presentation of employee entitlements
Sick leave, annual leave, and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Superannuation schemes
Defined contribution schemes
Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the surplus or deficit as incurred.

Defined benefit schemes
The Council and Sicon Limited belong to a Defined Benefit Plan Contribution Scheme ('the Scheme') which is managed by the Board of Trustees of the National Provident Fund. The Scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the Scheme, the extent to which the surplus/deficit will affect contributions by individual employers, as there is no prescribed basis for allocation. The Scheme is therefore accounted for as a defined contribution scheme.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in “finance costs”.

Landfill aftercare provision

A provision for future landfill site restoration and aftercare costs is recognised when the activities giving rise to the need for site restoration and aftercare have commenced. The provision is stated at the present value of the future cash outflows expected to be incurred which increases each period due to the passage of time. Any increase in the provision due to the change in present value is recognised in the surplus or deficit as a time value adjustment.

Future landfill site restoration and aftercare costs provided for are initially capitalised in the statement of financial position. Any change in the provision for future landfill site restoration and aftercare costs arising from a change in estimate of those costs is also recognised in non-current assets in the statement of financial position.

Future landfill site restoration and aftercare costs capitalised in the statement of financial position are depreciated at rates that match the pattern of benefits expected to be derived from the landfill including power generation using landfill gas.

Restricted and council created reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Council.

Restricted reserves are those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Also included in restricted reserves are reserves restricted by Council’s decision. Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of Council.

Budget figures

The budget figures are those approved by the Council at the beginning of the year in the Annual Budget/Long Term Plan (LTP). The budget figures have been prepared in accordance with NZ GAAP using accounting policies that are consistent with those adopted by the Council for the preparation of the financial statements.

Cost allocation

The Council has derived the cost of service for each significant activity of the Council using the cost allocation system outlined below.

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs which cannot be identified in an economically feasible manner, with a specific significant activity.

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities using appropriate cost drivers such as actual usage, staff numbers and floor area.

Critical assumptions

In preparing these prospective financial statements the Council has made assumptions concerning the future. These assumptions may differ from the subsequent actual results. The key assumptions that have been used in the preparation of the prospective financial statements are set out below:

Key assumptions used in preparing the prospective financial statements

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
Asset Management Area: Financial						
All	Asset lives and depreciation	NAMS	It is assumed asset lives will be as set out in the statement of accounting policies.	Moderate	There is a risk that assets will wear out more quickly than forecast and require replacement earlier than planned.	If assets require replacement more quickly than forecast, renewal or capital expenditure projects may need to be brought forward. The Council will consider the funding implications of any early replacements as they occur. Early replacement will result in a write off of the book value of the asset, increasing expenditure in the year it occurs.
All	Asset values	BERL	The Council revalues its assets so that carrying values are maintained at fair value based on condition. It is assumed that revaluations will take place a minimum of every three years and that replacement value of the assets will reflect construction costs.	Moderate	There is a risk that price level changes will be greater or lower than those assumed and that revaluation movements will be higher or lower than forecast.	If price levels increase by more than forecast, the value of the Council's assets and the associated depreciation charge will increase. If price levels increase by less than that forecast, the value of the Council's assets and associated depreciation will increase less quickly. The impact of any such changes on rates will depend on whether the depreciation charge is funded by rates.
All	Borrowing costs	The Council in conjunction with its financial advisors	Interest on term debt is assumed to be 2.5% p.a. on average over the Long Term Plan.	Moderate	There is a risk that interest rates will differ from those assumed and that borrowing costs will be higher than those assumed.	If borrowing costs are greater than those assumed, the Council may need to increase development contribution charges, rates or reduce expenditure. Conversely, lower borrowing costs may mean rates are lower than they would otherwise have been.
All	Dividends	Sicon Ltd, Orion NZ Ltd, the Council	It is assumed that dividends from Orion NZ Ltd, and Sicon Ltd will be as per the respective companies 2021 Draft Statement of Intent. Thereafter it is assumed that dividends will increase in line with general price increases.	Moderate	There is a risk that dividends will be higher or lower than forecast depending on the performance of these companies.	If dividends are lower than those assumed, the Council may need to increase its rates or reduce expenditure. Conversely, higher investment returns may mean rates are lower than they would otherwise have been.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
All	Funding of capital expenditure	The Council	The Council funds capital expenditure from a number of sources: • development contributions; • lump sum contributions; • government subsidy; • rates; • dividends; • interest from investments • reserves; • external borrowing	Moderate	There is a risk that sufficient funds will not be available to pay for the planned capital projects. For example, because growth does not provide sufficient funding from development contributions or the community considers that required rate rises are not affordable.	The Council will assess the availability of funds as part of the annual budget process and if funds are not available, it may revise the capital programme that is set out in the Long Term Plan.
All	Funding of capital expenditure	The Council	Assumptions have been made on how each capital project included in the Long Term Plan will be funded. The Council's policy in relation to the funding of capital expenditure is set out in the Revenue and Financing Policy that is included in the Long Term Plan.	Moderate	There is a risk that sufficient funds will not be available to pay for the planned capital projects. For example, because growth does not provide sufficient funding from development contributions or the community considers that required rate rises are not affordable. There is also a risk that depreciation funds will be utilised affecting funding for renewals.	The Council will assess the availability of funds as part of the annual budget process and if funds are not available, it may revise the capital programme that is set out in the Long Term Plan.
All	Funding of capital expenditure	Development Contributions	Development Contributions will remain available to fund network infrastructure commensurate with growth forecasts.	Moderate	There is a risk that policy implementation and methodology restrictions will affect the ability to collect Development Contributions or the method by which contributions are calculated.	If Development Contributions are less than assumed, the Council may need to increase its rates to cover any shortfall or delay upgrade works.
All	Inflation	SOLGM/BERL forecasts	The level of prices is assumed to increase over the period of the Long Term Plan for each activity area as forecast by BERL. The level of increase assumed in the Long Term Plan is set out in the Table 2 below. The assumed increases include general prices, pay costs and construction costs.	Moderate	There is a risk that price level changes will be greater or lower than those assumed and that costs and revenues will be higher or lower than forecast.	Should the price level change differ from those assumed, expenditure, capital costs and revenues may differ from those forecast. The Council mitigates this risk by setting its rates and fees and charges each year based on its forecast costs for the following year.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
All	Insurance		That an appropriate level of insurance will be secured by Council for its property and 5 waters infrastructure assets. That the premiums to be paid are affordable. That Central Government will provide a sufficient share for post event works as per the National Civil Defence Emergency Management Plan Underground assets will be partly self-insured and that sufficient emergency funding will be available from Waka Kotahi NZTA (NZTA) for damage to roading assets caused by extraordinary events. That increases in Insurance Premiums will be similar to CPI.	Moderate	There is a risk that insurance will be difficult to secure and that NZTA will not provide adequate emergency funding to reinstate damaged services. There is a risk that insurance premiums will rise more rapidly than expected.	Council's assets may not be able to be insured in a similar manner to the current approach and different options may need to be considered. This includes increasing reserve funds and higher excess sums. Premiums will exceed budget allocation and savings will be required in insurance policies or funds will need to be reallocated from other areas of expenditure.
All	Investment in Orion NZ Ltd and Sicon Ltd	Sicon Ltd, Orion NZ Ltd, the Council	The Council revalues its investment in Orion NZ Ltd, and Sicon Ltd so that the carrying value is maintained at fair value. It is assumed that the value of the investment will be maintained at its relative dollar value, with the investment increasing in line with general price levels.	Moderate	There is a risk that the value of the investment may increase or decrease.	A change in the value of the investment in Orion NZ Ltd, and Sicon Ltd will change the Council's equity but will not have a direct impact on revenue or expenditure.
All	Investments	The Council	Earnings from cash balances will be treated as Revenue	Low	There is a risk that the Council will revise this policy and allocate these funds differently.	Should the Council allocate or retain these funds differently, there will inadequate funds for roading improvements, or the income available to support the general rate requirement will reduce and the Council may need to increase rates or reduce expenditure.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
Transportation	NZTA revenue	The Council	It is assumed that the level of financial assistance received from NZTA for eligible roading and transport activities will remain at 51% for the 2021-31 period. Works associated with nationally and regionally significant state highway projects will be fully funded by NZTA funding (e.g. Southern Motorway further extensions). Funding Assistance for large Capital transport works would be achieved on a case by case basis through a Business Case approach with NZTA. Some capital projects could attract a Targeted Enhanced Financial Assistance Rate (TEFAR) on a case basis by the NZTA. NLTP Funding is provided by the NZTA in 3 year periods and that the following 7 years will be funded in a similar manner	Moderate	There is a risk that sufficient funds will not be available to pay for the planned capital projects. For example, because growth does not provide sufficient funding from development contributions or the community considers that required rate rises are not affordable. The full range of funding expected initially in a NLTP may be reduced during its period if NZTA face significant national cost increases requiring a reprioritisation of NZTA funding which may result in capital projects being deferred for funding.	The Council will assess the availability of NZTA funds as part of the annual budget process and if funds are not available, it may revise its roading and transport programme that is set out in the Long Term Plan.
All	Resource consents	The Council	Resource consents will continue to be able to be processed in statutory timeframes.	Low	There is a risk that the consent are delayed or that consent will not be obtained for the Council projects.	If consent conditions change, expenditure may increase to comply with the conditions and this may have an impact on rate levels. If consents cannot be obtained for planned projects, the project may be delayed or may not go ahead.
All	Return on investments	The Council in conjunction with its financial advisors	It is assumed that the Council's cash investments will generate an average return of 1.5% p.a.	Moderate	There is a risk that returns on investments will be higher or lower than forecast because actual investment balances and interest rates may vary from those used in the forecast.	If investments returns are lower than those assumed, the Council may need to increase its rates or reduce expenditure. Conversely, higher investment returns mean rates may be lower than they would otherwise have been.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
All	Selwyn 2031 (District Wide Strategy)	The Council	No significant changes in the management of infrastructure assets, reserves and community facilities are expected in the short term. Actions required in the 2021-24 period can be accommodated within current forecasts.	Low	There is a risk that the visions and initiatives identified through the District wide strategy process cannot be accommodated through current planning, funding and delivery mechanisms.	Changes in service (demand, performance, condition, resourcing) may be required as a result of decisions resulting from the Strategy. Changes to Activity Planning including funding may be required.
All	Timing and level of capital expenditure	The Council	The Long Term Plan assumes that the timing and cost of capital projects and associated operating costs are as determined through the Council's activity management planning process.	High	There is a risk that capital projects may not occur as planned. This may have an impact on the costs of the project. There is also the risk that actual project costs will vary from those forecasts. Transport projects seeking subsidy will need to be developed through a Business Case approach to NZTA which may change originally anticipated outcomes	If projects do not occur as planned, capital expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes. The financial impact of changes to timing of capital expenditure would be impacted by inflation, cost of borrowing and in the case of facilities, savings in operating costs for the period the capital expenditure is delayed.
All	Unidentified liabilities	The Council	It assumed that the Council does not have any unidentified liabilities.	Low	There is a risk of an unexpected liability coming to light, for example, a claim against the Council.	If an unidentified liability arises it may increase the Council's expenditure. This risk is mitigated by the Council's Risk Management and Insurance Policies.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
Asset Management Area: Growth						
All	Greater Christchurch Urban Development Strategy (UDS) and Our Space	The Council	The adopted strategies and action plans contain a preferred medium to long-term urban development pattern for the greater Christchurch area. The Greater Christchurch Partnership will continue to promote collaborative planning and project implementation across the partner agencies.	Moderate	There is a risk that coordinated effort will cease or become fragmented as priorities vary. There is a potential for competition for growth investment. Mandated amalgamation remains a concern.	Planning and funding initiatives are thwarted
All	National Policy Statement - Urban Development Capacity (and subsequent versions)	The Council	That Council can respond to and undertake the planning and coordination required by the NPS-UDC and the proposed NPS-UD.	Moderate	That planning and coordination in not adequate as required by the NPS-UDC, or and the proposed NPS-UD, and there is insufficient land supply to accommodate growth.	Planning and coordination is inadequate and insufficient for the growth experienced.
All	Population Change	The Council and Statistics New Zealand	The Selwyn District population will continue to grow at a medium-high rate, similar to that experienced over the past ten years. Growth will be focused in Rolleston and the Eastern Selwyn area, with moderate rates elsewhere. Some more remote communities will only experience limited growth as has been the case for a number of years. Total population will grow to nearly 90,000 in 2031 and 122,000 in 2051. The numbers of persons per house will vary between townships, with a decrease over time Details of the population and household numbers are included in the appendix to this report.	Moderate	There is a risk that the level of population growth will be higher or lower than the projections and that the timing of population growth will differ from that in the model.	The Council has based its plans for the management and expansion of its infrastructure on the population projections. Should growth occur at different rates, it can respond by accelerating, delaying or revising planned capital works. The level of revenue from development contributions will vary from that forecast if actual growth differs from the projections, but any variation will tend to mirror the need for capital expenditure, thereby mitigating the risk to the Council of any shortfall. If growth occurs at a different rate from the projections, the forecasts for the cost of service provision will differ from the actual. Any impact on the Council's financial performance will be mitigated because the change in forecast revenue from rates and fees and charges will tend to mirror the change in the cost of service provision.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
Transportation	Traffic Growth - General - Heavy - Passenger Transport Walking and cycling	The Council	There will be a growth in traffic on state highways and local networks within Selwyn district. While this will vary across the district, but generally be consistent with projected population growth rates with an emphasis on the Greater Christchurch areas of the District. Heavy vehicle traffic growth will be higher than general growth with concentrations around industry and freight transport hubs, including the Rolleston inland ports. Passenger public transport growth will progressively increase in the Selwyn district. There will be a continuing effort to encourage walking and cycling as a viable transport alternative in urban areas.	Moderate	There is a risk that traffic numbers and composition will increase at a rate beyond that expected. Without investment in new and improved walking and cycling facilities, public transport services and infrastructure, the rate of uptake or shifting to those modes will be adversely effected. Without investment and engagement in travel demand measures (TDM) to stem traffic growth from new developments this may lead to increased traffic congestion	Roads and infrastructure may deteriorate faster than expected through increased use. If Council is required to fund and undertake transport activities or works that are not expected or planned based on growth or unexpected extra use; this will put budgets under pressure, or the extent of activities or works that can be undertaken will be restricted by budget available. Council may not be able to contribute to wider outcomes to provide a more sustainable transport system that also uses alternative modes like walking, cycling and public transport to manage demands and contribute to climate change goals.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
Asset Management Area: Lifecycle						
All	Central Plains Irrigation Scheme	The Council	Following on from the successful completion of Stage 1 of the Central Plains Water Ltd Scheme supplying surface water to 23,000 Ha in the Te Pirata Area; Infrastructure is being constructed to irrigate 20,000 Ha in the Darfield area (Stage 2), and 4300 Ha in the Sheffield/Springfield area. Water races with be closed at the rate predicted by Council.	Low	There is a risk that the demand for the water race network will become fragmented as farmers receive water from CPW and other sources.	If races are closed at a faster or slower rate than predicted, rates will need to be adjusted on an annual basis to suit
All	Earthquake Prone Building Legislation	The Council	That any changes to the Building Act regarding earthquake prone buildings will be able to be addressed within normal resources.	Low	There is a risk that the legislative requirements will be more onerous than expected.	Council will require additional resources to undertake inspections; or will be required to upgrade buildings where upgrades were not forecast
All	Earthquake Prone Building Legislation	The Council	Council's administration buildings (other than those already identified) will not require major capital works.	Low	There is a risk that Council's administration buildings will not meet future standards required.	Significant capital expenditure may be required to strengthen buildings where costs have not been forecast.
All	Earthquake Prone Building Legislation	The Council	Council will not assume control of buildings that it does not own but that require upgrade.	Low	There is a risk that Council will assume control of buildings requiring upgrading through gifting or abandonment or through heritage protections status.	
Transportation	Long Term Strategies	The Council	That there will be no significant change to the intent of the policies and strategies in place, but the funding available and implementation timetables may change National - includes: Government Policy Statement on Land Transport Funding (GPS); Regional - includes: Regional Land Transport Plan, Greater Christchurch shared initiatives include: Mode Shift Plan, Travel Demand Strategy, Public Transport Futures Strategy Transport Statement; SDC strategies include: Walking and Cycling and Road Safety Strategy's, those identified in individual business cases.	Moderate	There is a risk that national, regional and local priorities change or differ from the priorities identified by Council. Late timing and confirmation of the GPS can occur that cannot be properly integrated into Council LTP and transport planning To meet its obligations to the Greater Christchurch Partnership, there is a risk that funding contributions will be required to support ongoing joint transport work, initiatives and outcomes that are yet to fully identified and budgeted for.	Council programmes that do not integrate with NZTA, regional and Greater Christchurch outcomes and priorities are unlikely to attract funding.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
All	No major adverse events	The Council	It assumed that there will be no major financial impact from an adverse event, should one occur during the period covered by the Long Term Plan, for example, earthquake, pandemic or flood. While events may occur at any time, Council's planning will focus on operational resilience and Emergency Management.	High	There is a risk that a major adverse event will occur and result in damage to assets and additional costs to the Council.	Any major adverse event will have a significant impact on the Council and the community. The Council seeks to mitigate this risk through its Civil Defence function, Risk Management, Business Continuity Planning, financial resilience and Insurance Policies to maintain delivery of critical services.
All	Pandemic	The Council	It is assumed that there will be no major financial impact from COVID-19 on the Council.	Moderate	There is a risk that a further outbreak of COVID-19 in New Zealand will occur and result in significant financial and operational impact to the Council.	Any further outbreak of COVID-19 in New Zealand will have a significant impact on the Council and the community. The Council seeks to mitigate this risk through its Civil Defence function, Risk Management, Business Continuity Planning and financial resilience to maintain delivery of critical services.
All	Amalgamation	The Council	It is assumed that the Council will not be amalgamated in whole or part with other local authorities.	Low	There is a risk that the Council could be amalgamated with other local authorities.	Assets & liabilities of Council would be transferred to another body and the financial forecasts and capital programme outlined in this document would be the responsibility of the new body.
All	Water Reform	The Council	It is assumed that the Council's water activity will not be amalgamated into another body. (See further information below)	High	There is a risk that there will be significant reform of the three Waters Service Delivery area, which would have an impact on the Council's asset base and revenue streams.	Assets & liabilities of the Council's three waters activity would be transferred to another body and financial forecasts and capital programme outlined in this document would be the responsibility of the new body.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
Asset Management Area: Levels of Service						
All	Community Expectations	The Council	The expectations of the Selwyn Community for the provision of services provided by Council will remain similar.	Moderate	There is a risk that there is a change in expectation for services and that the targeted level of service becomes inappropriate.	If there is an increase or reduction in the expectation of service/level of service provision, the cost and delivery model may need to be revised.
All	Community Outcomes	The Council	The Community Outcomes which link to Levels of Service will not change, apart from minor clarification. Funding to deliver the LoS will therefore occur in accordance with the communities stated priorities.	Low	Planning and service delivery is poorly aligned with community expectations	Increase in customer dissatisfaction. Reporting targets and LOS will require revision.
All	Legislation	The Council	The Long Term Plan assumes that existing Legislation will remain in place and that the structure and responsibilities of the Council will remain the same over the period covered by the Long Term Plan.	Low	There is a risk that legislative change will bring about changes to the responsibilities of the Council.	If legislative responsibilities change, it may increase or reduce the Council's expenditure and income and associated rate levels. e.g. • Significant changes to funding levels and the AcMP forecasts • Significant changes to contracts, staff arrangements and funding arrangements • Significant changes to external subsidy funding sources.

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
Asset Management Area: Sustainability						
All	Climate Change	Ministry for the Environment The Council	It is assumed that climate change is happening and that this will impact on SDC's roles and responsibilities, both from an emissions mitigation and climate change adaptation perspective. Adapting to the challenges and opportunities of climate change is a significant issue for Council and it will take into account the predicted impacts of climate change as it plans, builds and renews its infrastructure. In 2020 the Council took a further step to put climate change at the heart of our work, adopting our first formal climate change policy. This brings together several areas of work into a consolidated blueprint for action on climate change, and commits the Council to make climate change mitigation and adaptation central to its planning and decision-making. We are collaborating with our regional partners in the Canterbury Climate Change Working Group (CCWG) and the Mayoral Forum Climate Change Steering Group. This group has been laying the foundations for a regional climate change risk assessment. A high-level risk screening broadly identifies risks and opportunities arising from climate change for the region. This is being followed up with an in-depth risk assessment (due later this year). High level risks identified in Canterbury region and relevant to Selwyn includes hazards such as flooding, fire, sea level rise, drought, and storms. The current assessments of climate change impact on SDC's infrastructure and activities shows that there will be a low to minor impact within the period covered by the Long Term Plan. This is an iterative exercise and Council has been pursuing it.	Moderate	Climate change data is rapidly evolving and hence the impact assessment is an iterative exercise. Council has been carrying out periodic climate change impact assessment to keep the understanding of climate change data current and actively pursuing studies of its impact to SDC's infrastructure and its people. (" Impact of Climate Cycles and Trends on Selwyn District Water Assets" -Aqualinc , 2016 and 2020) If climate change happens more quickly or impacts services differently, the Council may need to carry out work on its infrastructure assets or could result in early capital spend. Decisions made now without considerations may have intergeneration effects on land use decisions, environmental policy and infrastructure decisions e.g. relying on unsuitable assets and resources in highly vulnerable parts of the district.	If climate change happens more quickly or impacts services differently, the Council may need to carry out work on its infrastructure assets or could result in early capital spend. Decisions made now without considerations may have intergeneration effects on land use decisions, environmental policy and infrastructure decisions e.g. relying on unsuitable assets and resources in highly vulnerable parts of the district.

			The expansion/renewal of infrastructure at Selwyn Huts I considers both climate change projections and community views in decision-making. This will be informed by studies including "Impact of Climate Cycles and Trends on Selwyn District Water Assets" (Aqualinc , 2016 and 2020) To achieve a coherent response to the impact of climate change on its infrastructure, Council has integrated the Climate change adaptation and mitigation planning process to the District's long term planning process. The LTP work has taken into consideration the impacts from priority risks to Selwyn like flooding, drought, fire, storms etc. and identified projects for some of the priority risks, evaluating options for other know impacts and resourcing requirements for potential adaptation actions to the impacts of Climate Change. As part of leadership role in addressing climate change locally, we have recently undertaken an assessment of our carbon emissions for the 2018/19 year. This assessment, which will be published this year, forms a baseline and a starting point against which future carbon emissions will be compared. Establishing a baseline is the first crucial step towards meeting our obligations under the Climate Change Response (Zero Carbon) Amendment Act 2019, targeting net zero greenhouse gas emissions by 2050. We will continue to monitor our emissions, and will set reduction targets to be incorporated into future Long-Term Plans, and identify opportunities to reduce emissions in our own operations and those of our contractors			

Activity	Assumption area	Source of information	Stated assumption	Level of uncertainty	Risk	Potential impact/consequence if assumption wrong
All	Emissions Trading Scheme	The Council	It is assumed that any costs or actions required in regard to the Emissions Trading Scheme are adequately incorporated into the relevant AcMPs, Sustainability Strategies and the Long Term Plan. Funding received from the waste levy is assumed to remain at similar levels ($10/T and $0.65/T MoE)	Low	There is a risk that costs or actions have not adequately addressed.	Any increase or decrease in costs or actions will need to be resourced differently to the approach planned.
All	Maori role in decision-making and iwi expectations	The Council Mahaanui Iwi Management Plan	Council will foster relationship with Maori and iwi as community members and as detailed through legislation and other agreements.	Low	There is a risk that objectives differ and there are insufficient consultation and communication mechanisms in place.	Initiates, consents and projects are delayed or poorly implemented

Cumulative Inflation assumptions used in the preparation of the prospective financial statements

	Roading	5 Waters	Property	Staff	Other
2022/23	3.2%	3.5%	2.7%	6.0%	3.0%
2023/24	6.2%	6.2%	5.2%	12.4%	5.7%
2024/25	9.3%	9.1%	7.9%	15.7%	8.4%
2025/26	12.5%	12.3%	10.5%	19.2%	11.4%
2026/27	15.7%	15.4%	13.1%	22.8%	14.3%
2027/28	19.1%	19.0%	15.9%	26.5%	17.4%
2028/29	22.6%	23.1%	18.9%	30.3%	20.8%
2029/30	26.2%	27.3%	22.0%	34.2%	24.2%
2030/31	29.8%	31.2%	25.0%	38.2%	27.6%

For the Purposes of the Infrastructure Strategy the following inflation estimates from 2031:

Roading	5 Waters	Property	Staff	Other
2.9%	3.1%	2.4%	2.6%	2.7%

Table 3 – Populations Forecasts

Population by Township

Township	LTP 2021 - 2031										LTP 2031 - 2051																					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
Rolleston	19,720	20,618	21,516	22,189	22,862	23,534	24,207	24,879	25,820	26,760	27,707	28,650	29,591	30,511	31,430	32,346	33,260	34,172	35,070	35,966	36,861	37,754	38,646	39,492	40,338	41,182	42,026	42,869	43,655	44,441
Lincoln	7,783	8,153	8,524	8,865	9,206	9,547	9,887	10,228	10,283	10,337	10,553	10,769	10,985	11,196	11,407	11,618	11,829	12,039	12,247	12,454	12,661	12,868	13,075	13,274	13,473	13,672	13,870	14,069	14,255	14,441
Prebbleton	4,977	5,228	5,478	5,697	5,916	6,136	6,355	6,574	6,674	6,773	6,918	7,063	7,207	7,349	7,490	7,631	7,773	7,914	8,053	8,191	8,330	8,469	8,607	8,740	8,873	9,006	9,139	9,271	9,395	9,520
West Melton	2,420	2,581	2,743	2,733	2,722	2,712	2,702	2,692	2,680	2,668	2,762	2,855	2,948	3,039	3,130	3,220	3,311	3,401	3,490	3,579	3,667	3,756	3,844	3,928	4,012	4,096	4,180	4,264	4,343	4,421
Leeston	2,592	2,647	2,703	2,739	2,775	2,812	2,848	2,884	2,873	2,861	2,953	3,044	3,136	3,225	3,315	3,404	3,493	3,583	3,670	3,758	3,846	3,933	4,021	4,104	4,188	4,271	4,354	4,438	4,516	4,594
Darfield	3,374	3,461	3,549	3,619	3,689	3,760	3,830	3,900	3,967	4,033	4,122	4,211	4,300	4,387	4,474	4,561	4,648	4,735	4,821	4,906	4,992	5,077	5,163	5,245	5,328	5,410	5,493	5,575	5,652	5,729
Burnham	867	867	866	862	859	855	851	848	844	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840
Tai Tapu	531	546	562	567	573	579	584	590	588	586	596	607	617	627	637	647	657	668	678	688	698	708	718	727	737	747	757	767	776	785
Springston	506	509	512	511	510	509	508	507	506	504	507	510	513	516	519	522	525	528	531	535	538	541	544	548	551	555	558	562	565	569
Castle Hill	371	393	415	434	453	471	490	509	540	571	573	575	576	578	580	582	584	586	588	590	592	594	596	598	600	602	605	607	609	611
Coalgate / Glentunnel / Whitecliffs	1,194	1,232	1,271	1,291	1,311	1,330	1,350	1,370	1,403	1,436	1,443	1,451	1,459	1,467	1,475	1,483	1,491	1,499	1,507	1,515	1,524	1,532	1,540	1,549	1,558	1,567	1,575	1,584	1,593	1,601
Doyleston	310	315	320	322	324	326	329	331	335	339	339	338	338	338	338	338	338	338	338	338	339	339	339	339	340	340	341	341	342	342
Dunsandel	477	481	485	487	489	491	493	495	497	499	501	504	507	509	512	515	518	521	523	526	529	532	535	538	541	545	548	551	554	557
Hororata	574	589	605	610	615	620	625	630	638	646	649	652	655	658	661	665	668	671	675	678	681	685	688	692	696	699	703	707	710	714
Kirwee	999	1,020	1,042	1,043	1,045	1,046	1,047	1,049	1,052	1,055	1,071	1,088	1,105	1,121	1,138	1,154	1,171	1,188	1,204	1,220	1,237	1,253	1,270	1,286	1,302	1,318	1,335	1,351	1,366	1,381
Lake Coleridge	168	172	176	179	182	185	188	190	195	200	201	202	203	204	205	205	206	207	208	209	210	211	212	213	214	215	217	218	219	220
Rakaia Huts	308	308	308	306	305	304	303	302	300	299	300	300	300	301	301	302	302	303	304	304	305	305	306	307	308	309	310	311	312	313
Sheffield / Waddington	471	490	510	520	529	539	549	559	574	590	593	596	600	603	606	609	612	616	619	622	626	629	632	636	639	643	646	650	653	657
Southbridge	983	1,006	1,029	1,040	1,052	1,063	1,075	1,086	1,098	1,109	1,110	1,111	1,113	1,114	1,116	1,117	1,119	1,121	1,122	1,124	1,126	1,128	1,130	1,133	1,136	1,139	1,142	1,144	1,147	1,150
Springfield	475	479	483	486	489	492	494	497	502	508	511	514	518	521	525	528	532	535	539	542	546	549	553	557	561	564	568	572	576	579
Rural	22,372	22,745	23,119	23,402	23,686	23,969	24,252	24,536	24,876	25,215	25,348	25,483	25,621	25,756	25,894	26,034	26,176	26,320	26,462	26,606	26,751	26,898	27,046	27,203	27,360	27,518	27,677	27,837	27,990	28,145
Total	71,471	73,843	76,215	77,904	79,592	81,280	82,968	84,656	86,243	87,829	89,596	91,363	93,130	94,861	96,592	98,322	100,053	101,784	103,488	105,193	106,898	108,602	110,307	111,951	113,595	115,239	116,883	118,527	120,069	121,610
Annual Change		2,372	2,372	1,688	1,688	1,688	1,688	1,688	1,587	1,587	1,767	1,767	1,767	1,731	1,731	1,731	1,731	1,731	1,705	1,705	1,705	1,705	1,705	1,644	1,644	1,644	1,644	1,644	1,541	1,541

Households by Township

Township	LTP 2021 - 2031										LTP 2031 - 2051																					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
Rolleston	6,755	7,067	7,380	7,647	7,914	8,181	8,448	8,715	9,095	9,475	9,859	10,242	10,626	11,004	11,382	11,759	12,137	12,515	12,889	13,264	13,638	14,012	14,386	14,728	15,069	15,411	15,753	16,094	16,408	16,721
Lincoln	2,666	2,795	2,924	3,056	3,188	3,319	3,451	3,583	3,620	3,657	3,749	3,841	3,933	4,024	4,115	4,205	4,296	4,387	4,476	4,566	4,656	4,746	4,836	4,918	5,000	5,082	5,164	5,246	5,321	5,396
Prebbleton	1,705	1,792	1,879	1,964	2,049	2,133	2,218	2,303	2,350	2,397	2,458	2,520	2,581	2,641	2,702	2,762	2,823	2,883	2,943	3,003	3,063	3,123	3,183	3,237	3,292	3,346	3,401	3,456	3,506	3,556
West Melton	829	885	941	941	942	942	942	943	943	944	982	1,020	1,059	1,097	1,134	1,172	1,210	1,248	1,285	1,323	1,360	1,397	1,435	1,469	1,503	1,537	1,571	1,606	1,637	1,668
Leeston	888	907	927	944	960	977	994	1,010	1,011	1,012	1,050	1,089	1,127	1,165	1,202	1,240	1,278	1,316	1,353	1,391	1,428	1,465	1,503	1,537	1,571	1,605	1,640	1,674	1,705	1,736
Darfield	1,156	1,186	1,217	1,247	1,277	1,307	1,336	1,366	1,397	1,427	1,466	1,504	1,542	1,580	1,618	1,656	1,694	1,731	1,769	1,806	1,844	1,881	1,918	1,953	1,987	2,021	2,055	2,089	2,121	2,152
Burnham	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297
Tai Tapu	182	187	193	195	198	201	204	207	207	207	212	217	221	226	230	235	240	244	249	253	258	262	267	271	275	279	283	287	291	295
Springston	173	175	176	176	177	177	177	178	178	178	180	182	184	186	188	189	191	193	195	197	199	200	202	204	206	207	209	211	212	214
Castle Hill	127	135	142	150	157	164	171	178	190	202	203	205	206	207	208	209	210	212	213	214	215	216	217	218	219	221	222	223	224	225
Coalgate / Glentunnel / Whitecliffs	409	422	436	445	454	462	471	480	494	508	513	517	522	527	531	536	540	545	549	554	558	563	567	571	576	580	584	588	592	595
Doyleston	106	108	110	111	112	113	115	116	118	120	120	121	121	121	122	122	123	123	123	124	124	125	125	125	126	126	126	127	127	127
Dunsandel	163	165	166	168	169	171	172	173	175	176	178	180	182	183	185	187	188	190	192	193	195	197	198	200	201	203	204	206	207	209
Hororata	196	202	207	210	213	215	218	221	225	228	230	232	234	236	238	240	242	244	246	248	250	252	254	256	258	259	261	263	265	266
Kirwee	342	350	357	359	361	363	365	367	370	373	381	389	396	404	412	419	427	435	442	450	457	465	473	479	486	493	500	507	513	520
Lake Coleridge	58	59	60	62	63	64	65	67	69	71	71	72	73	73	74	74	75	75	76	77	77	78	78	79	79	80	80	81	81	82
Rakaia Huts	105	105	105	106	106	106	106	106	106	106	106	107	108	108	109	109	110	111	111	112	112	113	114	114	115	115	116	116	117	117
Sheffield / Waddington	161	168	175	179	183	187	192	196	202	209	211	213	214	216	218	220	222	223	225	227	229	231	232	234	236	237	239	241	242	244
Southbridge	337	345	353	358	364	369	375	381	386	392	394	396	398	400	402	403	405	407	409	411	413	414	416	418	420	421	423	424	426	428
Springfield	163	164	166	167	169	171	172	174	177	180	182	184	186	187	189	191	193	195	197	199	201	203	205	207	209	210	212	214	215	217
Rural	7,662	7,796	7,930	8,063	8,196	8,329	8,462	8,595	8,759	8,922	9,006	9,091	9,175	9,257	9,340	9,423	9,506	9,588	9,670	9,752	9,834	9,916	9,998	10,073	10,148	10,223	10,298	10,372	10,441	10,510
Total	24,479	25,311	26,142	26,845	27,548	28,250	28,953	29,656	30,369	31,083	31,850	32,617	33,385	34,140	34,896	35,651	36,407	37,162	37,911	38,659	39,408	40,156	40,905	41,588	42,271	42,954	43,637	44,320	44,948	45,575
Annual Change		832	832	703	703	703	703	703	713	713	767	767	767	756	756	756	756	756	749	749	749	749	749	683	683	683	683	683	627	627

Dwellings by Township

Township	LTP 2021 - 2031										LTP 2031 - 2051																					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
Rolleston	7,501	7,849	8,196	8,493	8,789	9,086	9,383	9,679	10,101	10,523	10,949	11,375	11,801	12,221	12,640	13,060	13,479	13,899	14,315	14,730	15,146	15,561	15,977	16,356	16,736	17,115	17,494	17,874	18,222	18,570
Lincoln	2,960	3,104	3,247	3,394	3,540	3,686	3,833	3,979	4,020	4,061	4,164	4,266	4,368	4,469	4,570	4,670	4,771	4,872	4,971	5,071	5,171	5,271	5,370	5,461	5,553	5,644	5,735	5,826	5,909	5,993
Prebbleton	1,893	1,990	2,087	2,181	2,275	2,369	2,463	2,558	2,610	2,662	2,730	2,798	2,866	2,933	3,001	3,068	3,135	3,202	3,268	3,335	3,401	3,468	3,534	3,595	3,656	3,717	3,777	3,838	3,894	3,949
West Melton	920	983	1,045	1,045	1,046	1,046	1,047	1,047	1,048	1,048	1,091	1,133	1,176	1,218	1,260	1,302	1,344	1,386	1,427	1,469	1,510	1,552	1,593	1,631	1,669	1,707	1,745	1,783	1,818	1,853
Leeston	986	1,008	1,030	1,048	1,067	1,085	1,104	1,122	1,123	1,124	1,166	1,209	1,251	1,293	1,335	1,377	1,419	1,461	1,503	1,544	1,586	1,628	1,669	1,707	1,745	1,783	1,821	1,859	1,894	1,928
Darfield	1,283	1,318	1,352	1,385	1,418	1,451	1,484	1,517	1,551	1,585	1,628	1,670	1,713	1,755	1,797	1,839	1,881	1,923	1,964	2,006	2,047	2,089	2,131	2,168	2,206	2,244	2,282	2,320	2,355	2,390
Burnham	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330
Tai Tapu	202	208	214	217	220	223	226	230	230	230	235	241	246	251	256	261	266	271	276	281	286	291	296	301	305	310	315	319	323	328
Springston	193	194	195	196	196	196	197	197	198	198	200	202	204	206	208	210	212	214	216	219	221	223	225	226	228	230	232	234	236	237
Castle Hill	141	150	158	166	174	182	190	198	211	225	226	227	229	230	231	232	234	235	236	238	239	240	241	243	244	245	246	247	248	249
Coalgate / Glentunnel / Whitecliffs	454	469	484	494	504	513	523	533	549	564	569	575	580	585	590	595	600	605	610	615	620	625	630	635	639	644	648	653	657	661
Doyleston	118	120	122	123	125	126	127	129	131	133	134	134	134	135	135	136	136	137	137	137	138	138	139	139	140	140	140	141	141	141
Dunsandel	181	183	185	186	188	190	191	193	194	196	198	200	202	204	205	207	209	211	213	215	217	218	220	222	224	225	227	229	230	232
Hororata	218	224	230	233	236	239	242	245	249	254	256	258	260	263	265	267	269	271	273	276	278	280	282	284	286	288	290	292	294	296
Kirwee	380	388	397	399	401	404	406	408	411	414	423	432	440	449	457	466	474	483	491	500	508	516	525	532	540	548	556	563	570	577
Lake Coleridge	64	66	67	69	70	71	73	74	76	79	79	80	81	81	82	82	83	84	84	85	86	86	87	87	88	89	89	90	90	91
Rakaia Huts	117	117	117	117	117	117	117	117	117	118	118	119	120	120	121	122	122	123	124	124	125	126	126	127	127	128	129	129	130	130
Sheffield / Waddington	179	187	194	199	203	208	213	217	225	232	234	236	238	240	242	244	246	248	250	252	254	256	258	260	262	264	265	267	269	271
Southbridge	374	383	392	398	404	410	416	423	429	436	438	440	442	444	446	448	450	452	454	456	458	460	462	464	466	468	470	471	473	475
Springfield	181	182	184	186	188	190	192	193	196	199	202	204	206	208	210	213	215	217	219	221	223	226	228	230	232	234	236	237	239	241
Rural	8,509	8,658	8,807	8,954	9,102	9,250	9,398	9,546	9,727	9,909	10,002	10,096	10,189	10,281	10,373	10,465	10,557	10,649	10,740	10,831	10,922	11,013	11,104	11,187	11,270	11,353	11,436	11,519	11,596	11,672
Total	27,186	28,109	29,033	29,813	30,594	31,374	32,155	32,935	33,727	34,520	35,372	36,224	37,076	37,915	38,754	39,594	40,433	41,272	42,103	42,934	43,766	44,597	45,428	46,187	46,945	47,704	48,463	49,221	49,918	50,615
Annual Change		924	924	780	780	780	780	780	792	792	852	852	852	839	839	839	839	839	831	831	831	831	831	759	759	759	759	759	697	697

Further information on the impact of the Government's three waters reforms

The Government has indicated its intention to reform the provision of the 'three waters' services. The three waters are drinking water, wastewater and stormwater. These services are currently provided by local authorities and the Government has signalled its intent that these services be provided by new publically owned water service delivery entities.

As the detail of three waters reforms is not know, this Long Term Plan has been prepared on the assumption that the Council will continue to provide the three waters services. This means that the document reflects the key decisions relating to these services at this time as well as the financial implications of continuing to provide these services.

The scope of the activities covered by the reforms is included in the 5 waters services part of the significant activities section of this plan. This includes funding impact statements that show forecast operating funding, application of funding, capital expenditure and additional borrowing associated with the water, wastewater and stormwater activities over the 10 years 2021-31.

The statements include information on the overheads that are allocated to these activities in the line 'internal charges applied' within the application of operating funding. Some of these overheads would remain with the Council in the event of a transfer of these activities to a new entity.

The book value (depreciated replacement cost) of the assets associated with these activities as at 30 June 2020 is as follows:

- Water supplies $143 million
- Wastewater schemes $273 million
- Stormwater assets $70 million

As at 30 June 2020 the Council had allocated $12.1 million of borrowing to the wastewater activity and $2.5 million to the stormwater activity.

If the three waters activities are transferred to a new entity there will be a material impact on the Council's financial position, financial forecasts, and financial strategy. The full implications of this change cannot be estimated until the detail of the reforms and associated financial arrangements are known.

Future for Local Government Review

On 24 April the Minister of Local Government announced that she had established a Ministerial Inquiry into the Future for Local Government.

The overall purpose of the review is to *"identify how our system of local democracy needs to evolve over the next 30 years, to improve the well-being of New Zealand communities and the environment, and actively embody the treaty partnership."*

The review includes, but is not limited to, the following:
- roles, functions, and partnerships
- representation and governance and
- funding and financing

The following are the key steps in the review
- April 2021: Inquiry begins
- 30 September 2021: an interim report will be presented to the Minister signalling the probable direction of the review and key next steps

- 30 September 2022: Draft report and recommendations to be issued for public consultation and
- 30 April 2023: Review presents final report to the Minister and Local Government New Zealand.

While the review could recommend significant change to what local government is and does, there is no information available on the likely direction for the review at this time.

Council considers it unlikely that any recommendations could take effect before 1 July 2024 – particularly for changes to roles or functions. Any changes that are made will be incorporated in the 2024-34 long-term plan.

Unless specifically stated otherwise, council has prepared the plan on the assumption its existing role and functions will continue for the life of the plan.

Funding Impact Statement

The funding impact statement shows the revenue and financing mechanisms the Council uses to fund its operating and capital expenditure.

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	Annual plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Sources of operating funding											
General rates	24,555	26,552	28,894	31,283	33,856	36,627	39,608	42,812	46,233	49,903	53,873
Targeted rates	43,321	47,997	51,508	55,104	58,674	62,543	66,750	71,273	75,834	80,588	85,556
Subsidies and grants for operating purposes	4,398	3,218	3,210	3,485	3,952	4,130	4,305	4,988	5,052	5,266	6,103
Fees and charges	17,149	22,401	24,496	26,209	27,682	29,130	30,115	31,228	32,371	33,520	34,693
Interest and dividends from investments	7,288	5,729	5,862	5,999	6,139	6,289	6,437	6,595	6,768	6,940	7,112
Other operating funding	282	374	390	406	422	439	457	476	496	518	540
Total operating funding (A)	96,993	106,271	114,360	122,486	130,725	139,158	147,672	157,372	166,754	176,735	187,877
Application of operating funding											
Payments to staff and suppliers	83,669	95,282	95,837	98,928	100,838	105,131	108,214	113,481	117,511	121,593	127,613
Finance costs	1,787	2,816	4,504	5,406	6,156	6,697	7,236	7,523	7,364	6,887	6,320
Other operating funding applications	343	446	460	472	485	499	513	527	541	556	571
Total application of operating funding (B)	85,799	98,544	100,801	104,806	107,479	112,327	115,963	121,531	125,416	129,036	134,504
Surplus / (deficit) of operating funding (A-B)	**11,194**	**7,727**	**13,559**	**17,680**	**23,246**	**26,831**	**31,709**	**35,841**	**41,338**	**47,699**	**53,373**
Sources of capital funding											
Subsidies for capital expenditure	12,615	19,454	7,778	10,504	11,822	9,125	8,101	8,681	10,568	10,177	9,508
Development and financial contributions	16,216	9,828	10,790	8,243	9,674	12,425	11,500	11,894	12,617	11,625	10,473
Increase / (decrease) in debt	70,707	104,718	30,303	41,967	18,171	25,080	17,946	5,186	(18,022)	(20,162)	(25,276)
Gross sales proceeds from sale of assets	4,509	6,383	2,585	5,222	1,500	1,500	1,500	2,132	-	-	-
Total sources of capital funding (C)	104,047	140,383	51,456	65,936	41,167	48,130	39,047	27,893	5,163	1,640	(5,295)
Applications of capital funding											
Capital - growth	109,555	86,904	31,692	46,514	15,479	30,214	28,564	19,360	8,644	15,392	6,662
Capital - level of service	33,284	26,210	19,567	22,189	24,175	22,684	15,793	11,227	14,332	13,412	16,508
Capital - renewals	13,545	25,867	17,820	22,957	22,653	19,674	19,241	20,747	22,217	22,529	26,167
Increase / (decrease) in reserves	(7,437)	(16,716)	(8,432)	(5,722)	(2,607)	(6,015)	1,057	386	2,731	3,135	3,821
Increase / (decrease) of investments	(33,706)	25,845	4,368	(2,322)	4,713	8,404	6,101	12,014	(1,423)	(5,129)	(5,080)
Total applications of capital funding (D)	115,241	148,110	65,015	83,616	64,413	74,961	70,756	63,734	46,501	49,339	48,078
Surplus / (deficit) of capital funding (C-D)	**(11,194)**	**(7,727)**	**(13,559)**	**(17,680)**	**(23,246)**	**(26,831)**	**(31,709)**	**(35,841)**	**(41,338)**	**(47,699)**	**(53,373)**
Funding balance (A-B) + (C-D)	-	-	-	-	-	-	-	-	-	-	-

Funding Impact Statement – Rating

The rating system is the primary mechanism used by the Council to fund the operating and capital expenditure planned for the District. This statement describes the rates the Council plans to use for the period of the Long Term Plan and how they will be assessed. The table below explains some of the terminology used in the rates system.

Rating unit	The rating unit is what attracts the liability for rates and is basically what has been known in the past as a 'rateable property'.
Separately used or inhabited part of a rating unit (SUIP)	A SUIP is defined as any part of a rating unit separately used or inhabited by the ratepayer, or by any other person, having a right to use or inhabit that part by virtue of a tenancy, lease, licence, or other agreement, or any part or parts of a rating unit that are used or occupied by the ratepayer for more than one single use. Separately used or inhabited parts include: · A residential, small holding, or farmland property that contains two or more separately occupiable units, flats or houses each of which is separately inhabited or is capable of separate inhabitation i.e. has independent kitchen facilities. · A commercial premise that contains separate shops, kiosks, other retail or wholesale outlets, or offices, each of which is operated as a separate business or is capable of operation as a separate business.
Rating factor	This is the basis on which a targeted rate is calculated, such as property value, land area, number of separately occupied parts etc.
General rate	A rate that is set for the general purpose of the Council.
Uniform annual general charge (UAGC)	A rate that is set at a fixed dollar amount irrespective of the value of the property and is used for the general purposes of the Council.
Targeted rate	A rate that is set for a specified purpose.

Uniform Annual General Charge (UAGC)

The Council sets a uniform annual general charge (UAGC) as a fixed amount on each rating unit, under section 15 of the Local Government (Rating) Act 2002. The UAGC is used to collect the balance of the general rate requirement not collected through the general rate.

General rates

The Council sets a general rate under section 13 of the Local Government (Rating) Act 2002 as a uniform rate in the dollar on the capital value of all rating units in the District. There are no differentials applied to the general rate.

Targeted rates

The Council sets targeted rates under section 16 of the Local Government (Rating) Act 2002. Targeted rates may be set for all rateable land in the District or a category or categories of rateable land. Schedule 2 of the Local Government (Rating) Act 2002 lists options which may be used to define categories of rateable land, for example the availability of the service, or where the land is situated, etc. Schedule 3 of the Local Government (Rating) Act 2002 list rating factors which may be used as a basis for calculating rates, for example, the value or area of the rating unit, etc.

The purpose of each targeted rate, the category of rateable land to which the rate is applied and the basis for calculation (or rating factor) is described below:

- **Community Board** – this rate is set to fund the operations of the Malvern Community Board. A targeted rate is assessed as a fixed amount on each rating unit in the Malvern Ward.

- **Canterbury Museum Levy Funding** – this rate is set to fund the levy paid under the Canterbury Museum Trust Board Act 1993. A targeted rate is assessed on a uniform basis as a fixed amount on each rating unit in the District.

- **Community Centres** – this rate is set for the purpose of providing and maintaining the various community centres in the District. A targeted rate is assessed on each SUIP in the District. Community centre loan rates are set for some community centres. Loan rates are payable on each SUIP in the Glentunnel and Greendale rating areas where there has been no election to pay a lump sum contribution to fund past capital works.

- **Recreation Reserves** – this rate is set for the purpose of providing and maintaining the various recreation reserves and facilities throughout the District. A targeted rate is assessed on each SUIP in the District.

- **Sewerage** – these rates are set for the purpose of providing and maintaining sewerage treatment and disposal systems. Targeted rates are assessed on each SUIP which is connected to a sewerage scheme and additionally per urinals/pans in excess of four within the rating unit.

  A half charge is made for each rating unit which can be, but is not, connected to the sewerage scheme.

  The Selwyn Huts sewerage scheme is not included in the Council's district wide targeted rate. This area's sewerage costs are included in Selwyn Huts residents' annual licence fee.

Sewerage loan rates are set for some schemes. The targeted rate is assessed on area or on a uniform basis on each rating unit based on where the land is situated where there has been no election to pay a lump sum contribution for physical works constructed.

A sewerage investigation targeted rate is assessed on each SUIP in Darfield to cover the cost of monitoring the environmental effects of discharging waste water to ground.

The Council is planning to set a targeted rate for new capital works during the period covered by this Funding Impact Statement. The rate will be set for the purpose of providing a sewerage scheme in Darfield and Kirwee and will be assessed on each SUIP which can be connected to the sewerage scheme and is located within defined areas that will be reticulated on a staged basis.

- **Refuse Collection and Disposal** – these rates are set for the purpose of providing a refuse collection, disposal and recycling service. Targeted rates are assessed on each SUIP serviced by a refuse collection route and on each SUIP located in each of Arthur's Pass, Castle Hill and Lake Coleridge. Targeted rates are additionally assessed per SUIP serviced by the 240 litre refuse, 80 litre refuse and organic wheelie bin systems.
- **Water Supply** – these rates are set for the purpose of providing and maintaining water supply schemes. Targeted rates are assessed on each SUIP which is, or rating unit which may be, connected to Council provided water supply and additionally for quantity of water provided in accordance with section 19 of the Local Government (Rating Act) 2002.

The Selwyn Huts water supply is not included in the Council's district-wide water targeted rate. This area's water costs are included in Selwyn Huts residents' annual licence fee.

Water loan rates are set for some schemes. The targeted rate is assessed per rating unit in the rating area where there has been no election to pay a lump sum for physical works constructed.

Water Race (Service and Amenity) – these rates are set for the purpose of providing and maintaining water race systems within the District.

The water race (service) targeted rates are assessed per rating unit and per hectare or part thereof which have available water race service.

The water race (amenity) targeted rate is assessed on each rating unit which does not have available water race service.

- **Land Drainage and River Works** – these rates are set for the purpose of maintaining drainage and protecting schemes. The rates are assessed based on the capital value, area, or on a uniform basis of all rating units based on where the land is situated for the following rating areas:

Greenpark	Capital value
L2 Subdivision	Capital value
Ellesmere No. 3 Subdivision	Capital value and fixed amount per hectare of rating unit
Ellesmere No. 4 (Osbornes Drain)	Area
Hororata River	Capital value
Leeston Drainage	Capital value or fixed amount per rating unit over certain areas
Taumutu	Area
Taumutu Culverts	Capital value
Wairiri Valley	Area

- **Swimming Pools** – this rate is set for the purpose of providing and maintaining swimming pools in the District. The rate is set differentially based on location and assessed per SUIP within the following Zones:

Zone	Rating areas
Zone 1	Incorporating Rolleston
Zone 2	Incorporating Broadfield, Courtenay, Darfield, Dunsandel, Greendale, Halkett, Killinchy, Kimberley, Kirwee, Ladbrooks, Lakeside, Leeston, Lincoln, Osborne Park, Prebbleton, Rhodes Park, Sheffield, Springston, Southbridge, Templeton, Weedons, and West Melton.
Zone 3	Incorporating Arthur's Pass, Castle Hill, Glentunnel/Coalgate, Hororata, Kowai Pass, Lake Coleridge, Rakaia Huts, Snowdon, and Whitecliffs.

- **Library** – this rate is set for the purpose of providing the District library service. A targeted rate is assessed on a uniform basis as a fixed amount on each rating unit in the District.

- **Stormwater** – this rate is set for the purpose of providing and maintaining stormwater systems. This targeted rate is assessed on each SUIP, within areas serviced by stormwater systems in the following rating areas.

Arthur's Pass	Castle Hill	Darfield	Doyleston
Dunsandel	Edendale	Glentunnel	Hororata
Kirwee	Lake Coleridge	Leeston	Lincoln
Prebbleton	Rakaia Huts	Rolleston	Southbridge
Springfield	Springston	Tai Tapu	Templeton (Claremont)
West Melton	Whitecliffs		

Rate charges

All dollar amounts below are GST inclusive unless otherwise stated.

The Long Term Plan proposes a number of rate increases in both the general rate and targeted rates. The forecast average annual rates increase per ratepayer over the 10 year period is around 4.6% p.a. The increase in total rates revenue over the period is higher, but this is due to the expected increase in the district's population.

Roughly 50% of the council's work is paid for by rates – 20% from general rates, which all land and property owners pay, and 30% from targeted rates which are charged for particular services. The remainder of the work is funded from other sources including government grants, community funds, user-pay charges and council investment income. Property development contributions also provide funds for new reserves, roads, and water and sewerage assets.

General rates pay for roads, townships, reserves, community development and environmental services. General rates have two parts: a fixed amount (the Uniform Annual General Charge); and a variable amount which is based on the capital value.

Targeted rates pay for specified services such as water, sewerage, refuse collection, land drainage, recreational and cultural facilities.

The examples further below show how the planned changes will affect properties in different areas. The examples show the planned rate charges for the ten years of the plan as well as giving actual rates for the preceding year.

In the examples further below the variables are used to demonstrate the potential impacts on rateable properties in different parts of the District:

- Wheelie bin charges vary dependent on whether the property chooses an organic bin, and/or 80 litre or 240 litre refuse bin.
- Water metered charges are not included and are additional to the rates identified.

Rating Funding Impact Statement

	Rating numbers	2021/22 ($)	Estimated revenue ($)
General Rates			
The Uniform Annual General Charge is assessed as a fixed amount on each rating unit in the District.			
The General Rate is assessed as a uniform rate in the dollar on the capital value of each rating unit in the District, and accordingly is not assessed differentially.			
Uniform Annual General Charge (UAGC)	28,390	271.00	7,693,690
General Rate	24,628,625,419	0.00092696	22,829,751
General Rates (including GST)			30,523,441
General Rates (excluding GST)			**26,542,122**
Community Board Targeted Rate			
Targeted rate assessed as a fixed amount on each rating unit in the Malvern Ward.			
Malvern Ward	4,631	44.00	203,764
Total Community Board Targeted Rate (including GST)			203,764
Total Community Board Targeted Rate (excluding GST)			**177,186**
Canterbury Museum Levy Funding Targeted Rate			
Targeted rate assessed on a uniform basis as a fixed amount on each rating unit in the District.			
Canterbury Museum Levy Funding Targeted Rate	28,390	33.00	936,870
Canterbury Museum Levy Funding Targeted Rate (including GST)			936,870
Canterbury Museum Levy Funding Targeted Rate (excluding GST)			**814,670**
Community Centre Targeted Rate			
Targeted rate assessed on each SUIP in the District.			
Community Centre Targeted Rate	24,766	175.00	4,334,050
Community Centre Targeted Rate (including GST)			4,334,050
Community Centre Targeted Rate (excluding GST)			**3,768,739**
Community Centre Loan Targeted Rates			
Targeted rates assessed on each rating unit within the applicable rating area where there has been no election to pay a lump sum for physical works constructed.			
Glentunnel	172	36.19	6,225
Greendale	66	132.27	8,730
Community Centre Loan Targeted Rates (including GST)			14,955
Community Centre Loan Targeted Rates (excluding GST)			**13,004**
Recreation Reserve Targeted Rate			
Targeted rate assessed on each SUIP in the District.			
Recreation Reserve Targeted Rate	24,766	133.00	3,293,878
Recreation Reserve Targeted Rate (including GST)			3,293,878
Recreation Reserve Targeted Rate (excluding GST)			**2,864,242**
Sewerage Targeted Rates			
Targeted rates assessed on each SUIP (other than a SUIP in the Upper Selwyn Huts settlement) which is connected to a Council provided sewerage scheme and a half charge on each rating unit (other than a rating unit in the Upper Selwyn Huts settlement) which has availability of service but is not connected, and additionally per urinals/pans in excess of four within a serviced SUIP as follows.			
Sewerage Targeted Rate (assessed on each SUIP connected)	16,858	564.00	9,507,856
Sewerage Targeted Rate (assessed on each rating unit which can be, but is not connected)	-	282.00	-
Sewerage Targeted Rate Pan Charge (assessed on each SUIP per pan in excess of 4)		141.00	
Sewerage Targeted Rates (including GST)			9,507,856
Sewerage Targeted Rates (excluding GST)			**8,267,701**
Sewerage Investigation Targeted Rate			
Targeted rate assessed on each SUIP in Darfield.			
Darfield Sewerage Investigation Targeted Rate (assessed on each SUIP in Darfield)	1,196	76.00	90,896
Sewerage Investigation Targeted Rate (including GST)			90,896
Sewerage Investigation Targeted Rate (excluding GST)			**79,040**

	Rating numbers	2021/22 ($)	Estimated revenue ($)
Sewerage Loan Targeted Rates			
Targeted rates assessed in relation to the following specific categories where there has been no election to pay a lump sum for physical works constructed.			
Rolleston (Westland Milk Products Ltd for land at 41 Westland Pl, Rolleston - VRN 2354168058)	1	269,612.54	269,613
Rolleston(per hectare for rating units at Jones Road, Rolleston - VRN 2354167113)	0.4046	3,888.46	1,573
Rolleston (per hectare for rating units at Jones Road, Rolleston - VRN 2354167300 & 2354167302)	0.7217	3,873.21	2,795
Rolleston (per hectare for rating units at Jones Road, Rolleston - VRN 2354167312, 2354167305 & 2354167304)	1.5546	3,889.19	6,046
Southbridge (on each rating unit within the rating area)	76	360.26	27,380
Tai Tapu (on each rating unit within the rating area)	30	659.50	19,785
Sewerage Loan Targeted Rates (including GST)			327,192
Sewerage Loan Targeted Rates (excluding GST)			**284,515**
Refuse Collection and Disposal Targeted Rates			
Targeted rates assessed on each SUIP serviced by a refuse and recycling collection route, except Arthur's Pass, Castle Hill and Lake Coleridge.			
Refuse Targeted Rate	25,130	27.00	678,510
Recycling Targeted Rate	25,130	82.00	2,060,660
Targeted rates assessed based on the extent of service provision.			
Refuse Wheelie Bin (240 Litre) (assessed per refuse bin provided)	7,974	415.00	3,309,210
Refuse Wheelie Bin (80 Litre) (assessed per refuse bin provided)	14,175	140.00	1,984,500
Organic (Green Waste) Wheelie Bin (assessed per organics bin provided)	12,470	190.00	2,369,300
Targeted rate assessed on each SUIP in the following locations.			
Arthur's Pass - refuse and recycling service	108	222.00	23,976
Castle Hill - refuse and recycling service	151	222.00	33,522
Lake Coleridge - refuse and recycling service	50	140.00	7,000
Refuse Collection and Disposal Targeted Rates (including GST)			10,466,678
Refuse Collection and Disposal Targeted Rates (excluding GST)			**9,101,459**
Water Supply Targeted Rates			
Targeted rates assesed on each SUIP (other than a SUIP in the Upper Selwyn Huts settlement) connected to a Council provided metered water supply and each rating unit (other than a rating unit in the Upper Selwyn Huts settlement) within 100 metres from any part of a Council provided metered water supply from which water can be, but is not supplied as set out below. In addition, a charge per cubic metre of metered water supplied will apply.			
Water Targeted Rate (metered supply on each SUIP connected)	18,193	267.00	4,857,531
Water Targeted Rate (on each unconnected rating unit within 100 metres of available Council provided metered supply)	2,948	267.00	787,116
Metered supply (per m3 of water)	5,416,866	0.60 per m3	3,250,119
Targeted rates assessed on each rating unit connected to Council provided restricted water supply or which have a restricted water supply available. In addition, a charge per water unit available to a rating unit will apply.			
Restricted water targeted rate (on each rating unit connected or with water supply available but no water being drawn)	1,681	267.00	448,827
Restricted water targeted rate (on each water unit^ supplied)	5,695	192.00	1,093,440
^ A water unit is supply of up to 1 m3 of water over a 24 hour period, regardless of whether this supply is taken.			
Water Targeted Rates (including GST)			10,437,033
Water Targeted Rates (excluding GST)			**9,075,681**
Water Loan Targeted Rates			
Targeted rates assessed on each rating unit connected to the following water supply schemes where there has been no election to pay a lump sum for physical works constructed.			
Doyleston	31	394.05	12,216
Prebbleton (Kingcraft Drive)	1	375.04	375
Water Loan Targeted Rates (including GST)			12,591
Water Loan Targeted Rates (excluding GST)			**10,948**
Water Race (Service and Amenity) Targeted Rates			
The water race (service) targeted rate is a targeted rate on the basis of water race service availability, to be calculated as a fixed amount on each rating unit and additionally on the area of the rating unit. The water race (amenity) targeted rate is a targeted rate set in relation to where the water race is not available, to be calculated as a fixed amount on each rating unit.			
Per hectare or part thereof (assessed on each rating unit where water race service is available)	80,561	19.50	1,570,933
Annual charge (assessed on each rating unit with available water race service)	2,269	345.00	782,667
Amenity (assessed on each rating unit in the District where water race service is not available)	25,886	45.00	1,164,870
Water Race (Service and Amenity) Targeted Rates (including GST)			3,518,470
Water Race (Service and Amenity) Targeted Rates (excluding GST)			**3,059,539**

	Rating numbers	2021/22 ($)	Estimated revenue ($)
Land Drainage and River Works Targeted Rates			
Targeted rates assessed differentially on either capital value, or area of each rating unit based on where the land is situated. The Ellesmere No 3 Subdivision annual charge is assessed based on where the land is situated as a uniform rate in the dollar on the capital value of each rating unit in the area and a fixed amount on each rating unit.			
Greenpark *(assessed per dollar of capital value in the following categories of the rating area)*	Capital value		
Class B	17,728,000	0.000516	9,148
Class C	14,534,000	0.000373	5,421
Class D	1,050,900	0.000372	391
Class E	22,779,000	0.000154	3,508
Class F	22,721,000	0.000098	2,227
L2 Subdivision *(assessed per dollar of capital value in the following categories of the rating area)*	Capital value		
Class A	151,443,245	0.000334	50,582
Class B	158,839,295	0.000209	33,197
Class C	452,025,770	0.000135	61,023
Class D	25,031,830	0.000088	2,203
Class E	24,675,840	0.000068	1,678
Class F	667,844,730	0.000046	30,721
Ellesmere No 3 Subdivision	Capital value		
Poor drainage *(assessed per dollar of capital value)*	110,572,000	0.000168	18,576
Imperfectly drained *(assessed per dollar of capital value)*	59,316,000	0.000125	7,415
Moderately well drained *(assessed per dollar of capital value)*	7,420,000	0.000081	601
Well drained *(assessed per dollar of capital value)*	45,551,000	0.000038	1,731
Annual charge *(assessed as a fixed amount on each rating unit)*	162	66.00	10,692
Ellesmere No 4 (Osbornes Drain) *(assessed per hectare or part thereof of each rating units in the following categories of the rating area)*	Hectares		
Class A	1,164	37.15	43,260
Class B	271	23.69	6,426
Class C	322	3.16	1,017
Hororata River *(assessed per dollar of capital value in the rating area)*	Capital value		
	14,020,810	0.000549	7,697
Leeston Drainage	Hectares		
Class A (assessed per hectare or part thereof of the rating unit where greater than 3.60 hectares)	971	17.49	16,975
Class B (assessed per hectare or part thereof of the rating unit where greater than 4.57 hectares)	1,388	13.79	19,142
Class C (assessed per hectare or part thereof of the rating unit where greater than 5.47 hectares)	6,392	11.53	73,699
Class D (assessed per hectare or part thereof of the rating unit where greater than 9.43 hectares)	1,091	6.68	7,291
Minimum charge (on each rating unit)	288	63.00	18,144
Taumutu Drainage *(assessed per hectare on rating units in the following categories of the rating area)*	Hectares		
Class A	157	42.82	6,737
Class B	228	43.71	9,979
Taumutu Culverts *(assessed per dollar of capital value in the following categories of the rating area)*	Capital Value		
Class A	12,763,500	0.001574	20,090
Class B	10,998,060	0.000438	4,817
Class C	1,197,940	0.000227	272
Class D	650,000	0.000141	92
Wairiri Valley *(assessed per hectare or part thereof of each rating units in the following categories of the rating area)*	Hectares		
Class A	152	8.98	1,365
Class C	45	5.30	239
Class E	155	4.67	724
Land Drainage and River Works Targeted Rate (including GST)			477,080
Land Drainage and River Works Targeted Rate (excluding GST)			**414,852**

	Rating numbers	2021/22 ($)	Estimated revenue ($)
Swimming Pools Targeted Rate			
Targeted rate assessed on each SUIP based on the where the land is situated.			
Zone 1	7,725	168.00	1,297,800
Zone 2	15,238	118.00	1,798,118
Zone 3	1,803	42.00	75,717
District Swimming Pool Targeted Rate (including GST)			3,171,635
District Swimming Pool Targeted Rate (excluding GST)			**2,757,944**
Library Targeted Rate			
Targeted rate assessed on a uniform basis as a fixed amount on each rating unit in the District.			
Library Targeted Rate	27,661	232.00	6,417,352
Library Targeted Rate (including GST)			6,417,352
Library Targeted Rate (excluding GST)			**5,580,306**
Stormwater Targeted Rate			
Targeted rate assessed on each SUIP based on where the land is situated.			
Stormwater Targeted Rate	17,881	113.00	2,020,553
Stormwater Targeted Rate (including GST)			2,020,553
Stormwater Targeted Rate (excluding GST)			**1,757,003**

Rate examples

Example: Urban Residential Property With Sewerage	Actual 2019/2020	Actual 2020/2021	LTP 2021/2022	LTP 2022/2023	LTP 2023/2024	LTP 2024/2025	LTP 2025/2026	LTP 2026/2027	LTP 2027/2028	LTP 2028/2029	LTP 2029/2030	LTP 2030/2031
Capital valuation	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
General Rates	467	481	510	540	573	607	644	682	723	767	813	861
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	244	254	267	280	297	315	334	354	375	397	417	438
Metered water supply	132	138	165	198	209	223	237	250	264	281	294	308
Sewerage Rate	542	542	564	586	610	634	659	686	713	742	771	802
Swimming Pool Rate	177	177	168	168	168	168	168	168	168	168	168	168
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Stormwater Rate	94	94	113	122	132	142	153	166	179	193	209	225
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Refuse Charges												
Collection Rate	26	26	27	28	29	30	31	32	33	34	35	36
Recycling Charge	80	80	82	84	116	120	124	128	132	136	140	144
Organic Wheelie Bin	210	210	190	190	190	190	190	190	190	190	190	190
80 Litre Wheelie Bin	136	136	140	144	148	152	158	164	171	176	181	186
	2,940	**2,978**	**3,115**	**3,262**	**3,429**	**3,574**	**3,730**	**3,891**	**4,063**	**4,241**	**4,420**	**4,608**
Annual % change		1.3%	4.6%	4.7%	5.1%	4.2%	4.4%	4.3%	4.4%	4.4%	4.2%	4.3%
Annual $ change		$ 37	$ 138	$ 147	$ 167	$ 145	$ 156	$ 161	$ 172	$ 178	$ 179	$ 188

This rate example does not include the impact of the planned sewerage scheme for Darfield and Kirwee. The amount of the rate and timing of its introduction will be determined by a future review of the funding and staging plan for the scheme.

Example: Urban Residential Property With Sewerage

	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000
General Rates	637	656	695	737	781	828	878	930	986	1,045	1,108	1,175
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	244	254	267	280	297	315	334	354	375	397	417	438
Metered water supply	132	138	165	198	209	223	237	250	264	281	294	308
Sewerage Rate	542	542	564	586	610	634	659	686	713	742	771	802
Swimming Pool Rate	177	177	168	168	168	168	168	168	168	168	168	168
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Stormwater Rate	94	94	113	122	132	142	153	166	179	193	209	225
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Refuse Charges												
Collection Rate	26	26	27	28	29	30	31	32	33	34	35	36
Recycling Charge	80	80	82	84	116	120	124	128	132	136	140	144
Organic Wheelie Bin	210	210	190	190	190	190	190	190	190	190	190	190
80 Litre Wheelie Bin	136	136	140	144	148	152	158	164	171	176	181	186
	3,110	**3,153**	**3,300**	**3,459**	**3,637**	**3,795**	**3,964**	**4,139**	**4,326**	**4,519**	**4,715**	**4,922**
Annual % change		1.4%	4.7%	4.8%	5.1%	4.3%	4.5%	4.4%	4.5%	4.5%	4.3%	4.4%
Annual $ change		$ 42	$ 148	$ 159	$ 178	$ 158	$ 169	$ 175	$ 187	$ 193	$ 196	$ 207

This rate example does not include the impact of the planned sewerage scheme for Darfield and Kirwee. The amount of the rate and timing of its introduction will be determined by a future review of the funding and staging plan for the scheme.

Example: Urban Residential Property Without Sewerage												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
General Rates	467	481	510	540	573	607	644	682	723	767	813	861
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	244	254	267	280	297	315	334	354	375	397	417	438
Metered water supply	132	138	165	198	209	223	237	250	264	281	294	308
Swimming Pool Rate	124	124	118	118	118	118	118	118	118	118	118	118
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Stormwater Rate	94	94	113	122	132	142	153	166	179	193	209	225
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Refuse Charges												
Collection Rate	26	26	27	28	29	30	31	32	33	34	35	36
Recycling Charge	80	80	82	84	116	120	124	128	132	136	140	144
Organic Wheelie Bin	210	210	190	190	190	190	190	190	190	190	190	190
80 Litre Wheelie Bin	136	136	140	144	148	152	158	164	171	176	181	186
	2,345	**2,383**	**2,501**	**2,626**	**2,769**	**2,890**	**3,021**	**3,155**	**3,300**	**3,449**	**3,599**	**3,756**
Annual % change		1.6%	5.0%	5.0%	5.4%	4.4%	4.5%	4.4%	4.6%	4.5%	4.3%	4.4%
Annual $ change		$ 38	$ 118	$ 125	$ 143	$ 121	$ 131	$ 134	$ 145	$ 149	$ 150	$ 157

Example: Urban Residential Property Without Sewerage												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000
General Rates	764	787	834	884	937	994	1,053	1,116	1,183	1,254	1,330	1,409
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	244	254	267	280	297	315	334	354	375	397	417	438
Metered w ater supply	132	138	165	198	209	223	237	250	264	281	294	308
Sw imming Pool Rate	124	124	118	118	118	118	118	118	118	118	118	118
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Stormw ater Rate	94	94	113	122	132	142	153	166	179	193	209	225
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Refuse Charges												
Collection Rate	26	26	27	28	29	30	31	32	33	34	35	36
Recycling Charge	80	80	82	84	116	120	124	128	132	136	140	144
Organic Wheelie Bin	210	210	190	190	190	190	190	190	190	190	190	190
80 Litre Wheelie Bin	136	136	140	144	148	152	158	164	171	176	181	186
	2,642	**2,689**	**2,825**	**2,970**	**3,133**	**3,277**	**3,430**	**3,589**	**3,760**	**3,936**	**4,116**	**4,304**
Annual % change		1.8%	5.1%	5.1%	5.5%	4.6%	4.7%	4.6%	4.8%	4.7%	4.6%	4.6%
Annual $ change		$ 47	$ 136	$ 145	$ 163	$ 144	$ 153	$ 159	$ 171	$ 176	$ 180	$ 188

Example: A lifestyle property near Rolleston												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
General Rates	552	568	603	639	677	718	761	806	855	906	960	1,018
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Swimming Pool Rate	177	177	168	168	168	168	168	168	168	168	168	168
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Refuse Charges												
Collection Rate	26	26	27	28	29	30	31	32	33	34	35	36
Recycling Charge	80	80	82	84	116	120	124	128	132	136	140	144
	1,667	**1,691**	**1,769**	**1,841**	**1,947**	**2,029**	**2,116**	**2,205**	**2,303**	**2,401**	**2,505**	**2,616**
Annual % change		1.4%	4.6%	4.1%	5.8%	4.2%	4.3%	4.2%	4.4%	4.3%	4.3%	4.4%
Annual $ change		$ 24	$ 79	$ 72	$ 106	$ 82	$ 87	$ 89	$ 98	$ 98	$ 104	$ 111

Example: A rural property in Darfield

	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	10,400,000	10,400,000	10,400,000	10,400,000	10,400,000	10,400,000	10,400,000	10,400,000	10,400,000	10,400,000	10,400,000	10,400,000
General Rates	8,830	9,095	9,640	10,219	10,832	11,482	12,171	12,901	13,675	14,496	15,365	16,287
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	857	895	939	987	1,046	1,110	1,174	1,247	1,320	1,398	1,471	1,544
Swimming Pool Rate	124	124	118	118	118	118	118	118	118	118	118	118
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Water Race Rate	2,622	2,695	2,840	3,059	3,205	3,350	3,496	3,787	3,933	4,079	4,370	4,661
Water Race Annual Charge	318	327	345	364	384	405	427	451	476	502	529	559
Community Board Rate	44	44	44	44	44	44	44	44	44	44	44	44
Refuse Charges												
Collection Rate	26	26	27	28	29	30	31	32	33	34	35	36
Recycling Charge	80	80	82	84	116	120	124	128	132	136	140	144
80 Litre Wheelie Bin	136	136	140	144	148	152	158	164	171	176	181	186
	13,847	**14,239**	**15,019**	**15,923**	**16,831**	**17,755**	**18,724**	**19,891**	**20,963**	**22,085**	**23,397**	**24,770**
Annual % change		2.8%	5.5%	6.0%	5.7%	5.5%	5.5%	6.2%	5.4%	5.4%	5.9%	5.9%
Annual $ change		$ 392	$ 780	$ 903	$ 908	$ 924	$ 969	$ 1,167	$ 1,072	$ 1,122	$ 1,313	$ 1,373

Example: A rural property in Lincoln												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000
General Rates	3,052	3,144	3,332	3,532	3,744	3,969	4,207	4,460	4,727	5,011	5,311	5,630
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Swimming Pool Rate	124	124	118	118	118	118	118	118	118	118	118	118
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Refuse Charges												
Collection Rate	26	26	27	28	29	30	31	32	33	34	35	36
Recycling Charge	80	80	82	84	116	120	124	128	132	136	140	144
Organic Wheelie Bin	210	210	190	190	190	190	190	190	190	190	190	190
80 Litre Wheelie Bin	136	136	140	144	148	152	158	164	171	176	181	186
	4,460	**4,560**	**4,778**	**5,018**	**5,302**	**5,572**	**5,860**	**6,163**	**6,486**	**6,822**	**7,177**	**7,554**
Annual % change		2.2%	4.8%	5.0%	5.7%	5.1%	5.2%	5.2%	5.2%	5.2%	5.2%	5.3%
Annual $ change		$ 100	$ 218	$ 240	$ 284	$ 270	$ 288	$ 303	$ 323	$ 336	$ 355	$ 377

Example: A rural property in Malver Ward (Coalgate)												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000	3,900,000
General Rates	3,311	3,411	3,615	3,832	4,062	4,306	4,564	4,838	5,128	5,436	5,762	6,108
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water supply rate	2,169	2,267	2,379	2,502	2,651	2,812	2,974	3,159	3,345	3,543	3,728	3,914
Swimming Pool Rate	44	44	42	42	42	42	42	42	42	42	42	42
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Community Board Rate	44	44	44	44	44	44	44	44	44	44	44	44
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
	6,400	**6,606**	**6,969**	**7,342**	**7,756**	**8,197**	**8,656**	**9,154**	**9,674**	**10,222**	**10,778**	**11,358**
Annual % change		3.2%	5.5%	5.4%	5.6%	5.7%	5.6%	5.8%	5.7%	5.7%	5.4%	5.4%
Annual $ change		$ 206	$ 364	$ 373	$ 414	$ 441	$ 459	$ 498	$ 520	$ 548	$ 556	$ 580

Example: A commercial property in Rolleston												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
General Rates	3,056	3,148	3,337	3,537	3,750	3,974	4,213	4,466	4,734	5,018	5,319	5,638
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	244	254	267	280	297	315	334	354	375	397	417	438
Metered w ater supply	132	138	165	198	209	223	237	250	264	281	294	308
Sew erage Rate	542	542	564	586	610	634	659	686	713	742	771	802
Stormw ater Rate	94	94	113	122	132	142	153	166	179	193	209	225
Water Race Public Good Rate	22	23	45	46	48	49	51	52	54	55	57	59
Refuse Charges												
Collection Rate	26	26	27	28	29	30	31	32	33	34	35	36
80 Litre Wheelie Bin	136	136	140	144	148	152	158	164	171	176	181	186
Recycling Charge	80	80	82	84	116	120	124	128	132	136	140	144
	4,612	**4,728**	**5,044**	**5,348**	**5,681**	**6,001**	**6,344**	**6,704**	**7,086**	**7,489**	**7,907**	**8,350**
Annual % change		2.5%	6.7%	6.0%	6.2%	5.6%	5.7%	5.7%	5.7%	5.7%	5.6%	5.6%
Annual $ change		$ 115	$ 317	$ 304	$ 333	$ 320	$ 343	$ 360	$ 382	$ 403	$ 418	$ 443

Example: A residential property in Arthurs Pass												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000	290,000
General Rates	246	254	269	285	302	320	339	360	381	404	428	454
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	244	254	267	280	297	315	334	354	375	397	417	438
Metered water supply	132	138	165	198	209	223	237	250	264	281	294	308
Swimming Pool Rate	44	44	42	42	42	42	42	42	42	42	42	42
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Stormwater Rate	94	94	113	122	132	142	153	166	179	193	209	225
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Community Board Rate	44	44	44	44	44	44	44	44	44	44	44	44
Refuse Charge	121	121	222	228	235	242	251	260	270	278	286	294
	1,757	**1,789**	**2,011**	**2,121**	**2,218**	**2,321**	**2,432**	**2,547**	**2,670**	**2,796**	**2,922**	**3,055**
Annual % change		1.8%	12.4%	5.5%	4.6%	4.6%	4.8%	4.7%	4.8%	4.7%	4.5%	4.6%
Annual $ change		$ 32	$ 223	$ 110	$ 97	$ 103	$ 111	$ 115	$ 123	$ 126	$ 126	$ 133

Example: A residential property in Castle Hill												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000
General Rates	501	516	547	580	615	651	690	732	776	822	872	924
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	244	254	267	280	297	315	334	354	375	397	417	438
Metered w ater supply	132	138	165	198	209	223	237	250	264	281	294	308
Sew erage Rate	542	542	564	586	610	634	659	686	713	742	771	802
Sw imming Pool Rate	44	44	42	42	42	42	42	42	42	42	42	42
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Stormw ater Rate	94	94	113	122	132	142	153	166	179	193	209	225
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Community Board Rate	44	44	44	44	44	44	44	44	44	44	44	44
Refuse Charge	121	121	222	228	235	242	251	260	270	278	286	294
	2,554	**2,593**	**2,853**	**3,002**	**3,141**	**3,286**	**3,442**	**3,605**	**3,778**	**3,956**	**4,137**	**4,327**
Annual % change		1.5%	10.0%	5.2%	4.6%	4.6%	4.7%	4.7%	4.8%	4.7%	4.6%	4.6%
Annual $ change		$ 39	$ 261	$ 149	$ 139	$ 145	$ 156	$ 163	$ 173	$ 178	$ 181	$ 190

Example: A residential property in Lake Coleridge												
	Actual	Actual	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Capital valuation	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000
General Rates	229	236	250	265	281	298	316	335	355	376	399	423
UAGC	249	256	271	288	305	323	343	363	385	408	432	459
Canterbury Museum Levy	31	31	33	35	37	39	41	43	46	49	52	55
Water Supply Rate	244	254	267	280	297	315	334	354	375	397	417	438
Metered w ater supply	132	138	165	198	209	223	237	250	264	281	294	308
Sew erage Rate	542	542	564	586	610	634	659	686	713	742	771	802
Sw imming Pool Rate	44	44	42	42	42	42	42	42	42	42	42	42
Library Rate	225	225	232	239	246	253	261	269	277	285	294	302
Community Centre DWR	175	175	175	175	175	175	175	175	175	175	175	175
Recreation Reserves DWR	130	130	133	139	146	154	161	169	178	185	192	200
Stormw ater Rate	94	94	113	122	132	142	153	166	179	193	209	225
Water Race Amenity Rate	22	23	45	46	48	49	51	52	54	55	57	59
Community Board Rate	44	44	44	44	44	44	44	44	44	44	44	44
Refuse Charge	121	121	222	228	235	242	251	260	270	278	286	294
	2,282	**2,313**	**2,556**	**2,687**	**2,807**	**2,933**	**3,068**	**3,208**	**3,357**	**3,510**	**3,664**	**3,826**
Annual % change		1.3%	10.5%	5.1%	4.5%	4.5%	4.6%	4.6%	4.6%	4.6%	4.4%	4.4%
Annual $ change		$ 31	$ 244	$ 131	$ 120	$ 126	$ 135	$ 140	$ 149	$ 153	$ 154	$ 162

Schedule of chargeable costs for Environmental Services

The planning charges listed below are required to be adopted by special order or special consultative procedure. The long term plan is such a procedure. Accordingly, the Council reviewed its charges and included them in the draft Long Term Plan for public consultation.

1. All fees are fixed fees, unless stated as deposits and charged at time and cost (T/C).
2. All fees are inclusive of GST (unless otherwise stated).
3. The Resource Management Act 1991 is referred to as the RMA.
4. The District Plan is referred to as the DP.
5. Selwyn District Council reserves the right under s36AAB (2) of the Resource Management Act to not perform the action to which the charge relates until the charge has been paid to it in full. If a hearing is cancelled or postponed due to the non-payment of a charge, the applicant will be charged for any costs that may arise from that cancellation or postponement.

Resource Consents	
Preparing or signing Certificates, Authorities and other documents which do not require a resolution of Council (and not listed elsewhere) including:	
· Signing/sealing survey plans – Section 223/224 RMA	$260 minimum fee at Section 224 stage (for Section 223 and Section 224)
· Subdivision Compliance Certificate – Section 226 RMA	$500 deposit (T/C)
· Preparation of documents requiring Council certification including but not limited to preparation, variation and cancellation of consent notices, covenants, encumbrances, A&Is, bonds, caveats, revocation of easements, s.239 &s.241 certificates.	$130
Land Information Memorandum	$250
Overseas Investment Commission Certificate	$255
General planning advice	Charged at Council's discretion.
Officer's time / site inspection	Time and cost.
Consultant's advice / legal advice	At cost.
Pre-lodgement meetings	First hour free - $100 per hour thereafter.
Resource consent for a non-compliant fence	$500 deposit (T/C)
Vehicle crossing application and inspection fee	$150 fixed fee
Resource consent for a non-compliant vehicle crossing	$500 deposit (T/C)
Deemed permitted boundary activities	$400 fixed fee
Deemed permitted activity – marginal or temporary non-compliance	$1,000 deposit (T/C)
Relocated buildings	$765 fixed fee
Other non-notified resource consents[2] · Land Use · Subdivision (refer below).	$1,000 deposit (T/C)
Other: · Variation and cancellation of consent notices · S.348 considerations	$500 deposit (T/C)
Notified Resource Consents – Affected Parties Identified and Not All Approvals Obtained[4] or public notification · Land use · Subdivision (refer below)	$5,000 deposit (T/C) upfront; or Staged deposits: $1,000 at lodgement plus $4,000 if proceed to hearing
Note: If the cost of a hearing is likely to exceed $10,000 as calculated by the Selwyn District Council in accordance with the information contained in the application, the number of submitters involved, and the likely length of the hearing, then the applicant shall pay 50% of the estimated hearing cost prior to the commencement of the hearing (in addition to the above deposits). A hearing shall not be held unless the 50% charge is paid.	
Residential subdivision *(includes rural residential zones living 3 and subdivision in business zones)* Please note that these fees apply to non-notified and notified applications.	
1-10 lots	$2,000 deposit incorporating: · $500 fixed fee for engineering · $1,500 minimum fee for planning
11-20 lots	$3,000 deposit incorporating: · $1,000 fixed fee for engineering

	· $2,000 minimum fee for planning
21 plus lots	$5,000 deposit incorporating: · $2,000 fixed fee for engineering · $3,000 minimum fee for planning
· If the time spent by the planner exceeds the minimum fee, the additional fee will be on-charged to the applicant. · The above fees include all work undertaken up to and including issue of subdivision consent. · Post issue of subdivision consent engineering plan approval and inspections are then charged out on a time and cost basis at $120 per hour. Section 223 and S224 costs are additional to the above.	
Rural Subdivisions Please note that these fees apply to non-notified and notified applications.	
1-5 lots	$2,000 deposit incorporating: · $500 fixed fee for engineering · $1,500 minimum fee for planning
6 plus lots	$3,000 deposit incorporating: · $1,000 fixed fee for engineering · $2,000 minimum fee for planning
· If the time spent by the planner exceeds the minimum fee, the additional fee will be on-charged to the applicant. · The above fees include all work undertaken up to and including issue of subdivision consent. · Post issue of subdivision consent engineering plan approval and inspections are then charged out on a time and cost basis at $120 per hour. · Section 223 and S224 costs are additional to the above.	
Boundary adjustment	$1,000 deposit (T/C)
Certificate of Compliance – Section 139 RMA	$1,000 deposit (T/C)
Existing use Extension of Time – Section 10(2) RMA[2]	$1,000 deposit (T/C)
Certificate of Existing Use – Section 139A RMA[2]	$1,000 deposit (T/C)
Change, Review or Cancellation of Consent Conditions – Section 127 or 128 RMA	
· Non-notified	$1,000 deposit (T/C)
· Notified	$5,000 deposit (T/C) upfront; or Staged deposits: $1,000 at lodgement plus $4,000 if proceed to hearing
Extension of Time/Cancellation of Consent Section 125 or 126 RMA	
· No hearing required · Hearing required	$1,000 deposit (T/C) $5,000 deposit (T/C) upfront; or Staged deposits: $1,000 at lodgement plus $4,000 if proceed to hearing
Designations	
Outline Plan Approval[3]	$500 fixed fee
Outline Plan Approval[&4]	$1,000 deposit (T/C)
Outline Plan Waiver[5]	$200 fixed fee
Or alternatively this may be waivered at the time of building consent and charged against the building consent at time and cost.	
Notice of Requirement or Alteration – Section 168,168A or 181 RMA[4]	$2,000 deposit (T/C)
Minor change – Section 181(3) RMA[6]	$750 deposit (T/C)
Removal or partial removal – Section 182 RMA	$320 deposit (T/C)
Extension of Time – Section 184 & 184A RMA	$320 deposit (T/C)
Heritage orders	
Notice of Requirement – Section 189, 190 & 191 RMA[6]	$2,000 deposit (T/C)
Withdrawal of Requirement – Section 189(5) RMA[6]	$320 deposit (T/C)
Plan change request	
Plan Change Request	$10,000 deposit (T/C)

Monitoring	
Basic (desktop)	$85
Standard (1 inspection)	$165 (any extra inspections will be at a T/C basis)
Specialised (>2 inspection)	$330 (any extra inspections will be at a T/C basis)
Time and Cost basis	$165 per hour
These monitoring fees are included in the price of fixed fee consents and are invoiced separately for "time and cost" consents. Any resource consent that requires additional monitoring due to non-compliance with the conditions of the resource consent will be charged additional monitoring fees on a time and cost basis. When specific documentation is required annually/periodically through resource consent conditions, any peer review of that documentation will be charged to the consent holder at cost.	
Landscape plan approval – general[7]	$30
Landscape plan approval – specific[8]	$75
General Planning costs	
Setting up of a Bond including: · For payment of financial contributions · Conditions on resource consents	At cost
Hearing	2 Councillors
Hearing Commissioner's charges	At cost
Plus officers charged at rates set under 'Officer's Time' where hearings advisors required.	
· 3 Councillors	$100 per hour per panel
· 2 Councillors and External Commissioner acting as Chairperson	$80 per hour per panel member plus Commissioner at cost
(This fee applies when Council has made the decision to appoint an External Commissioner).	
· External Commissioner	At cost
(This fee applies when Council has made the decision to appoint an External Commissioner).	
· External Commissioner at the applicant's request.	At cost

For any significant hearing lasting more than three days, the Council will recover the full cost of Hearing Commissioners charges regardless of whether the Council made the decision to appoint an External Commissioner.	
Officer time (per hour):	
· Planning Manager/Team Leader/Senior Planner	$180
· Other Planners	$160
· Administration Staff	$100
· Engineering – Road, Water and Wastewater, Reserves and Property acquisitions:	$160
· Consultants including external peer reviews / assessments commissioned by Council i.e. traffic, engineering, urban design, landscape, noise, contaminated land etc and external consultant processing costs	At cost
· Legal Advice	At cost
· Certificates of Compliance (Sale of Liquor)	$115
· Hard copy of District Plan	At actual cost

1. If the processing of your Section 223 & Section 224 exceeds $260 you will be charged at time and cost. Please discuss at time of application.

2. If the actual cost of processing the resource consent is more than $50 greater or less than the deposit amount, the Council will refund the additional fees paid, or invoice the outstanding amount.
3. Grade 1 outline plan = approval plans for accessory buildings or structures or relocation buildings within the site, provided that the bulk and location of the building complies with the District Plan rules for a permitted activity.
4. Grade 2 outline plan = all other outline plans.
5. Outline Plan waiver fee - waivers are for small inconsequential building works such as internal alterations to buildings etc.
6. If the processing of your Designation exceeds $750, you will be charged at time and cost.
7. Landscape Plan – general = landscape plans where landscaping is required as a condition of consent, but no specific species or design requirements are specified in the District Plan.
8. Landscape Plan – specific = landscape plans where specific species or designs may or may not be used in accordance with the provisions of the District Plan.

Building	
Project Information Memorandum (PIM) only	$250
· Solid Fuel Heater Application – Freestanding / sewer connection	$405
If the fee is exceeded by more than 30% the excess time and cost will be charged.	
Building Consent Application deposit for work with an estimated value over $20,444	$1,500 Deposit Charged on an actual time cost basis
* Note that although the fees schedule includes a deposit for building consent applications, at this time Selwyn District Council will at their discretion continue with no deposits on building consent applications, with payment in full at issue of the consent.	
Code Compliance Certificate	Charged on an actual time and cost basis
Certificate of Public Use	$500 fee for receiving the application. Charged on an actual time and cost basis.
Compliance Schedules & Compliance Schedule Statement *(including amendments and administration and on-site BWOF auditing)*	Charged on an actual time and cost basis
Levies - Building Research Levy (set by The Building Research Levy Act 2004) Building Levy (set by The Building Act 2004) - Accreditation	$1.00 per $1,000 value (or part thereof) of building work valued at $20,000 or more) $1.75 per $1,000 value (or part thereof) of building work valued at $20,444 or more) $0.45 per $1,000 value (or part thereof) of building work)
Territorial Authority Discretionary Exemptions (eg; marquees, etc)	$300 minimum charge, with charges based on actual time and cost
Annual Building Warrant of Fitness (BWOF) renewal fee	$125.00
Residential Swimming Pools Inspections *- fencing of swimming pools inspections are mandatory and must be conducted every 3 years*	$175 fixed fee (based on 1 hour minimum to conduct inspection and update records).
Certificate of Acceptance	$1,750 flat fee for receiving the application and issuing a PIM. Processing and inspection charges payable will be calculated in accordance with Section 97 of the Building Act 2004.
Notice to Fix Fee is based on historical data and allows for 2 investigation inspections – 1 to verify the non-compliance and 1 to verify compliance to enable the notice to be lifted, plus associated administration	$525
Infringement Notices	Maximum fee set by regulation depending on degree of offence. - refer to Schedule 1 of the Building (Infringement Offences, Fees and Forms) Regulations 2007
Section 73 Building Act – Entry on Certificate of Title *for land subject to flooding etc.* Section 77 Building Act – Building on two or more allotments *relates to requirement to hold titles together* Section 83 Building Act – Removal of entry *Relates to removing a Section 77 entry from titles where the requirement no longer applies*	On-charged at cost
Research to provide information relating to building records e.g. Photocopying, postage etc.	Time and cost
All chargeable work under the Building Act for carrying out Council's responsibility is charged at actual cost i.e. extensions of time, specified intended life, dangerous and insanitary buildings.	Time and cost
Issuing Notices under the Building Act for carrying out Council's responsibilities to ensure the safety of the built environment - Ie; dangerous and insanitary buildings, earthquake prone buildings, etc	Recovery of reasonable time and cost Note: these functions generally relate to public good and maintaining the safety of buildings for the community Eg; monitoring of earthquake prone signage is for the benefit of the community, whereas assessment of an engineering report would be to the benefit of the building owner and therefore would be charged at an hourly rate.
Issuing Certificate under the Sale and Supply of – Alcohol Act 2012 (S100f)	$85

Hourly Charges	
· Building Administration Staff	$110 (per hour)
· Planner	$165 (per hour)
· Building Control Officers	$175 (per hour) – Residential $200 (per hour) - Commercial
· Re-inspection	$175 (per hour) – Residential $175 (per hour) – Commercial
· Infrastructure Fee	$50
Other (for example): · Consultants · Peer Review · Fire Reports · Acoustic Reports	On-charged at cost

Alcohol Licensing

The following fees are established by Regulations 4 – 13 of the Sale and Supply of Alcohol Act 2012 and are reported for information only.

	Application fee range by risk weighting for each premise				
	Very low	Low	Medium	High	Very high
On licence / renewal	$368.00	$609.50	$816.50	$1,023.50	$1,207.50
Annual fee^	$161.00	$391.00	$632.50	$1,035.00	$1,437.50
Off licence / renewal	$368.00	$609.50	$816.50	$1,023.50	$1,207.50
Annual fee^	$161.00	$391.00	$632.50	$1,035.00	$1,437.50
Club licence / renewal	$368.00	$609.50	$816.50	$1,023.50	$1,207.50
Annual fee^	$161.00	$391.00	$632.50	$1,035.00	$1,437.50
Temporary authority	$296.70				
Temporary licence	$296.70				
Manager / renewals	$316.25				
Special licence – small event	$63.25				
Special licence – medium event	$207.50				
Special licence – large event	$575.00				

^Late payments of annual fees will incur a 20% penalty.

Regulatory Health	
Fees and charges based on:	
Hourly rate: $1605 (incl GST)	
Mileage: $0.85 per/km (incl. GST)	
Food Control Plans (FCP) and National Programmes (NP1, NP2 & NP3 – Food Act 2014	
Note: The registration fee is a separate charge to the verification (audit), monitoring and compliance fee.	
Food Control Plans	
New Registration (includes annual monitoring and compliance fee of $75)	
FCP – single site	$325
FCP registration involving over 1 hour	At cost @ $165 per hr plus $75 monitoring and compliance
New business set up assistance option over 1 hour or pre-opening visit	At cost @ $165 per hr plus pro-rata travel cost
FCP mentoring option	At cost @ $165 per hr plus pro-rata travel cost
(Maximum charge for mentoring is 2 hours)	
Registration Renewals (Includes annual monitoring and compliance fee of $75)	
FCP single site 12 month renewal	$325
FCP Multisite 12 month renewal	$350
Verification Monitoring and Compliance	
FCP single site audit (including close-out up to 15 mins – no revisit) NB: FCP verification - total time covering 3 hours $620.00 (includes travel costs) plus $155.00 per hour for any time over 3 hours.	$620 (incl travel cost)
Close out and Corrective Actions will be charged at $155.00 per hour (per rata)	$165 per hour plus pro rata plus travel costs (capped at $80)

National Programmes	
New Registration (includes annual monitoring and compliance fee of $75)	
NP1, NP2 and NP3 (incl monitoring and compliance)	$325
Registration Renewal	
24 month renewal (includes monitoring and compliance fee of $75)	$325
Verification (should SDC become a Recognised Agency)	
NP1 - one-off check	$325 (incl travel cost)
NP2 – 3 yearly audit	At cost @ $165 per hr plus pro-rata travel cost
NP3 – 2 yearly audit	At cost @ $165 per hr plus pro-rata travel cost
Complaints – FCPs and NPs	
Complaint involving issue of “Improvement Notice” by Food Safety Officer	At cost @ $165 per hr plus pro-rata travel cost
Exemptions	
Application for exemption	$165
Assessment of application over 1 hour	At cost @ $165 per hr plus pro-rata travel cost
Late Payment Fee	
Payments not received after 20 days from invoice	10%
Revisits due to Poor Performance	$165 per hour (plus pro-rata travel @ cost)
Investigations (if justified)	$165 per hour (plus pro-rata travel)
Late Payment Fee	10% if paid after 1 July (Annually)
Shows and Events	
Shows and Events (New and 12 month licence)	$450
Other Registered Premises/Licences	
Changes of Ownership Transfer	$75
Changes of Ownership Inspection (if warranted)	$165 per hour (plus pro-rata travel at cost)
Funeral Directors	$310 (includes travel)
Hairdressers	$235
Camping Grounds	$310 (Includes travel)
Offensive Trades	$235 (Beyond 1.5 hour @ $165 per hour)
Revisits due to Poor Performance	$165 per hour plus pro-rata travel at cost
Investigations (if justified)	$165 per hour plus pro-rata travel at cost
Amusement Devices (set by statute): (Note: The fees are subject to change by Worksafe NZ)	
First Device	$11.50 (Set by legislation – could increase 2021)
Subsequent Devices (each thereafter)	$2.30 (Set by legislation –could increase 2021)

Public Health	
High Risk (e.g. Methamphetamine contaminated site/premises)	$165 per hour plus pro-rata travel at cost) Note: Clean-up is charged as per actual cost.
Hazardous Substances - HSNO	
Monitoring and enforcement required (pursuant to section 97 of the Hazardous Substances and New Organisms Act 1996)	$165 per hour (plus pro-rata travel at cost)
Bylaw Permits	
Permit for Public Place Trader (per year)	$210
Outdoor Dining Facilities	$210
Other Commercial Activities (eg busking, free standing signs, fitness boot camps)	$210
The Council reserves the right to charge an occupancy fee for the use of public land for commercial purposes. This charge will be as determined by the Property and Commercial Manager based on the size, duration, location and nature of the activity.	
Events	
No fees are payable for event authorisations, although the Council at its discretion may charge for venue hire or rental fees and may require a bond to cover the potential costs of property damage caused by the event.	

Dog Registration Fees		
The following dog registration fees apply for the 2020/21 year (all fees GST inclusive).	Registration fee per dog Administration fee	$35 $10
Fee for payment after 31st July 2020	Registration fee per dog Administration fee	$45 $15
Fees for part of the registration year are as follows:		
(All dogs aged 3 months and over must be registered with the exception of certified disability dogs).		

Month that dog turns 3 months of age	Only 1 dog owned	For each other dog owned
July	$45.00	$35.00
August	$41.25	$32.00
September	$37.50	$29.10
October	$33.75	$26.20
November	$30.00	$23.30
December	$26.25	$20.40
January	$22.50	$17.50
February	$18.75	$14.60
March	$15.00	$11.60
April	$11.25	$8.70
May	$7.50	$5.80
June	$3.75	$2.90
(Fees will be waived for Certified Disability Dogs).		

Dogs 14 years and older which have been consecutively registered and compliant with all registration and bylaw requirements over the last 10 years will receive a registration fee rebate of $30.00.

Tag, Collar, Seizure and Micro chipping Fees (inclusive of GST)	
Replacement Dog Tag	$5
Dog Collar (Small)	$9
Dog Collar (Medium)	$10
Dog Collar (Large)	$11
Seizure Fee	$50
Micro chipping of dogs where dog is **not classified as dangerous or menacing** and is not being	Free of Charge

registered for the first time after 1 July 2007. Dogs to be presented at Council Service Centres at prescribed time.	
Micro chipping of Dogs where dog is being registered for the first time having attained the age of 3 months. (Dogs to be presented at Council Service Centres at prescribed time – applicable to dogs micro chipped by Council staff only). Note that farm working dogs are not legally required to be micro chipped.	Free of Charge
Impounding Fees	$70 for first impoundment $96 for the second impoundment $162 for the third impoundment
Additional Charges	$30 per day thereafter administration/sustenance fee.
Licence Under Dog Control By-law	
Licence Application Fee	$100

Stock Impounding		
The fees associated with the impounding of stock are:		
	Per Animal	
	Sheep	$10
	Cattle	$56
	Horse	$56
	Goat	$56
	Mule/Donkey	$56
	Pig	$56
	Other animals	Up to $56

Feeding (day or part day):		
	Per Animal	
	Sheep or Goat	$5 per head
	Other stock	$15 per head
Driving and cartage costs	Actual costs	
Advertising costs	$90	
Time	$37 per hour	
Mileage	$0.72 (per km)	

Pines Resource Recovery Park charges

All fees are inclusive of GST (unless otherwise stated)

	2021/22
Minimum waste or organic tipping fee	$6.00
Residual waste (rubbish)	$270.00 per tonne
Garden and food waste (organic)	$107.00 per tonne
Plasterboard (new, clean off-cuts)	$107.00 per tonne
Clean fill	$52.00 per tonne
TVs	$10.00 per flat screen or CRT TV / monitor
	$10.00 per CRT TV or monitor
All other E-Waste (computers, printers, phones, cameras, stereos, cables)	No charge (household volumes only)
Tyres (charges are double if tyre is on rim)	$5.00 per car / motorbike tyre ($6.00 if rim is still attached)
	$6.50 per 4WD tyre
	$8.50 per light truck or forklift tyre
	$16.00 per heavy truck tyre
	$55.00 per tractor tyre
Child car seats	$15.00 per seat
Recyclable polystyrene >1m^3 included within general waste	$250.00 per load (over and above general waste disposal fee)
Non-recyclable polystyrene and expanded foams >1m^3	$7,000.00 per tonne (min charge 20kg)
Hazardous waste (cleaning agents, garden chemicals, fluoro tubes, batteries, used oil, paints, LPG cylinders)	No charge (household volumes only)

Recyclables – no charge for approved recyclable materials provided that they are sorted and placed in the correct containers.

We accept household volumes of the material below for recycling free of charge

- White ware and scrap metal
- Glass bottles and jars (lids in rubbish)
- Plastic bottles and containers 1-7 (lids in rubbish)
- Steel tins and aluminium cans
- Polystyrene
- Cardboard (flattened)
- Paper, newspaper and magazines
- Clothing

Wheelie Bin Re-Issue charges

There is no wheelie bin delivery charge for new houses, new owners, or for households changing from a 240 litre rubbish wheelie bin to an 80 litre wheelie bin.

Households changing from an 80 litre to a 240 litre rubbish wheelie bin within two years of receiving their 80 litre wheelie bin will be charged $65.00 (including GST) for bin delivery.

To discourage repeated seasonal issue and return of organic wheelie bins, no rates refund is given for organic bins returned during the financial year. In addition, households requesting and receiving a 240 litre organic wheelie bin within two years of having returned an organic bin will be charged $65.00 (including GST) for bin delivery.

Refuse bag charge

There are rubbish bags available for purchase as an alternative to the Council issued wheelie bins. The charge for refuse bags are $2.75 (including GST) per bag.

Trade Waste Bylaw 2016

There is a Trade Waste Uniform Annual Charge of $160 per year (including GST) for Permitted Discharges to cover the administration costs relating to the Trade Waste consenting process.

Burial fees and charges

All fees are inclusive of GST (unless otherwise stated)

	2021/22
Plot purchase	
Single plot (single or double depth)	$1,575.00
Side by side plots	$3,150.00
Ash or child plot	$546.00
Additional fees	
Out of District fee	$630.00
Interments with less than eight working hours' notice	$370.00
Breaking of concrete	$160.00
Lowering device	$112.00
Plot transfer	$100.00
Memorial permit	
New headstone	$81.00
Additions / alterations	$36.00
Interment fees	
Stillbirth	$nil
Up to one year	$nil
One year to nine years	$785.00
Ten years and over	
Single depth	$1,415.00
Double depth	$1,625.00
Ashes	$209.00

	2021/22
Disinterment	
Over 12 months	$1,340.00
Within 12 months	$1,910.00
Ashes	$335.00
Reinterment	
Over 12 months	$1,470.00
Within 12 months	$2,100.00
Ashes	$370.00

Reserve Fees and charges

All fees are inclusive of GST (unless otherwise stated)

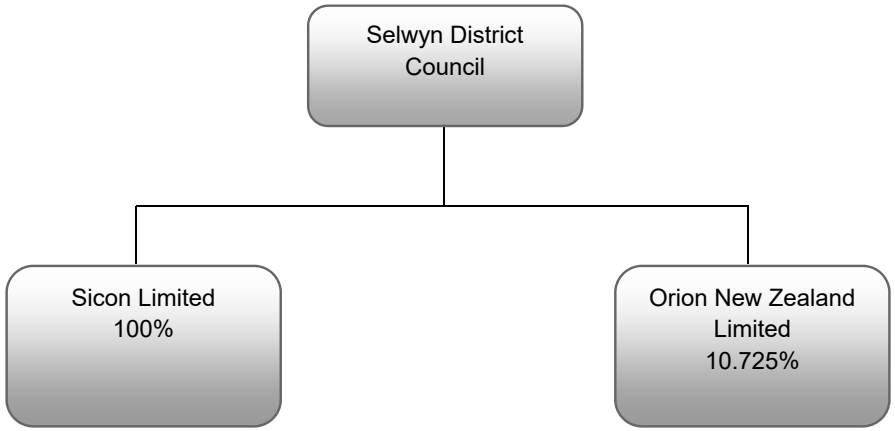
Occupation type	2021/22	Comment
Seasonal sports field	$0.00	Standard field/pitch
Seasonal sports court	$0.00	Standard field/pitch
Seasonal sports field – premium plus	$80/ full size field	Lights supplied and electricity costs met by SDC
Seasonal sport court - premium	$40/ court per year	Lights supplied and electricity costs met by SDC
Seasonal sport field - premium	$40/ full size field per year	Lights supplied by SDC and electricity costs met by club
Seasonal sports court – premium	$20/ court per year	Lights supplied by SDC and electricity costs met by club
Seasonal sport field – club lighting	$0.00	All lighting costs met by club
Seasonal sports court – club lighting	$0.00	All lighting costs met by club
Seasonal sports court – club owned	$0.00	Club owned courts (whether under lease or not)
Club building - footprint	$1.00 per m^2	Basis for lease rental calculation
Bowling Club - footprint	$0.15 per m^2	Basis for lease rental calculation
Exclusive use – large tract	Calculated rate	Formula based on discounted alternative land use, public good discount, affordability factor and area of land occupied
Community Use – building & outdoor space	$0.60 per m^2	Basis for lease rental calculation
Community Use – building footprint only	$1.00 per m^2	Basis for lease rental calculation
Community Use – Council owned building/facility	Independent rental assessment for lease	Variability with area, building and level of investment
Specialist seasonal use	Negotiated rate (nominal)	Variability with area, facility type and level of investment
Seasonal use of a Council owned pavilion - standard	$1.00 per m^2 per period of use	Standard rate for pavilion use for the season
Seasonal use of a Council owned pavilion - discounted	$0.5 per m^2 per period of use	Where user has contributed to the facility
Use of Council hall or community centre on a reserve	Negotiated rate	Rate negotiated in consideration of fees/charges for community centres and halls
Casual use of reserve – community based activity/event/tournament	$0.00 for ground use (may be a fee for building use)	If building used a fee may be applied at Council's discretion

Rural Water Charge – additional units

All fees are inclusive of GST (unless otherwise stated)

Rural Water Additional Unit	2021/22
Charge per additional water unit for the Darfield, Malvern, Hororata and Sheffield Rural Water Supplies where available.	$4,702.00

Council Controlled Organisations



Community Trusts Administered by the Council:

- Central Plains Water Trust
- Tramway Reserve Trust
- Selwyn District Charitable Trust

Sicon Limited

Relationship to the Council
The Council exercises influence on the Board through appointment of Company Directors and through approval of its annual Statement of Intent.

Nature and scope of the companies
Sicon Limited are suppliers of asset management, maintenance and construction services. Consistent with its objective, the Companies will pursue activities designed to ensure the efficient and prudent utilisation of its capital assets and human resources.

Objective
To operate as a successful, profitable, growth focused contracting business and follow these key principles which are central to its business strategy:

- Commitment to quality
- Commitment to its shareholders
- Commitment to Selwyn district
- Commitment to its people
- Commitment to health and safety
- Commitment to the environment
- Commitment to future growth.

Key performance targets
The Companies performance targets for the year ending 30 June 2022 are set out below.

$000	2022
Projected Revenue	$54,743
Projected NPBT	$2,889
Return on Equity	8.9%
Equity to Total Assets	64.2%
Total Equity	$23,467
Liquidity	1.9:1
Ratio of Consolidated Equity to Total Assets	64.2%

Key Performance Targets

- Financial Performance
  - Return After Tax to Opening Equity 8.0% (minimum)
- Quality Services
  - To maintain ISO 9001 Quality Standard Certification
- Health and Safety
  - To maintain ISO 43001 Health & Safety Certification
- People Performance
  - Staff Retention 70% per year
  - Training & Development >1.5% of payroll costs each year
- Environmental Performance
  - To maintain ISO 14001 Environmental Certification

Selwyn District Charitable Trust

Relationship to the Council
The Selwyn District Charitable Trust is a Council Controlled Organisation (CCO) of the Council.

Nature and scope of activities
The Trust receives funds in the form of charitable donations and makes them available for the charitable activities of the Council.

Key performance targets
The Trust's performance targets for the year ending 30 June 2022 are set out below.

- *The Trust aims to distribute all the funds it receives in the year of receipt.*
- *The Trust aims to achieve investment returns in line with those achieved by the Council.*

Orion New Zealand Limited

Relationship to the Council
Selwyn District Council has a 10.725% shareholding in Orion New Zealand Limited.

The shareholders exercise influence on the Company through the negotiation of the annual Statement of Intent and through the appointment of 1 Director to the Board of Orion.

Nature and scope of the company
Orion's activities are to:

- Construct and maintain a reliable and secure electricity distribution network in the Christchurch and Central Canterbury region.
- Provide efficient processes that support competition amongst electricity retailers and generators.
- Seek investment / acquisition opportunities in the infrastructure and energy sectors.
- Manage, grow and if appropriate, realise other subsidiary and associate company interests.

Objective
To operate as a successful business and provide shareholders with appropriate returns on their investments and pursue strategies that aim to ensure Orion's long-term success as a business.

Key performance targets
The Companies performance targets for the year ending 30 June 2022 are set out below.

Financial Performance targets

		Target
Electricity delivery revenue	$m	227.6
Profit after tax	$m	25.1
Fully imputed dividends	$m	31.0
Profit after tax to average equity	%	3.7
Debt to debt plus equity	%	38
Equity to total assets	%	51

Network reliability targets

	Target
SAIDI - Planned	39.68
SAIDI - Unplanned	84.71
SAIDI - Total per customer	124.39
SAIFI - Planned	0.1496
SAIFI - Unplanned	1.0336
SAIFI - Total per customer	1.1832

Health and Safety

	Target
-Events that did or could have resulted in serious injury to Orion Group employees	≤4
-Events that did or could have resulted in serious injury to Orion Group providers	≤4
-Events that did or could have resulted in serious injury to the public, excluding car verses pole incidents	Nil

Customer Inspired

	Target
-Net Promoter Score	>50%

Central Plains Water Trust

Relationship to the Council
Central Plains Water Trust is a Council Controlled Organisation (CCO), jointly controlled by the Selwyn District Council (50%) and the Christchurch City Council (50%). The Council exercises significant influence over the activities of the Trust through its ability to appoint the trustees.

Nature and scope of activities
Central Plains Water Trust is a trust for the benefit of present and future generations of Christchurch City and Selwyn District residents.

The Trust holds all necessary resource consents obtained by Central Plains Water Limited.

Objectives
The Council recognises a major regional economic benefit in managing the water resource in the Central Canterbury Plains, including significant employment creation. The Council also wishes to be involved to ensure its own infrastructure will not be adversely affected by any proposed scheme.

Key performance targets
The Trust's performance targets for the year ending 30 June 2022 are set out below.

- *Reporting to the public on the performance of the scheme.*
  - *Continue use of liquid earth to obtain data from CPWL and prepare the Annual Sustainability Report.*
  - *Continue to publish the Annual Sustainability Report on our website.*
  - *Continue to send the Annual Sustainability Report to selected media with a press release to highlight salient points.*
  - *Print and disseminate a limited number of Annual Sustainability Report copies to community organisations, people and libraries.*
  - *Offer objective perspectives on water issues to selected media.*
- *Environmental leadership*
  - *Instigate informal talks with water users.*
  - *Instigate talks with academics especially Lincoln University on water issues with a view to having collaborative projects on selected topics.*
  - *Become a member(s) of irrigation NZ and attend conference.*
- *Community engagement and education*
  - *Develop and implement a primary schools education package about water.*
  - *Develop a financial plan to support our education initiatives including CPWL funding (based on surplus funds from our operations), use of EMF, and possible other external sources.*
  - *Employ on contract a person to develop the primary Schools package and deliver it.*
  - *Improve the website to make it more effective for use by older students and researchers.*
- *Engagement with Selwyn District Council and Christchurch City Council.*
  - *Continue six-monthly briefings by CPWT with additional briefing by exception.*

Tramway Reserve Trust

Relationship to the Council
Tramway Reserve Trust is a Council Controlled Organisation (CCO) of the Council.

Nature and scope of activities
Tramway Reserve, at the end of Tramway Reserve Road, will be subject to restoration and enhancement to be led by the Tramway Reserve Trust. The restoration project was agreed as mitigation for the past and on-going use of Tramway Reserve Drain for waste water management. The Trust was established as part of that agreement between Ngai Tahu and the Council as a condition of the upgraded Leeston (Ellesmere) Sewerage Treatment site.

Key performance targets
The Trust's performance targets for the year ending 30 June 2022 are set out below.

- *The Trust will continue work towards returning the Tramway Reserve waterway to its natural state and facilitating public access.*

Significance and Engagement Policy

1. Introduction

Engagement is a process of relationships and dialogue between decision-makers, partners, communities and stakeholders for the purpose of making better decisions, policies or programmes.

This Significance and Engagement Policy aims to enable a flexible but focused approach to engagement that:

- recognises the importance of involving Selwyn's diverse communities in the Council's work
- provides a range of options and methods for engagement with different groups and communities
- demonstrates our commitment to building and maintaining ongoing constructive relationships with Selwyn communities and developing greater understanding of community views and preferences.

Local Government Act requirements:

The Local Government Act 2002 (LGA) requires councils to adopt a Significance and Engagement Policy, which must set out:

- the council's general approach to determining the significance of proposals and decisions in relation to issues, assets and other matters
- any criteria or procedures that are to be used by the Council in assessing the extent to which issues, proposals, assets, decisions or activities are significant or may have significant consequences
- how the Council will respond to community preferences about engagement on decisions relating to specific issues, assets or other matters, including the form of consultation that may be desirable
- how the Council will engage with communities on other matters.

The Council will review this policy at least every three years through consultation as part of the Long-Term Plan process, or at any other time as required or determined by the Council.

2. Purpose of the Significance and Engagement Policy:

The purpose of the Significance and Engagement Policy is:

- to enable the Council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities
- to provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets or other matters
- to inform the Council from the beginning of a decision-making process about:
  - the extent of any public engagement that is expected before a particular decision is made
  - the form or type of engagement required.

The Significance and Engagement Policy must also list the assets considered by the Council to be strategic assets.

3. General approach to determining significance and making decisions

On every issue requiring a policy or strategy decision, other than the matters outlined below which require processes specified under other legislation and formal systems, the Council will consider the degree of significance of the issue and the corresponding level of engagement.

The significance of the issue and appropriate forms of engagement will be considered in the earliest possible stages of a proposal or process, before decision-making occurs. If necessary, significance and engagement will be reviewed as the proposal develops and as community views, preferences and values become better known.

The LGA prescribes procedural steps to be followed, which ensure that the Council:

- is clear about why it is making the decision and the issues involved
- has considered and evaluated all reasonably practical options for achieving the objective for which the decision is being made
- has information about the community's views on the issues and the options, and in particular, has an understanding of the views and preferences of those likely to be affected by the decision or those who have a particular interest in the matter
- invests an appropriate amount of time, money and effort into researching and evaluating the issues and options, in proportion to the significance of the matter, including its importance to the community.

In making any decision, the Council will be satisfied that:

- it has sufficient information on the relevant issues and options
- it knows enough about and has given adequate consideration to the views and preferences of affected and interested parties.

The significance of the issue, proposal or decision will determine how much time, money and effort the Council will invest in exploring and evaluating options and obtaining the views of affected and interested parties.

In some instances, there may be particular requirements to learn about the implications of an issue or decision for Ngāi Tahu as mana whenua and kaitiaki of the district.

For some issues or decisions, where there are diverse groups within the community with differing concerns, interests, views and preferences, multiple engagement processes may be appropriate to identify and understand the range of positions.

The Council's commitment to obtaining the views of communities and affected and interested parties does not mean that it will fully consult with the public for every decision it makes, nor does it bind the Council to the views of communities and interested or affected parties.

As well as the views of communities and affected and interested parties, a wide range of information sources, considerations and perspectives will inform the Council's decisions, including the requirements of Government policy, technical matters and financial implications.

4. Criteria and procedures for assessing significance

In considering the degree of significance of proposals and decisions in relation to issues, assets and other matters, the Council will be guided by the following:

Policy and outcomes:

- the potential effects on delivery of the Council's policy and strategies

- the degree to which the decision or proposal contributes to promoting and achieving particular community outcomes
- the magnitude of the overall benefits that will be achieved for the region, its communities and present and future interests
- the magnitude of the net costs of the proposal or decision to the Council and/or to affected communities or groups
- any impact on the Council's capacity to undertake its statutory responsibilities
- the extent to which the proposal or decision flows logically and consequentially from a decision already made or from a decision in the Long-Term Plan or the Annual Plan
- any inconsistencies with any existing policy, plan or legislation

Communities:

- the level of community interest in the proposal, decision or issue
- the extent to which the proposal or decision impacts upon community members or groups, and the numbers of people or groups affected
- the extent to which the community's views on the matter are already known
- the timeframes for community engagement with the issues and information, including any concurrent engagement processes on other matters involving the same, similar or contiguous groups or communities
- any wider interest or concerns at national or international levels

Ngāi Tahu:

- the values and interests of Ngāi Tahu whānau, hapū and rūnanga, as mana whenua for the region
- where proposals or decisions relate to land or a body of water, the implications for the relationships of Ngāi Tahu and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna and other taonga

Contexts and implications:

- the variation between the effects of the options identified (including, for example, their costs and benefits), and the extent to which they impact on the community and affected or interested groups
- the extent to which the proposal or decision could have an adverse effect on environmental outcomes as set out in Council plans and policies, or could have unintended adverse effects on other community interests
- whether the proposal or decision impacts (positively or adversely) upon a physical or community resource that is scarce, rare or unique and/or under threat
- whether the proposal or decision would be irreversible
- whether there are high levels of controversy around the proposal or decision
- the practical demands of efficient decision-making in situations of urgency
- the need to be cautious about decision-making in the face of uncertainty, lack of clarity or unresolved matters.

Procedures for assessing significance:

In determining the degree of significance of proposals and decisions in relation to issues, assets and other matters, the Council will take account of its commitment to constructive community engagement, the requirements of efficient decision-making, and the information requirements of the LGA, across the different levels of significance from minimal to major.

The level of significance will reflect all of the above factors as a whole. Where the significance is unclear the Council will treat the issue as more rather than less significant.

The level of significance associated with a decision or proposal will help the decision maker determine the process it should take in relation to the decision. The decision maker will also take account of practical considerations, including the need to take an urgent decision or the potential loss of an opportunity.

The Council's general approach is that decisions and proposals with a high degree of significance will, wherever practical, be included in the Long-Term Plan. Where this is not practical they will be included in the Annual Plan produced in the years between Long-Term Plans or where required by the Local Government Act 2002, in an amendment to the Long-Term Plan.

Decisions with a high degree of significance will only be made outside these processes where there are compelling reasons for it not being practical for them to be included in the Long-Term Plan, or Annual Plan. Where a decision or proposal with a high degree of significance cannot be included in the Long-Term Plan or Annual Budget, the Council will consider the principles and requirements set out in Sections 76-82 of the LGA in relation to decision making and consultation.

5. Processes and methods for engagement

In determining the processes and methods appropriate for engaging with communities the Council will be guided by the following:

- the degree of significance of the issue, decision, proposal, asset or other matters – as determined by the criteria set out in the preceding section of this Policy
- the objectives of the engagement – the feedback that is sought from communities and affected and interested parties
- the preferences, capacities, views and values of the community groups and individuals affected by and/or interested in the decision or proposal
- the diversity of preferences, capacities, views and values amongst the community groups and individuals affected by and/or interested in the decision or proposal
- the Council's existing relationships and interactions with community groups and individuals affected by and/or interested in the decision or proposal
- the benefits, limitations and costs of the range of possible processes and methods for engaging with the community groups and individuals affected by and/or interested in the decision or proposal
- timing issues, including any concurrent engagement processes on other matters involving the same, similar or contiguous groups or communities
- opportunities provided by innovative technologies for efficient yet effective engagement
- opportunities for relatively informal community-based meetings and discussions.

The Council uses an 'engagement spectrum' approach to determine the most appropriate processes and methods for engagement with affected and interested communities on particular decisions or issues. This approach is based on the International Association for Public Participation (IAP2) framework (see Appendix 1). The methods outlined in this framework are not a definitive list, and are not prescriptive, but indicate the range of activities the Council may consider when planning to engage with communities.



This approach provides for varying levels of interaction and community participation in decision-making, from informing, where the Council provides information about its proposals, through to empowerment, where substantive decision-making is effectively delegated to the community.

Depending on the nature and significance of the decision being considered, and the stakeholders involved, the Council will identify the preferred methods or combination of methods and apply these to meet the goals of the engagement. The framework allows for different levels of engagement depending on the decision; it does not intend for all of the levels of engagement captured on the spectrum to be applied.

Differing levels and forms of engagement may be required during the varying phases of consideration and decision-making on an issue, and for different community groups or stakeholders. The Council will review the appropriateness and effectiveness of the engagement strategy and methods as the process proceeds.

The Council will also consider how to meet the needs of communities in respect of language, accessibility and cultural expectations, and may provide assistance to enable groups or individuals to participate, where they may otherwise be less able to do so.

Public participation in decision-making is most effective when there is already an existing environment of constructive community engagement. As a Council we will seek to establish and maintain ongoing relationships with our communities, including provide opportunities for people to discuss matters which may not be under formal consultation. We may do this in a variety of ways using similar tools and methods.

The Council also acknowledges that elected members have an important role in ensuring effective community engagement, including communicating with local communities to help inform and communicate local communities' views.

6. Engaging with communities on other matters

Local Government Act 2002:

The LGA prescribes particular processes for Councils to follow to consult and engage with communities on particular matters.

Special Consultative Procedure:

The Act specifies that a Special Consultative Procedure (SCP), as defined under section 83, must be followed for community engagement on certain plans and processes including:

- Long-Term Plans
- Annual Plans
- Bylaws of significant interest.

Long-Term Plan:

Where the Council intends to commence a large-scale planning or other project, the commitment will be set out in advance in the Long-Term Plan or Annual Plan. These matters may also have been foreshadowed in other policy or planning documents, and the Council may have been made aware of the community's views and preferences through other processes.

Other provisions in the LGA specify particular decisions or activities where community engagement is to be addressed through the larger public consultation processes for a Long-Term Plan:

- a decision to transfer the ownership or control of a strategic asset to or from the Council or a decision to construct, replace or abandon a strategic asset

- a decision that will, directly or indirectly, significantly affect the Council's capacity, or the cost to the Council, in relation to any activity identified in the Long-Term Plan
- a decision to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, including a decision to commence or cease any such activity.

Other legislation:

Many of the decisions made by the Council at the Council level and under delegated authority will be made under legislation that prescribes the consultation and decision-making procedures that are required, including the procedures that must be used for public notification, considering submissions and making decisions. This legislation includes the Resource Management Act 1991 (RMA), the Biosecurity Act 1993, the Civil Defence Emergency Management Act 2002, or the Land Transport Act 1998.

Even if a decision is clearly a significant one within the meaning of the Local Government Act 2002, where the procedures for decision-making are set out in other legislation, those procedures will be used instead of those contained in this Significance and Engagement Policy. Section 82(5) of the Act broadly allows the authorising legislation's procedures to apply. This Significance and Engagement Policy will not be used in making decisions taken under the RMA and the Biosecurity Act 1993 on the following matters:

- resource consents or other permissions
- submissions on plans
- decisions required when following the procedures set out in Schedule 1 of the RMA
- references to the Environment Court
- decisions to proceed with enforcement procedures under various legislation including Council bylaws.

There are also numerous administrative and personnel decisions that are entirely internal to the Council. This Significance and Engagement Policy will not apply to these processes and decisions.

7. Engaging with Ngāi Tahu

As part of its strategic objective, the Council recognises an obligation to take into account the principles of the provisions of the Local Government Act 2002 to recognise and provide for the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.

This is to recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes.

While the Act sets out provisions relating to all Māori, it is recognised that within the Canterbury region, Ngāi Tahu are the tangata whenua. They have a special status in terms of the Council's resource management activities, and are not just another interest group.

The territorial area governed by Selwyn District Council sits within the takiwā (territory) of Te Taumutu Rūnanga and Ngāi Tūāhuriri which are two of 18 Ngāi Tahu regional papatipu rūnanga, constituted under the Te Rūnanga o Ngāi Tahu Act 1996 to represent mana whenua interests.

Selwyn District Council has previously adopted a policy on Development of Maori Capacity to contribute to the Council's Decision Making Processes, to assist the Council in meeting its obligations under Section 81 of the Act. The policy is included in the Long Term Plan.

8. Council strategic assets

Section 97 of the Local Government Act 2002 requires that certain decisions about strategic assets can only be taken if the decision is explicitly provided for by a statement of proposal in the Long Term Plan. This applies particularly to decisions to transfer the ownership or control of a strategic asset to or from the Council, or a decision to construct, replace or abandon a strategic asset.

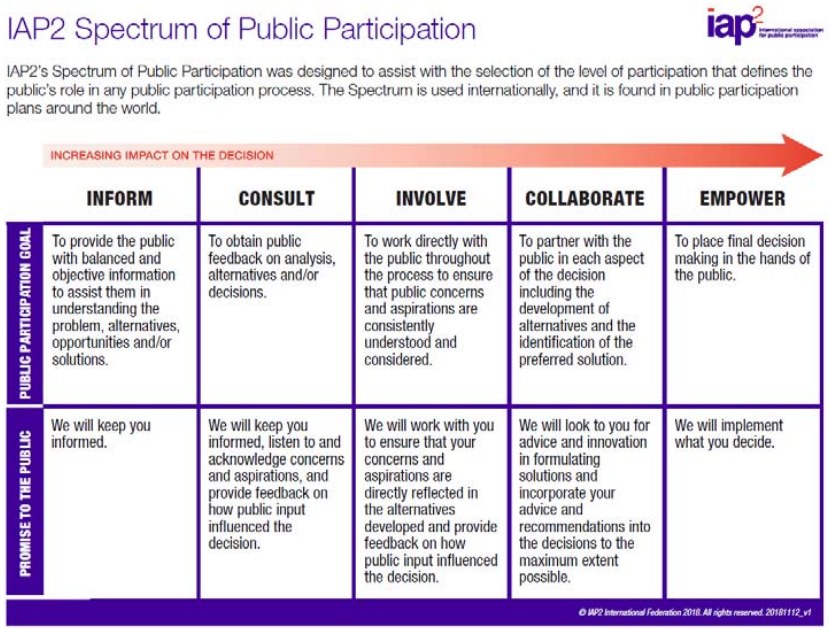
Section 90 (2) of the LGA requires the Council to identify and list the assets it considers to be strategic assets.

The assets that the Council considers to be strategic assets include:

- The Selwyn District transport network as a whole.
- The libraries in Darfield, Leeston, Lincoln, Rolleston and related services.
- The Rolleston headquarters building and the land on which the building is directly located.
- All water supplies including reservoirs, pump stations and reticulation.
- All sewage collection, treatment and disposal systems including the pipes, pump stations, treatment and disposal works.
- All land drainage and water race systems including the storm-water pipe network, the open river system, waterways, wetlands and retention basins.
- The Pines Resource Recovery Park.
- Reserve land including land held under the Reserves Act and land used for parks, gardens, sports fields, recreational areas and cemeteries.
- All Council swimming pools and built recreational facilities (eg halls, pavilions, sport and recreation centres).
- Its equity in Orion New Zealand Limited.

The strategic assets as defined above are the assets in total and not every single element of the assets. That is, the requirements of Section 97 are only triggered if the proposal relates to the assets as a whole, or a major sub-part of the asset.

Appendix 1



IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Guidelines and tools

INFORM communities:

These methods are efficient and practical ways to raise awareness of a new or newly significant issue, to provide basic information about the issue, and to build community interest. Communities are kept up to date with developing issues and new proposals, and communications can be targeted to interested and affected groups. These methods are essentially a one-way process, and more likely to be useful in the earliest stages of proposals or processes.

Examples of informing engagement activities may include:

- distribution of pamphlets, factsheets, newsletters or other materials
- information provided on the Council's website and social media.

CONSULT and INVOLVE communities:

A range of tools and methods can be used to bring communities and particular interested and affected groups into the process to contribute their views, priorities and preferences. These methods allow Council and communities to research and explore the issues and background matters, and to consider the full range of implications of a proposal, policy or decision. Opportunities are provided for community input into options and decision-making.

For relatively straightforward issues or proposals, methods such as surveys or focus groups may be effective. For more complex issues or proposals, including legislative issues, more technical issues and policy and service reviews, a more comprehensive level of consultation and engagement may be appropriate.

Examples of consulting and involving engagement activities may include:

- surveys (phone, online, written)
- formal public meetings
- task groups, focus groups, working parties, local action groups.
- Special Consultative Procedure (under the Local Government Act 2002) or other submissions processes

The public consultation undertaken in the development of Long Term Plans, Annual Plans, Regional Policy Statements and other Plans helps to ensure robust policies and relevance to communities. These methods allow Council and communities to research and explore the issues and background matters, and to consider the full range of implications of a proposal, policy or decision.

COLLABORATE with communities and EMPOWER their involvement:

Collaborative approaches are increasingly recognised in a wide range of policy and decision-making contexts. Collaborative engagement is based in strong relationships and community networks. These methods may be particularly useful where the issue or proposal carries a high degree of significance, and where there is strong community interest, capacity and commitment. These methods allow for research into the issues and background, and exploration of a wide diversity of implications. A collaborative approach establishes legitimacy through representative community participation, develops and affirms long-term relationships and understanding, and builds trust and community networks for future collaborative initiatives.

Examples of collaborating and empowering engagement activities may include:

- multi-stakeholder processes such as Citizen Juries or Panels
- multi-stakeholder groups such as the Canterbury Water Management Strategy Zone Committees
- task groups, local action groups, advisory groups
- Memoranda of Understanding
- co-management of places or resources of importance to communities and mana whenua
- interactive and participatory technologies such as websites.

Development of Māori capacity to contribute to the Council's decision making processes

Introduction

Section 81 of the Local Government Act 2002 requires all local authorities to establish and maintain processes to provide opportunities for Māori to contribute to the Council's decision-making processes.

Coverage

In Te Wai Pounamu (the South Island) one tribe, Ngāi Tahu occupies all but the most northern part of the island. The entire Selwyn District lies within the rohe (area) of Ngāi Tahu. Ngāi Tahu Whanui is Tangata Whenua within the rohe of Ngāi Tahu. Ngāi Tahu Whanui represented by Papatipu Runanga and Te Runanga o Ngāi Tahu, comprises people of Ngāi Tahu, Ngati Mamoe and Whaitaha descent and holds customary tribal authority over an area that includes the entire Selwyn District.

Descendants of Ngāi Tūāhuriri and Te Taumutu have resided in the area now known as Selwyn District for over 40 generations. This rich Ngāi Tahu history and tribal authority is underpinned by spiritual and whakapapa connections, occupation, land, resource use and management thereof.

The territorial area governed by Selwyn District Council sits within the takiwā (territory) of Te Taumutu Rūnanga and Ngāi Tūāhuriri which are two of 18 Ngāi Tahu regional papatipu rūnanga, constituted under the Te Rūnanga o Ngāi Tahu Act 1996 to represent mana whenua interests.

The approved tribal leaders and members of Te Taumutu Rūnanga and Ngāi Tūāhuriri are acknowledged as knowledge holders of mātauranga mana whenua.

Operational arrangements

Te Waihora Co-governance Agreement
Selwyn District Council is also signatory to the Te Waihora Co-governance Agreement between Te Runanga o Ngāi Tahu, Canterbury Regional Council, Selwyn District Council and Christchurch City Council.

The Purpose of this Agreement is to provide for an enduring, collaborative relationship between the Parties that includes shared exercise of functions, duties and powers under the Resource Management Act 1991 and the Local Government Act 2002.

This Agreement records the commitments of the Parties to collaboratively exercise the functions, powers and duties of the Councils and reaffirms the Parties' commitment to jointly strive toward appropriate vesting of decision-making powers in the Parties as co-governors over the Te Waihora catchment.

Te Taumutu Runanga

Council engages in quarterly meetings with the Chair and Executive members of Te Taumutu Rūnanga during which we engage in a wide-range of topics that both parties have an interest in. This includes both the impact of current and proposed legislation together with operational matters across Selwyn District.

Council values this relationship and the manner in which it continues to foster open communication and trust between our two organisations.

Council will continue to schedule quarterly meetings to engage with and share information with Te Taumutu Rūnanga.

Mahaanui Karataiao Limited Service Level Agreement
The Council has entered into a service and funding agreement with Mahaanui Karataiao Limited to assist the Council in meeting its obligations under Section 81 of the Local Government Act 2002.

Mahaanui Karataiao Limited is a Rūnanga-owned entity and a consultancy which has been established specifically for the purpose of engaging with local government.

A broad range of services is offered under the agreement including advice/liaison and the facilitation of consultation on resource management issues, advice on policy and democratic processes and training for the Council and Rūnanga staff.

District Plan Review
The District Plan sets out the rules and policies for how people can use and develop land under the Resource Management Act 1991 (RMA). The RMA requires all operative provisions of a plan to be reviewed every 10 years.

The District Plan explains how the Council will manage matters such as:

- Residential development
- Noise
- Location and height of buildings
- Natural hazards and the management of hazardous substances
- Protection of indigenous vegetation

The Review of the Selwyn District Plan has been under way for a number of years with the Proposed District Plan (PDP) being publically notified in October 2020. There were 470 submissions received on the PDP and it is intended that the hearing of these submissions will begin in July 2021. The development of the PDP begun with an assessment of what was working and not working with the existing District Plan. This happened through research and analysis, consultation and engagement, identification of issues and options, development of the policy framework and plan provisions

Contribution from, and engagement, with Māori has been had from the start of this process and has been woven throughout to ensure appropriate consideration of tikanga Māori and te ao Māori. The key aspects of this includes:

- Manawhenua representation on the District Plan Review Committee from Te Rūnanga o Ngāi Tahu as the overarching iwi authority, with Te Taumutu Rūnanga and Ngāi Tūāhuriri Rūnanga being the primary Papatipu Rūnanga with manawhenua over Selwyn District. The District Plan Review Committee included a representative from Te Taumutu Rūnanga and Ngāi Tūāhuriri Rūnanga These representatives, along with the rest of the District Plan Review Committee contributed to the Council's decision-making processes around the District Plan Review and provided the final direction on the provisions of the PDP.

- Technical input from Mahaanui Karataiao Limited in developing the issues and options and provisions of Proposed District Plan.

- The establishment of a Rūnanga Advisory Group to also provide feedback on the draft provisions, particularly those for Sites and Areas of Significance to Māori and the Māori Purpose Zone.

- Rūnanga representation on the Indigenous Biodiversity working group, which was tasked by the District Plan Review Committee with working through and developing the provisions for protecting indigenous biodiversity.

- The inclusion of Iwi Commissioners on each of the District Plan Review hearing panels that will hear and consider all submissions on the PDP and make the final recommendations to Council on the PDP.

Council will work closely with its Key Collaborators on process and inputs used to inform decisions. Ngāi Tahu (as the Iwi Authority) have a statutory role, obligation or shared interest in the process and outcomes of the District Plan Review.

National Policy Statement on Urban Development

The National Policy Statement on Urban Development (NPS-UD) emphasises the existing requirements in the Resource Management Act 1991 (RMA) to take into account the principles of the Treaty of Waitangi (te Tiriti o Waitangi or the Treaty) in urban development and ensure iwi/Māori are engaged in processes to prepare plans and strategies that shape urban environments. The provisions recognise the strong traditional, and continuing, associations iwi/Māori have with urban environments throughout Aotearoa. The Council will have to give effect to these in the District Plan. Key aspects include:

- Consulting with hapū and iwi in a way that is early, meaningful, and in accordance with tikanga Māori;
- Taking into account the values and aspirations of hapū and iwi for urban development;
- Provide opportunities for hapū and iwi involvement in decision-making, and;
- Operate in a way that is consistent with iwi participation legislation.

Greater Christchurch Partnership

The Greater Christchurch Partnership (GCP) has been working collaboratively for over a decade to tackle urban issues and manage the growth of the City and its surrounding towns. Until June 2017, the Partnership was known as the Urban Development Strategy Partnership.

The Greater Christchurch Partnership comprises the councils in the Greater Christchurch area (Christchurch City, Selwyn and Waimakariri Districts and Environment Canterbury - the regional council), Te Rūnanga o Ngāi Tahu, Woka Kotahi NZ Transport Agency, the Canterbury District Health Board and the Greater Christchurch Group from within the Department of the Prime Minister and Cabinet (DPMC).

The Greater Christchurch Partnership Committee (GCPC), is a joint committee of the four councils and has representation from each of the Partnership organisations. The GCPC oversees the implementation of the Urban Development Strategy on behalf of the Partnership.

In addition to the GCPC, officer groupings have been established to provide advice to the GCPC and maintain collaborative relationships across the agencies represented at GCPC. These include a Chief Executives Advisory Group (CEAG), a group of senior staff, and a number of subgroups with more specific mandates.

The GCPC as a joint committee makes decisions which inform the decision-making of Selwyn District Council in respect of implementing growth management policies within the area of the Selwyn District identified in the Urban Development Strategy. Te Rūnanga o Ngāi Tahu sit at the table as a partner and stakeholder in decision–making which impacts upon Selwyn District Council and its own decision-making processes.

Revenue and financing policy

Introduction

The Local Government Act 2002 (the Act) requires the adoption of policies which outline how operating and capital expenditure will be funded for each activity of Council. This is aimed at providing predictability and certainty about sources and levels of funding.

The revenue and financing policy explains who pays and why, and explains how Council activities are funded. It is not about what Council does, nor is it about what it costs.

Legal Requirements

In deciding the most appropriate funding source for each activity the Council must consider:

- The community outcomes to which the activity primarily contributes; (**why the service is provided**)
- The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; (**user/beneficiary pays principle**)
- The period in or over which those benefits are expected to occur; (**intergenerational equity principle**)
- The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; (**who creates the need**)
- The cost and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and
- The overall impact of the allocations on the current and future well-being of the community.

In practice, establishing the Council's specific revenue and financing policies involves balancing competing principles. For example, the principle of paying for benefits received may call for a higher degree of user pays for an activity, but this must be balanced in terms of the overall impact on the wellbeing of the community, including affordability.

Council's funding sources and how they are used

The general rate is used to fund operating and capital expenditure when it is not possible to identify the individual or group of individuals that benefit from the service. Funding activities by the general rate is also appropriate where a wider public good is attached to the provision of the service, it would be otherwise unfeasible to charge in another way or when the Council is unable to meet its user charge targets. The General rate accounts for approximately 40% of the total rates revenue.

The general rate is currently set at a rate of cents in the dollar of capital value, moderated by a uniform annual general charge (UAGC) set at a fixed amount per rating unit. There are no differentials applied to the general rate.

The Local Government (Rating) Act 2002 places some restrictions on the use of certain types of rating. The Local Government (Rating) Act 2002 limits total fixed charges (excluding water and wastewater charges) to 30% of total rates revenue. Fixed charges include the UAGC and targeted rates set at a fixed amount. The targeted rates set at a fixed amount exclude those to which a differential rate (based on where the land is situated) applies.

Targeted rates are used to fund operating and capital expenditure when Council considers that transparency is important, or where location or the service provided make the use of a targeted rate more appropriate and more fair and equitable.

Targeted rates account for approximately 60% of total rates revenue and are in place to fund specific activities such as:

- water, sewerage, water races, land drainage, stormwater
- recreation reserves, community centres, libraries, swimming pools
- refuse collection, recycling and disposal
- Canterbury Museum
- Community Board

For more information on Council's targeted rates please refer to the Funding Impact Statement.

Lump sum contributions are a mechanism for enabling ratepayers to elect to pay for capital projects by lump sums instead of by targeted rates. The Council may fund capital projects in whole or part through lump sum contributions in accordance with its policy made under Part 4A of the Local Government (Rating) Act 2002. Lump sum contributions are not used for funding operational expenditure.

Fees and charges: The Council may impose fees and charges to recover either the full or part of the cost of a variety of services provided. In some cases it is also appropriate to recover the private benefit of capital expenditure (e.g. water connections, sewer connections, and sub divisional infrastructure).

Interest and dividends from investments: The interest earned from the investment of special funds is added to those special funds to help fund future expenditure (special funds may be invested externally and receive external interest or internally and receive internal interest). Dividends and other interest earnings are used to offset the general rate, requirement rather than being used to fund particular expenditure.

Borrowings: Borrowing is used to fund capital expenditure where other sources of funding are not available or not appropriate, in order to spread the incidence of the expenditure over both current and future beneficiaries. Policies in relation to borrowing are presented in the Liability Management Policy.

Borrowing is not generally used to fund operating expenses however for example the Council may choose to borrow for an operating expense to give a grant to a community organisation that is building a community facility.

Loan servicing costs (both internal and external borrowing) are borne by the activity requiring the loan funding.

Proceeds from asset sales are the sums received when physical assets are sold. In general, proceeds from asset sales will be used for purchasing new assets or retiring debt as it has a neutral effect on Council's financial position (as it is the exchange of one asset for another asset). Net proceeds from the sale of assets developed for sale, or those held as surplus 'land bank' assets, are available to fund any activity of Council, subject to the legislative framework for the consideration of funding sources.

Development contributions: The Local Government Act (2002) provides for local authorities to recover, through development contributions, capital expenditure related to growth. Councils may require development contributions from developments where the effect, including the cumulative effect, of development is to require new or additional assets, or assets of increased capacity, and as a consequence, the Council incurs capital expenditure.

Financial contributions: The Resource Management Act 1991 provides for local authorities to impose a condition requiring a financial contribution on any resource consent for any purpose specified in the District Plan. The Council does not currently impose financial contributions.

Grants and subsidies: Grants and subsidies are primarily from central government and typically related to specific activities. Council seeks to maximize the use of grants and subsidy funding where it is available:

Reserves: Reserves are money received for a specific purposes or put aside for a specific purpose. Unless the reserve is a general reserve it can only be used for the purpose for which it was collected.

Funding of operational expenditure

Operational expenditure is expenditure that will be consumed or used within one year. The Council's policies and practices with regard to the funding of its operating expenses are set to ensure that the policies comply with applicable legislation and generally accepted accounting practice. Generally this means that all operational expenditure is funded in the year in which it incurred. Exceptions include funding of depreciation where it is not considered financially prudent to do so.

Depreciation is a measure of the consumption of the value of an asset. The annual depreciation charge represents the amount of the asset that is worn out each year. For example, if a road surface lasts approximately 10 years, the current ratepayers are assumed to use up one tenth of the value of the road each year and this amount forms part of the Council's operating expenses for the year. This is a non-cash expense as it is just an accounting entry and does not involve any payments. Council's general policy is to not fund depreciation but instead to fund renewals expenditure as follows:

- Transportation renewals are funded based on the annual renewals requirement
- Water and waste water renewals are funded based on the average cost of renewals over the coming 20 years
- Community facilities renewals are funded based on the annual requirement, but the cost may be spread over more than one year.

However, depreciation is funded for some activities including the Council Headquarters building, vehicles, Information Services, Civil Defence, Rural Fire and Solid Waste.
In general terms Council will use a mix of revenue sources to meet operating expenses. The major sources being rates, grants and subsidies, and fees and charges.

(Note: depreciation is classified as operating expenditure and renewals expenditure is classified as capital expenditure.)

The 5 steps for funding operational expenditure

1. Any operating grants or subsidies for a particular activity are applied in reduction of the gross cost
2. Where it is practical to recover a portion of the net operating cost of an activity from a private user or exacerbator, fees and charges are set at levels designed to achieve this provided there are no legislative constraints on doing this and taking account of the impact of any fees and charges on the well-being of the community
3. Where a fee or charge is not practical, or does not recover the full cost of an activity, targeted rates may be set in accordance with Council's rating policies
4. And any residual requirement will be funded through the general rate
5. Any net income from investments, interest or petrol taxes is applied to reduce the general rate requirement.

In describing the proportion of funding for each activity the following definitions are used:

High:	80 to 100%
Medium /high:	60 to 79%
Medium:	40 to 59%
Medium/low:	20 to 39%
Low:	0 to 19%

The percentages expressed for funding sources in this policy are the targets that the Council aims to achieve. In practice circumstances may mean that they are not achieved in any one year, particularly where the percentages are close to the thresholds set out above. The mix of funding from different sources varies from year to year and this means that the proportion of funding in any one year of the 10 year plan may be outside these thresholds.

The following table summarises how the operational expenditure of each of Council's activity groups is financed:

(For more detail please refer to the appropriate activity section of this policy.)

Activity Group Summary (Operating)	General rate	Targeted rates	Fees & charges	Grants & subsidies
Environmental services	Medium	Low	Medium	Low
Transportation	Medium	Low	Low	Medium
Solid waste management	Low	Medium/high	Medium/low	Low
5 waters	Low	High	Low	Low
Community facilities	Medium/low	Medium	Medium/Low	Low
Community services	High	Low	Low	Low
Democracy	High	Low	Low	Low

Reserves may be used to fund operating expenditure where available, for example if built up from operating surpluses in previous years. Borrowing will not be used for operating expenditure other than in exceptional circumstances, such as the making of a capital grant.

Funding capital expenditure

Capital expenditure is expenditure that provides Council with an on-going benefit greater than one year.

Capital expenditure usually involves the construction of new assets or the replacement of existing assets. The cost can be high and is often funded over more than one year.
The Council's policies and practices with regard to the funding of its capital expenditure are set to ensure that it complies with applicable legislation and generally accepted accounting practice.

In general terms Council will use a mix of funding sources to meet capital expenditure, the major sources being rates, development contributions, reserves, and borrowing. Renewals expenditure which are a capital expense are funded from rates, reserves and subsidies.

The 4 steps for funding capital expenditure

1. The first sources of financing capital expenditure will always be third party sources that relieve the burden on ratepayers generally. These are not always available, but would include any government subsidies for water and wastewater schemes, subsidies from New Zealand Transport Agency, donations and where applicable development contributions.
2. The second source considered will be reserves, and in particular funds that may be held for works in specific activities.
3. The third source considered will be rates. In considering the use of rates Council will be mindful of the balance between the principles of community affordability and inter-generational equity.
4. The final source considered for the financing of capital expenditure will be borrowing. This reflects a prudent reluctance to increase indebtedness unless necessary. Although it is the last option considered, the Long Term Plan 2015/2025 provides for new borrowing to achieve an element of inter-generational equity in the financing of a range of major capital expenditure work.

In describing the proportion of funding for each activity the following definitions are used:-

High:	80 to 100%
Medium /high:	60 to 79%
Medium:	40 to 59%
Medium/low:	20 to 39%
Low:	0 to 19%

The following table summarises how each of Council's activity groups are financed. For more detail please refer to the appropriate activity section of this policy.

Activity Group Summary (Capital)	General rate	Targeted rates	Fees & charges	Grants & subsidies	Development contributions
Environmental services	Low	Low	High	Low	Low
Transportation	Medium	Low	Low	Medium/low	Low
Solid waste management	Low	Medium/high	Medium/low	Low	Low
Five waters	Low	Medium/high	Low	Low	Medium/low
Community facilities	Low	Medium	Low	Low	Medium/low
Community services	High	Low	Low	Low	Low
Democracy	High	Low	Low	Low	Low

Borrowing may be used to fund capital expenditure. The repayment of borrowing will be met by the funding sources summarised above.

The proceeds of asset sales may be used to fund capital expenditure. Decisions on the use of the proceeds of assets sales will be made on a case by case basis within the statutory framework for the consideration of funding sources.

Reserves may be used where available, particularly where they represent development contributions collected in advance of the relevant capital expenditure, funds collected for capital purposes or reserves built up from operating surpluses in previous years.

Lump sums may also be used where ratepayers are offered the option of paying a lump sum rather than a targeted rate.

Related policies

Following are the Council policies that have relationships with the revenue and financing policy.

- **Financial strategy**: This strategy facilitates prudent financial management by Council by providing a guide for it to consider proposals for funding and expenditure and makes transparent the overall effects of these proposals on the Council's services, rates, debt and investments.
- **Liability management policy**: This policy outlines Council's policies in respect of the management of both borrowing and other liabilities.
- **Investment policy**: This policy outlines Council's policy in respect of investments.
- **Development contributions policy**: The Local Government Act (2002) permits Council to require developers to provide or make contributions for the provision of reserves, network infrastructure and community infrastructure and this policy outlines how they are implemented.
- **Rates remission and postponement policies**: These policies detail those circumstances under which Council will give consideration for the remission or postponement of rates on properties.

Review

The Revenue and Financing Policy is reviewed three-yearly as part of the Long Term Plan.

Activity by Activity Analysis

Environmental Services

The Environmental Services group of activities contributes to the wellbeing of the residents of the district by working to protect the community from a variety of risks and to enhance the quality of the built and natural environment in which we live. This includes ensuring that actions taken by people in the district are legal and in accordance with community expectations.

The environmental services group of activities comprises:

1. Building control
2. District Plan administration
3. Environmental health
4. Resource consent monitoring
5. Strategy and policy
6. Animal and dog control

Building Control

Building control receives and processes applications for building consents, undertakes the inspection of building works and issues the necessary certificates for building-related work.

Why is the Council involved?
The Council undertakes this function to ensure that buildings constructed in the district are fit for purpose and can be used by people without in any way endangering their health and/or safety.

Community outcomes
Building control contributes to the community outcome of:

- A safe place in which to live, work and play.

Distribution of benefits
Building control provides the majority of benefits to those applying for building consents, although there is some public benefit to maintain public safety. With a number of benefits specific to the users of this function Council applies user charges to recover this cost.

The public benefit component is funded by the general rate.

Period in which the benefits are expected to occur
The benefits of this activity range from immediate private benefit gained through the granting of consents and certificates, through to longer term benefits (e.g. from the construction of safe buildings).

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The need to undertake these activities is driven by statutory obligations and applicants who generate the need for consents and certificates to be processed, and the community who may have concerns about the effects of an activity on them or the environment.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
Although the main benefits of this service are received by those that use the service, this activity also has some impact on the social, economic, cultural and environmental wellbeing of the community. It is therefore appropriate that most of the costs of the activity should be recovered from those that apply for building consents and that there should be a small contribution from the general rate to recognise the broader community benefit of ensuring buildings are constructed in the district are fit for purpose.

Funding source and proportion

Activity	Operating	Capital
Building Control	User charges: High General rate: Low	User charges: High General rate: Low

District Plan Administration

This activity receives and processes resource consent applications, provides planning input into Project Information and Land Information Memoranda (PIMs and LIMs) and responds to requests for clarification or interpretation of district plan provisions. It also includes monitoring of the conditions placed upon resource consents for compliance and responds to activities which are being conducted without the appropriate consent.

Why is the Council involved?
To administer the district plan to meet the community's aspirations and expectations as to the nature of development in the district and how the built and natural environments are to be managed.

Community outcomes
The activity contributes particularly to the following community outcomes:

- A clean environment.
- A safe place to live, work and play.
- A rural district.

The district plan provides a framework for development within the district that assists in achieving the above outcomes.

Distribution of benefits
Council considers the beneficiaries of this activity to be the community, future generations, sector groups (e.g. farmers or businesses) and resource consent applicants. With benefits specific to the users of this activity Council applies user charges to recover these costs.

The general public receive a benefit by having rules and policies in place that manage the environment they live in. The general public benefit has increased as the numbers of design-related resource consents that are compulsory for development to occur raise the overall amenity of the townships residential and commercial areas. Council considers that the most appropriate method to recover the public benefit component is the general rate.

Period in which the benefits are expected to occur
The benefits of this activity are both immediate in terms of direct public response to district plan provisions through to long-term environmental benefits.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
Statutory obligations and community expectations require good environmental policy, and good information to better understand the environment and the impacts we are having on it. Resource consent applicants generate the need for consents to be processed and monitored, and community groups may have concerns about the effects of an activity on them or the environment.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
Although the main benefits of this service are received by those that use the service, this activity also has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, through:

- Ensuring that the district's development is sustainable
- Resource information is available to developers and environmental agencies
- Processing resource consent applications and undertaking associated compliance

It is therefore appropriate to fund the activity through a mix of user charges on those that use the service and the general rate.

Funding source and proportion

Activity	Operating	Capital
District Plan Administration	User charges: Medium General rate: Medium	User charges: Medium General rate: Medium
Land Information Memoranda	User charges: High	User charges: High

Environmental Health

This activity issues a range of licences including those relating to the sale and manufacture of food, hairdressers, amusement devices, mobile shops, hawkers and offensive trades. Complaints are also responded to and infectious and notifiable diseases investigated.

Why is the Council involved?
To improve, promote and protect public health in the district.

Community outcomes
The activity contributes particularly to the following community outcomes:

- A healthy community.
- A safe place to live, work and play.

Distribution of benefits
The majority of benefits are specific to the users of this activity, who with the appropriate health license are allowed to provide services to the public. With a number of private benefits specific to the users of this activity Council applies user charges to recover costs.

The wider public receives a benefit by having rules and policies in place that protect the public from poor health practices. Council considers that the most appropriate method to recover the public benefit component is the general rate.

Period in which the benefits are expected to occur
The benefits of this activity are both immediate and on-going in terms of protecting public health.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The need to undertake these activities is driven by statutory obligations and applicants who generate the need for licenses to be processed and the community who may have concerns about public health.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
Although particular benefits of this service are received by those that use the service, this activity has a very significant positive impact on the social, economic, cultural and environmental wellbeing of the community, through the maintenance of the district's public health and safety. It is therefore appropriate to fund the activity through a mix of user charges on those that use the service and the general rate.

Funding source and proportion

Activity	Operating	Capital
Environmental Health	General rate: Medium/high User charges: Medium/low	General rate: Medium/high User charges: Medium/low

Alcohol Licensing

This activity issues licences for the sale of alcohol.

Why is the Council Involved?
To establish a reasonable system of controls so that:

- The sale, supply and consumption of alcohol is undertaken safely and responsibly.
- The harm caused by excessive or inappropriate consumption of alcohol is minimised.

Community outcomes
The activity contributes particularly to the following community outcomes:

- A healthy community.
- A safe place to live, work and play.

Distribution of benefits
The majority of benefits are specific to the users of this activity, who apply for a license to sell alcohol. The wider public receives a benefit by having rules and policies in place that protect the public. Council considers that the most appropriate method to recognise the public benefit component is the general rate.

Period in which the benefits are expected to occur
The benefits of this activity are both immediate and on-going in terms of protecting public health and safety.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The need to undertake these activities is driven by statutory obligations and applicants who generate the need for licenses to be processed. The Council considers that most of the cost of providing this activity should be recovered from those whose activities contribute to the need to undertake the activity.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
The activity exists to protect the wellbeing of the community by regulating the sale of alcohol. As it is those that wish to sell alcohol that cause the need for the activity the Council considers it appropriate that most of the costs of the activity should be recovered from those that apply for licences and that there should be a small contribution from the general rate to recognise the broader community benefit of regulating the sale of alcohol.

Funding source and proportion

Activity	Operating	Capital
Alcohol licensing	User charges: High General rate: Low	User charges: High General rate: Low

Strategy & Policy

The Council undertakes strategic land use and policy functions to maximize the benefits of growth for its communities and to address its negative impacts. Through working with communities and other stakeholders, different growth scenarios are identified, analysed and a preferred option chosen.

The Council is also required to monitor the effectiveness and efficiency of its district plan and this activity area prepares and promulgates plan changes where necessary.

Why is Council involved
To implement the Greater Christchurch Urban Development Strategy in the area of the district covered by the strategy and extends this strategic approach over the balance of the district through the “Selwyn 2031 strategy”. In addition the district plan needs to be kept up to date so it continues to serve the needs of the community.

Community outcomes
This activity contributes particularly to the following community outcomes:

- A clean environment.
- A rural district.
- A safe place in which to live, work and play.
- A prosperous community.

Distribution of benefits
The majority of this activity involves facilitating the strategic management of development, and growth which provides an overall general benefit to the district. Council considers that the most appropriate method to recover the public benefit component is the general rate.

The benefits of private plan changes and requests for Notices of Requirement are specific to the user of this function. When applicable, user charges are applied for cost recovery for these processes.

Period in which the benefits are expected to occur
Benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The need for this activity is created by the communities desire to ensure that long term planning is in place.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, through providing for appropriate land use and policy that maximises benefits to the community. It is therefore appropriate that most costs of this activity are funded from the general rate.

Funding source and proportion

Activity	Operating	Capital
Strategy & Policy	User charges: Low General rate: High	User charges: Low General rate: High

Animal Control

This activity registers and keeps a record of all dogs (over 3 months of age) in the district, is responsible for administering and enforcing the Dog Control Act 1996 and the Council's Dog Control Bylaw and handles all stock related complaints. Stock control involves dealing primarily with wandering stock in rural areas.

Why is Council involved?
To minimise any danger, distress or nuisance to the community generally from dogs and stock and to cater for the exercise and recreational needs of dogs and their owners.

Community outcomes
This activity contributes particularly to the following community outcome:

- A clean environment.
- A prosperous community.
- A rural district.

Distribution of benefits
Dog Control
Dog owners have a number of obligations under the Dog Control Act, the Council's Dog By-law and Dog Control Policy. With the majority of costs incurred in ensuring these obligations are adhered to Council imposes user charges to recover these costs.

A small proportion of the costs of this activity provide the general public with a benefit by having rules and policies in place that protect them from dangerous dogs. The general rate funds this general benefit.

Animal Control
This function is responsible for removing wandering stock from roads which could cause a driving hazard. It is often difficult to identify the owner of the stock so that they can be charged for this service. Accordingly the majority of the benefit is a public good and is funded from the general rate.

Period in which the benefits are expected to occur
Benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
Animal control and dog control is principally related to the actions or inactions of the owners of dogs and stock.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, through assisting with the health, safety and wellbeing of the community. Funding the dog and animal control activity mainly through user charges recognises that it is owners that cause the need for the activity and funding in this way will not have a negative impact on the wellbeing of the community.

Funding source and proportion

Activity	Operating	Capital
Dog Control	User charges: High General rate: Low Reserves: May be used	User charges: High General rate: Low Reserves: May be used
Animal Control	User charges: Low General rate: High	User charges: Low General rate: High

Transportation

The Council provides an extensive local roading network that covers the length and breadth of the district. This local network, when combined with the State Highways, provides a diverse range of roading linkages that enable Selwyn residents, businesses and visitors to work and play in the district. Movement through the district will mainly take place either on a road, cycleway or path and these routes form an important part of how people experience the district. While geographically the large size of Selwyn means that the predominant form of travel is always likely to be by private motor vehicles, opportunities to enhance public transport and walking and cycling in Selwyn's growing townships are being continually sought out to provide a wider range of transport choices for people.

Why is Council involved?
Without an appropriate, well maintained and connected transport network, the mobility of people, goods and services are put at risk which can adversely affect individuals, communities, and the district's prosperity.

Community outcomes
This activity contributes particularly to the following community outcome:

- An accessible district.
- A prosperous community.
- A clean environment.
- A safe place in which to live, work and play.

Distribution of benefits
Council considers the beneficiaries of this activity to be motorists, cyclists, pedestrians, public and commercial transport operators, passengers and developers. Businesses are able to move goods swiftly; individuals can travel to employment, recreation, health, education and other activities. Well designed and landscaped roads benefit the general community from a safety point of view as well as offering the enjoyment of pleasant surroundings.

a. Operating Costs
Council does not have an ability to charge users directly. It considers that the roading and transportation network is of benefit to all of the community and accordingly its costs net of subsidy from New Zealand Transport Agency (NZTA) are recovered as a public good through the general rate and a uniform targeted rate assessed on all rating units. The targeted rate will fund road repair expenditure that is over and above the level of such expenditure subsidised by NZTA. The Council considers that all ratepayers will benefit from its decision to fund road maintenance above the level subsidised by NZTA and should contribute the same amount through a uniform targeted rate.

b. Capital Costs
The Council considers that the transportation network is of benefit to all the community and hence a public good. Accordingly its net cost after NZTA subsidy is recovered through the general rate and a uniform targeted rate. The uniform targeted rate will fund road renewal expenditure that is over and above the level of such expenditure subsidised by NZTA. The Council considers that all rate payers benefit from its decision to fund road renewal expenditure above the level subsidised by the NZTA and should therefore all contribute the same amount through a uniform targeted rate. Borrowing may be used to spread the cost of capital expenditure to future ratepayers so that the amount paid in any one year is maintained at what the Council considers to be an affordable level. Reserves and the proceeds of the sale of land may also be used to fund this activity.

While most of the charges for transportation are attributable to the wider community as a whole there are some charges applied to land developers for roading and transport upgrades. These charges are as a result of new houses in subdivisions and commercial development which create increased traffic in the district and therefore land developers are assessed and charged a share of the upgrade costs. The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.

Period in which the benefits are expected to occur
The transportation systems will provide long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
All road and cycleway users create a need for this activity.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

The benefit of funding roading separately from other Council activities is that it constitutes a large component of the district's rates and it enables costs to be allocated in a transparent manner.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, through providing an efficient transportation network. It is therefore appropriate to fund this activity from a mix of the general rate and a uniform targeted rate assessed on all rating units. The long term benefits of capital expenditure means it is also equitable to use borrowing, reserves and the proceeds of land sales.

Funding source and proportion

Activity	Operating	Capital
Transportation	General rate: Medium Targeted rate: Low NZ Transport Agency funding: Medium Other: Low	General rate: Medium Targeted rate: Low NZ Transport Agency funding: Low/Medium Development Contributions: Low Borrowing: May be used Reserves and the proceeds of land sales: May be used

Solid waste management

The Council provides a variety of services related to the management of waste in the more populous parts of the district. Waste is mostly collected through rubbish, recycling and organic kerbside collection system. The remainder of the waste, recycling and organics is taken directly by residents to the Pines Resource Recovery Park. Residents pay for the service through a mix of targeted rates and user charges.

Why is the Council involved?
Given the health implications it is important to manage solid waste well. Damage to the environment and community can easily occur if waste is allowed to accumulate and is left to rot or become a source of disease. There is also a danger that pollution of groundwater could occur, with the potential to affect drinking water supplies where wells are shallow.

Council is in the best position to serve the needs of the community, provide a sustainable service and keep costs down.

Community outcomes
This activity contributes particularly to the following community outcome:

- A clean environment.
- A healthy community.

Distribution of benefits
The benefits of this activity apply indirectly to the whole community and directly to those who generate the waste. Those people and entities generating waste should be responsible for funding expenditure relating to collection and disposal services.

a. Operating costs
Council considers the benefits of this activity relate directly to the users. Accordingly the operating costs are recovered by targeted rates and user charges levied on those who use the service.

b. Capital Costs
Council considers the benefits of this activity relate directly to the users. Accordingly the capital costs are recovered by targeted rates and user charges levied on those who use the service. Borrowing may be used to fund capital projects with the financing cost recovered through targeted rates and user charges.

Period in which the benefits are expected to occur
Benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The generator of waste creates the need for collection and disposal services.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, through enabling reuse of resources, reducing environmental impacts and reducing public health risks. As users benefit from the activity and cause the need for the activity, it is appropriate to recover the cost of the activity through a mix of targeted rates and user charges.

Funding source and proportion

Activity	Operating	Capital
Refuse collection	Targeted rates: High Reserves: May be used	Targeted rates: High Reserves: May be used
Refuse recycling	Targeted rates: High Reserves: May be used	Targeted rates: High Reserves: May be used
Refuse disposal (through resource recovery centre)	User charges: High Reserves: May be used	User charges: High Borrowing: May be used Reserves: May be used

Five Waters

The availability of water and the safe disposal of wastewater are fundamental to the health and welfare of the Selwyn community. Council manages this through the five waters group of activities group.

The five waters group of activities activity comprises:

1. Community water supplies
2. Land drainage
3. Urban stormwater
4. Water races
5. Community wastewater schemes

The five waters activities provide safe, clean water for households, remove sewage and flood water in a way that protects the health of the population and natural environment. It also provides water for livestock and drains certain land so that it is usable. These services are provided through a number of water based schemes within the district. Water services are interlinked, if not directly, then via natural pathways. This reflects the unique geographical ‘mountains to sea’ layout of Selwyn District. There is a strong connection between these services so the Council’s approach is to manage the 5 Waters activities in a coordinated way.

Water (community water supplies and water races)

These services are provided through separately rated water based schemes within the district.

Why is the Council involved?
The Council is in the best position to respond to the expectations of the communities it serves and to translate these needs into levels of service, which have funding options accompanying them, for public scrutiny and comment. The 5 Waters assets are listed as 'Strategic' in the current LTP for the very reason that failure of these services has a devastating and far-reaching effect on the district.

The Council is well positioned to take a major leadership role in planning and managing the assets and networks that deliver these essential services.

Community outcomes
This activity contributes to the following community outcomes:

- A clean environment
- A rural district
- A healthy community
- A safe place to live, work and play
- A prosperous community

Distribution of benefits

1. Community water supplies
Council considers the beneficiaries of these activities to be the households and commercial operators connected to the supply and the general public.

a. Operating costs
Council recovers operational costs by water meter charges, targeted rates assessed on those who use the service or user charges as appropriate.

b. Capital costs
Capital costs are funded from targeted rates by way of cash reserves accumulated over time and contributions from subdividers. The Council may also use internal loans where an appropriate return on funds can be generated. Internal loans are repaid from targeted rates, user charges and development contributions. External loans may also be raised and repaid in the same manner as internal loans.

Contributions from subdividers are charges applied to land developers for water supply upgrades. New houses in subdivisions create increased demand for these services in the district and therefore land developers are assessed and charged for the growth component of the upgrade costs. The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.

2. Water race systems
The benefits of this activity largely accrue directly to the users, and there is also a broader benefit to the wider community through the amenity and environmental value of the water races.

a. Operating costs
Council recovers operational costs by irrigation charges, targeted rates assessed on those who use the service, and a public good targeted rate.

b. Capital Costs
Capital costs are funded from irrigation charges and targeted rates. The Council may also consider using general reserves (internal loans) where an appropriate return on funds can be generated. Internal loans are repaid from targeted rates, irrigation charges. External loans may also be raised and repaid in the same manner as internal loans.

Period in which the benefits are expected to occur
The benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The people requiring the water are creating the need for the Council to undertake work relating to the availability of water.

Developers add to the demands placed on schemes, which require the Council to undertake new capital works related to growth.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

The benefit of funding water supplies separately from other Council activities is that only those currently or planning to benefit will contribute.

Council applies targeted rates and user charges for accountability and transparency.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, through the provision of public drinking water, provision of urban fire and enabling the economic development of communities. As the main beneficiaries of the activity are users of the various systems the Council considers it appropriate to fund the activities from a mix of targeted rates, user charges and development contributions. The activities of the Selwyn-Waihora Water Zone Committee are to develop water management recommendations for the benefit of the region and are appropriately funded from the general rate.

Funding source and proportion

Activity	Operating	Capital
Community water supplies	User charges: Low Targeted rates: High Reserves: May be used	User charges: Low Targeted rates: Medium/low Development contributions: Medium/high Borrowing: May be used Reserves: May be used
Water races	User charges: Low Targeted rate: High General rate: Low Reserves: May be used	User charges: Low Targeted rate: High Reserves: May be used

Wastewater (community wastewater schemes, stormwater and land drainage)

The safe disposal of wastewater are fundamental to the health and welfare of the Selwyn community. The 5 Waters activities provide safe, clean water for households, remove sewage and flood water in a way that protects the health of the population and natural environment, provides water for livestock and drains certain land so that it is usable. The wastewater activity includes community waste water schemes, stormwater and land drainage.

Why is the Council involved?
The Council is in the best position to respond to the expectations of the communities it serves and to translate these needs into levels of service for public scrutiny and comment. The 5 Waters assets are listed as ‘Strategic’ in the current LTP for the very reason that failure of these services has a devastating and far-reaching effect on the district.

The Council is well positioned to take a major leadership role in planning and managing the assets and networks that deliver these essential services.

Community outcomes
This activity contributes particularly to the following community outcomes:

- A clean environment.
- A rural district.
- A healthy community.
- A safe place to live, work and play.
- A prosperous community.

Distribution of benefits
Council considers the beneficiaries of these activities to be those connected to the community wastewater schemes, or serviced by land drainage and stormwater systems.

a. Operating costs
The benefits of this function relate directly to the users. Accordingly the costs are recovered by targeted rates.

b. Capital costs
Capital costs are funded from targeted rates by way of cash reserves accumulated over time, contributions from subdividers and borrowing. The Council will consider investing general reserves (internal loans) where an appropriate return on funds can be generated. These internal loans are repaid from targeted rates and development contributions. External loans may also be raised and repaid in the same manner as internal loans.

New houses in subdivisions and commercial development also create increased demand for on community wastewater schemes and stormwater system in the district and therefore land developers are assessed and charged for the growth component of the upgrade costs. The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.

Period in which the benefits are expected to occur
The benefits of this function are ongoing.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

People who benefit from the wastewater activity are creating the need for the Council to undertake work to minimise the damage to the district's waterways and environment.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity. The benefit of funding wastewater systems separately from other Council activities is that only those currently or planning to be connected to schemes will contribute.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, through the safe disposal of wastewater. As the main beneficiaries of the activity are those connected to the various community wastewater schemes and serviced by the stormwater and land drainage systems, the Council considers it appropriate to fund the activities from targeted rates plus development contributions. There is some broader community benefit from certain land drainage projects and a portion of this cost is appropriately funded from the general rate.

Funding source and proportion

Activity	Operating	Capital
Community wastewater schemes	Targeted rates: High Reserves: May be used	Targeted rates: Low Development contributions: High Borrowing May be used Reserves and proceeds of land sales: May be used
Stormwater	Targeted rates: High Reserves: May be used	Targeted rates: High Development contributions: Low Borrowing: May be used Reserves: May be used
Land drainage	Targeted rates: High General rate: Low Reserves: May be used	Targeted rates: High Reserves: May be used

Community Facilities

The role of community facilities is to provide and promote a wide variety of services and facilities which make Selwyn District a great place in which to live, work and play. These services and facilities focus on what people have told Council is important and valued by them.

The community facilities group of activities comprises:

1. Library services
2. Reserves
3. Halls and community centres
4. Swimming pools
5. Public toilets
6. Cemeteries

Library Services

District Libraries provide quality services to the community that promote lifelong learning and creative use of leisure. Libraries provide access to information in a variety of formats including books, electronic databases and other media.

Libraries are key facilities to enable people to find out information, have access to reading and educational material, and keep up with news and events in the district.

Why is Council involved?
Libraries strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact. Libraries are an important part of the social fabric for many communities, providing a focal point and contributing to attaining a sustainable community with a sense of identity and belonging.

Community outcomes
This activity contributes particularly to the following community outcomes:

- A community that values its culture and heritage.
- A healthy community.
- An educated community.

Distribution of benefits
Council considers the beneficiaries of this activity to be library users, visitors and also recognises that there is a broader community benefit from free access to information.

The Local Government Act 2002 prohibits the charging of a membership fee for library use. Accordingly the Council sets a uniform targeted library rate and user charges where appropriate to recover the costs of this service. Typically user charges are rental fees for some books and fines for overdue books.

There is a general benefit to all in the district from residents having access to a library system irrespective of their ability to pay.

Period in which the benefits are expected to occur
The existing facilities will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The Council undertakes the activity to ensure that the community has access to a broad range of informational opportunities.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, by providing individuals with recreational and educational opportunities. As this activity brings broad benefit to the community the Council considers it appropriate to fund the activity from a uniform targeted rate assessed on all rating units, plus user charges for some specific services.

Funding source and proportion

Activity	Operating	Capital
Libraries	User charges: Low Targeted rates: High Reserves: May be used	Targeted rates: High Borrowing: may be used Reserves and proceeds of land sales: May be used Grants: Will be used when available

Reserves

Council manages a range of parks, reserves, and open spaces for and on behalf of the community. Easily accessible parks and open spaces provide active recreation, play and social opportunities for both residents and visitors. Council's activities in this area aim to assist in the development of healthy, active, functioning individuals and communities.

Why is Council involved?
Community facilities strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact. Reserves are an important part of the social fabric for many communities, providing a focal point and contributing to attaining a sustainable community with a sense of identity and belonging.

Community outcomes
This activity contributes particularly to the following community outcomes:

- A rural district.
- A healthy community.
- A prosperous community.

Distribution of benefits
Council considers the beneficiaries of this activity to be residents, visitors and sports groups. The Council also recognises that there is a broader public good arising from this activity through to amenity benefit of open spaces.

1. Specific Area Reserves
a. Operating costs
There are a number of recreation reserves provided across the district. The annual costs of operating these reserves are funded by setting a targeted rate at a level that funds the maintenance of the reserves. User charges are charged as appropriate. The public good element of the activity is recognised by funding Council support services to this activity from the general rate. (Support services are the services provided by the Council centrally, including asset management and financial management.)

b. Capital costs
Capital costs are paid for by setting a targeted rate, use of general reserves and through the charging of Development Contributions. Development Contributions are appropriate due to new houses in subdivisions creating increased demand for these services - refer to Council's Development Contribution Policy.

2. District Reserves

a. Operating costs & capital costs
The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate or general reserves. Development Contributions are appropriate due to new houses in subdivisions creating increased demand for these services - refer to Council's Development Contribution Policy.

Period in which the benefits are expected to occur
The reserves provide ongoing benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
Demand by residents and visitors to enjoy access to a wide range of reserves drives the need for this activity.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, in terms of promoting recreation opportunities and activities, and providing social spaces, cultural enrichment and opportunities for residents to be involved in community life. It also provides environmental enhancement while adding distinctive open spaces and infrastructure. As this activity brings benefit to local communities and the broader district the Council considers it appropriate to fund this activity from the general rate, plus some user chargers and development contributions.

Funding source and proportion

Activity	Operating	Capital
Recreation reserves	Targeted rates: Medium/high User charges: Medium/low Reserves: May be used	Targeted rates: Low Development contributions: High Borrowing: May be used Grants: Will be used when available Reserves: May be used
District reserves	General rate: High Reserves: May be used	General rate: Low Development contributions: High Borrowing: May be used Grants: Will be used when available Reserves: May be used
Support services for specific area reserves and district reserves	General rate: High	General rate: High

Halls & Community centres

Halls and community centres provide social venues to enable people to meet and keep up with news and events in the district.

Why is Council involved?
Halls and community centres strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact. Halls and community centres are an important part of the social fabric for many communities, providing a focal point and contributing to attaining a sustainable community with a sense of identity and belonging.

Community outcomes
This activity contributes to the following community outcomes:

- A rural district.
- A healthy community.

Distribution of benefits
Council considers the beneficiaries of this activity to be residents, visitors and community groups.

a. Operating costs
There are a number of hall and community centres provided across the district. The annual costs of operating these halls and community centres is funded by setting a targeted rate at a level that funds the maintenance of the halls and community centres. User charges are charged as appropriate. The public good element of the activity is recognised by funding Council support services to this activity from the general rate. (Support services are the services provided by the Council centrally, including asset management and financial management.)

b. Capital costs
Capital costs are paid for by setting a targeted rate, use of general reserves and through the charging of Development Contributions. Development Contributions may be appropriate due to new houses in subdivisions creating increased demand for these services where they are associated with the use of a reserve - refer to Council's Development Contribution Policy.

Period in which the benefits are expected to occur
Halls and community centres will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
Council undertakes the activity to allow residents and visitors to enjoy access to a wide range of reserves, cultural and social activities.

The costs and benefits of funding the activity distinctly from other activities
The benefit of funding community buildings distinctly is that it enables local communities to be involved in decisions about their local facilities.

Council has the appropriate systems in place to separately identify the charges and costs of this activity. For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, in terms of promoting recreation opportunities and activities, and providing social spaces, cultural enrichment and opportunities for residents to be involved in community life. It also provides environmental enhancement while adding distinctive open spaces and infrastructure. As this activity brings benefit to local communities and the broader district the Council considers it appropriate to fund this activity from a mix of targeted rates and the general rate, plus some user charges and development contributions.

Funding source and proportion

Activity	Operating	Capital
Halls & community centres	Targeted rates: Medium/high User charges: Medium/low Reserves: May be used	Targeted rates: Medium/high Development contributions: Medium/low Borrowing: May be used Grants: Will be used when available Reserves: May be used
Support services for halls & community centres	General rate: High	General rate: High

Swimming pools

The network of community swimming pools and an indoor swimming complex, provide recreation, health and social opportunities for residents and visitors as well as life skills such as learning to swim.

The district pool operates all year round and is a covered facility. It includes a pool which allows for the serious swimmer to exercise for either fitness or health reasons and also include a pool for family activities.

Community swimming pools are generally only open during the summer season and are in most situations not covered by a building.

Why is Council Involved?

Swimming pools strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact and develop a sense of common purpose and are an important part of the social fabric for many communities. They also promote community safety through the provision of learn to swim programmes.

Community outcomes

This activity contributes to the following community outcome:

- A healthy community
- A safe place to live, work and play

Distribution of benefits

The benefits of this activity are to those that use the facilities but are available to all residents and visitors, with the local community closest to swimming facilities benefitting the most. There is also a broader public good from the provision of learn to swim programmes.

a. Operating costs

Council has determined that approximately 50% of the annual operating costs of the community swimming pools are funded from the general rate reflecting the broad community benefit gained from the provision of a number of swimming facilities across the district. The remaining approximately 50% is funded via admission fees charged to users of the pool and the swimming pools targeted rate. The operating cost of the district swimming pools (the Selwyn Aquatic Centre) is funded from a mix of user charges and the swimming pools targeted rate. The targeted rate varies between three geographical areas based on the availability of swimming pool facilities.

The swimming pools targeted rate also funds annual operating grants that the Council may make to school pools.

The broader public good associated with the provision of swimming pools is also recognised by funding the cost of support services to this activity through the general rate. (Support services are the services provided by the Council centrally, including asset management and financial management.)

b. Capital costs

Council funds all the capital requirements from a district-wide swimming pools targeted rate. The targeted rate varies between three geographical areas based on the availability of swimming pool facilities. Capital costs may also be funded by grants.

Period in which the benefits are expected to occur
The facilities will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The desire of residents and visitors to enjoy access to swimming pools creates the need for this activity.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, in terms of recreation opportunities and activities. As the activity benefits the community as a whole, as well as users of the facilities, the Council has determined that the activity should be funded from a mix of targeted user charge and the general rate. The targeted rate varies across the district depending on proximity to the swimming pools.

Funding source and proportion

Activity	Operating	Capital
Community swimming pools, including grants to school pools	User charges: Low Targeted rate: Medium/low General rate: Medium Reserves: May be used	Targeted rate: High Grants: Will be used when available Reserves: May be used
District swimming pools	User charges: Medium Targeted rate: Medium Reserves: May be used	User charges: Medium Targeted rate: Medium Borrowing: May be used Grants: Will be used when available Reserves: May be used
Support services for community and district swimming pools	General rate: High	General rate: High

Public toilets

Public toilets are necessary services for visitors and residents alike, when they visit towns or enjoy facilities away from their homes.

Why is Council Involved?
The Council provides public toilets to meet public health responsibilities, service township business precincts and tourist routes and therefore supports the district's economic interests.

Community outcomes
This activity contributes to the following community outcomes:

- A prosperous community.
- A clean environment.
- A healthy community.

Distribution of benefits
The benefits of this function apply to all district residents but also to the travelling public. Because of the general public good, the costs are funded by the general rate. It is not practical to charge users for this function at many public toilet locations.

Period in which the benefits are expected to occur
The facilities will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The demand by residents and visitors for this service creates the need to undertake this activity.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, by providing for adequate public convenience within the wider community. All benefit from the provision of accessible, safe and sanitary conveniences and as a result the Council has determined that this activity will be funded predominantly by the general rate.

Funding source and proportion

Activity	Operating	Capital
Public toilets	General rate: High Donations: Low	General rate: High Donations: Low

Cemeteries

A network of cemeteries is provided to meet the district's burial and remembrance needs.

Why is Council involved?
Provision of cemeteries is necessary to meet the burial and remembrance needs of residents and has an important role in preserving the district's social history.

Community outcomes
This activity contributes particularly to the following community outcome:

- A healthy community.

Distribution of benefits
Users benefit from this activity by having access to a plot indefinitely. Accordingly approximately 50% of the costs are funded from plot fees and internment charges. The balance of the costs is funded from the general rate reflecting the amenity benefit that a cemetery provides from the provision of open space.

Period in which the benefits are expected to occur
Cemeteries will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The entire community creates the need for cemeteries and related services including families & genealogists researching cemetery records.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, by providing for adequate cemeteries. The Council has determined that the activity should be funded from a mix of user charges and the general rate to reflect the benefit to both individual members of the community and the community as a whole.

Funding source and proportion

Activity	Operating	Capital
Cemeteries	User charges: Medium General rate: Medium	User charges: Medium General rate: Medium

Community Services

The role of community services is to provide and promote a wide variety of services and facilities which make Selwyn District a great place in which to live, work and play. These services and facilities focus on what people have told us is important to, and valued by them.

The community services group of activities comprises:

1. Community development
2. Economic development
3. Civil defence

Community Development
The Council's community development unit exists to provide the community with information and assistance that will allow them to improve their lifestyle by gaining access to government and social services.

Why is Council involved?
Council is involved in this activity to further develop the social aspects of living within the Selwyn District

Community outcomes
This activity contributes particularly to the following community outcomes:

- A prosperous community.
- A community that values its culture and heritage.
- An educated community.
- A safe place to live, work and play.

Distribution of benefits
All residents in the district benefit from a community that is well informed about its social opportunities. Accordingly, this activity is considered a public benefit and is funded from the general rate or general funds.

When available the Council will seek external funding for community development.

Period in which the benefits are expected to occur
Benefits of this activity are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The demand for the benefits to the district from this activity in itself creates the need.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, in terms of promoting cultural enrichment and opportunities for residents to be involved in community life and it is therefore appropriate to fund this activity from the general rate.

Funding source and proportion

Activity	Operating	Capital
Community development	General rate: High Grants: Low Grants: Will be used when available	General rate: High Grants: Low Grants: Will be used when available

Economic development

The Council's economic development unit aims to assist businesses by providing information that will allow both parties to make decisions so that businesses in the district can be successful.

Why is Council involved?
A robust local economy is an important element of people's quality of life. A strong economy provides income and jobs, which influences people's ability to participate in, and contribute to, the community's wellbeing.

Community outcomes
This activity contributes particularly to the following community outcomes:

- A prosperous community.

Distribution of benefits
The Council's economic development unit aims to assist businesses and the Council by providing information that will allow both parties to make decisions so that businesses in the district can be successful. All residents in the district benefit from successful businesses. Accordingly this is a public benefit and is funded from the general rate.

When available the Council will seek external funding for economic development.

Period in which the benefits are expected to occur
The benefits arising from economic development activities may occur beyond the period in which the expenditure occurs.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
For Selwyn to develop and maintain a strong economy there is an ongoing need for economic development

The costs and benefits of funding the activity distinctly from other activities
For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, by facilitating district wide business opportunities. Although this activity benefits business, charging business for Council economic development activity is not practicable and would act as a disincentive and therefore it is appropriate to fund this activity from the general rate in recognition of the community benefit arising from economic growth.

Funding source and proportion

Activity	Operating	Capital
Economic development	General rate: High Grants: Low General reserves: Low Grants: Will be used when available	General rate: High Grants: Low General reserves: Low Grants: Will be used when available

Civil Defence

Civil defence help ensure people and properties are safe in an emergency.

Why is Council involved?
Council undertakes civil defence responsibilities as required by the Civil Defence Emergency Management Act 2002.

Community outcomes
This activity contributes particularly to the following community outcome:

- We are safe at home and in the community.

Distribution of benefits
Civil Defence activities are considered to provide public benefits received by the community as a whole; so the costs are recovered from the general rate.

Period in which the benefits are expected to occur
This activity will provide ongoing benefit to the Community by assisting the development of a safe community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The need for this activity is created by statutory requirements and the community's desire for an action plan in the event of a natural disaster.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community by undertaking operations that help protect the community and the environment by maintaining readiness to respond to adverse events. As the community as a whole benefits from this activity it is appropriate to fund the activity from the general rate.

Funding source and proportion

Activity	Operating	Capital
Civil Defence	General rate: High	General rate: High

Democracy

Governance & Community Board

This activity group covers the costs associated with the Council's democratic process. This includes Councillor and Community Board members' remuneration and the cost of providing them with professional advice and support, as well as the cost of organising elections every three years. It also covers certain grants made by the Council and a levy imposed by statute for the benefit of the Canterbury Museum.

Why is Council Involved?
The Council, as a creation of statute and elected by its residents, needs to have a structure which allows the communities' requirements to be identified and provided for by those individuals who are elected to office.

Community outcomes
For many of the community outcomes, the Council has an advocacy role with government departments and other organisations.

The Council will ensure that it takes every practical opportunity to undertake this role to achieve the community outcomes whether it is through formal meetings, submissions or informal gatherings at elected member or staff level to the appropriate organisations.

Distribution of benefits
The Governance process provides a benefit to the community as a whole. The democratic process and decisions affect individuals and properties within the community; hence 100% of the cost is recovered by way of the general rate.

Community Board benefit primarily the people living within the areas covered by these boards. In line with Council's policy of charging by targeted rate those that directly benefit from a service, Community Board are funded by a targeted rate.

Period in which the benefits are expected to occur
The benefits will occur in the year in which expenditure is made to ensure the people of the district are adequately represented, informed and consulted.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
The need for this activity is driven by statutory requirements that allow the entire community to be involved in Council decisions.

The costs and benefits of funding the activity distinctly from other activities
Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural wellbeing of the community
This activity group has a significant positive impact on the social, economic, cultural and environmental wellbeing of the community, in terms of providing effective decision-making and leadership for the community, and through effective public information and providing opportunities for public input into Council decision-making processes. It is appropriate to fund the Mayor and Council from the general rate in recognition of the broad community benefit arising from this activity. As only one of the Council's four wards has a Community Board, it is appropriate that this activity is funded from targeted rates set for those two wards.

Funding source and proportion

Activity	Operating	Capital
Mayor, District Council	General rate: High	General rate: High
Community Board	Targeted rates: High Reserves: May be used	Targeted rates: High Reserves: May be used

DEVELOPMENT CONTRIBUTIONS POLICY

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1. INTRODUCTION

Please note:
*The Council will adjust all development contributions annually as at 1 July by the Producer Price Index Outputs for Construction (**PPI**) as at the previous 31 December based on the Statistics New Zealand information released in the following January as set out in paragraph 3.15 below. PPI information can be found by visiting the Statistics New Zealand website, www.stats.govt.nz.*

The Selwyn District (the **District**) has experienced strong population growth since the early 1990s. -.

In order to ensure that the projected population growth does not adversely affect existing and new residents of the District, the Council will need to undertake a number of infrastructural developments.

Territorial authorities may require contributions to the cost of new or additional assets or assets of increased capacity required as a consequence of developments in the District under the Local Government Act 2002 (the **Act**) in the form of development contributions and the Resource Management Act 1991 in the form of financial contributions. A territorial authority cannot require development contributions under the Act for the same purpose for which it has required financial contributions under the Resource Management Act.

The Council has decided that development contributions are an appropriate tool to fund some of the capital expenditure incurred in providing new or additional assets or assets of increased capacity required to provide appropriately for reserves and network infrastructure in the District.

1.1. Legislative requirements and powers

Section 102(2)(d) of the Act requires the Council to have a policy on development contributions or financial contributions as a part of its Funding and Financial Policies. Part 8, Subpart 5 of the Act gives territorial authorities the power to require development contributions.

1.1.1. Purpose of Development Contributions

The purpose of development contributions is to enable territorial authorities to recover from those persons undertaking development a fair, equitable, and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term. Council has complied with the purpose of the Act in preparing this policy.

1.2.1. Principles of Development Contributions

Council has adhered to the principles in section 197AB of the Act when preparing this development contributions policy.

1.3. When is a development contribution required?

Except as provided in paragraph 1.4, a development contribution may be required if:

- the subdivision, building, land use, or work generates a demand for reserves, network infrastructure, or community infrastructure; and
- the effect of that development requires the Council to construct new or additional assets or assets of increased capacity for any network infrastructure, reserves or community infrastructure; and
- as a consequence, the Council has incurred or will incur capital expenditure to provide appropriately for network infrastructure, reserves and community infrastructure.

The effect of development in terms of the impact on assets includes the cumulative effect that a development may have in combination with another development. A Development Contributions Policy also enables the Council to require a development contribution that is used to pay, in full or in part, for capital expenditure already incurred by the Council in anticipation of development.

1.4. Limitations to the application of development contributions

The Council will not require a development contribution for network infrastructure, reserves or community infrastructure in the following cases:

- where it has, under section 108(2)(a) of the Resource Management Act, imposed a condition on a resource consent requiring that a financial contribution be made in relation to the same development for the same purpose; or
- where the developer will fund or otherwise provide for the same reserve, network infrastructure, or community facilities; or
- where it has received or will receive funding from a third party for the same purpose.

2. OVERVIEW OF CALCULATION METHODOLOGY

Development contributions are calculated in accordance with the methodology outlined below. Details of the calculation for each development contribution is available from Council for public inspection at:

- Selwyn District Council Headquarters. 2 Norman Kirk Drive Rolleston.

The current Development Contributions methodology applies to Water, Sewerage, Stormwater, Roading, Outline Development Plan areas and Reserves.

2.1. Calculation approach

The calculation approach is to:

- identify the total cost of capital expenditure identified in the LTP, or identified under clause 1(2) of Schedule 13 of the Act that the local authority expects to incur to meet the increased demand for community facilities resulting from growth (**CAPEX**);
- multiply the CAPEX by the proportion of the CAPEX that the Council has determined (after conducting its section 101(3) consideration) should be funded by development contributions within the analysis period (**DC FUNDED CAPEX**); and
- divide the DC FUNDED CAPEX by the number of new household unit equivalents (**HUE**s) (as the selected unit of demand – see discussion in paragraph 3.14 below) which the Council has projected the **CAPEX** will fund within the analysis period (**Analysis Period**).

This can be represented by the following formula.

$$\text{Development contribution (per HUE)} = \frac{\text{DC FUNDED CAPEX}}{\text{Sum of projected new HUEs in analysis period}}$$

While capital expenditure will predominantly be for work within the 10 years of the LTP, some expenditure outside the 10 years as well as previously incurred expenditure may also be included. Where expenditure is included outside the LTP period this will be separately disclosed within this policy.

2.2. Significant Assumptions

Section 201(1) (b) of the LGA 2002 requires the policy to set out the significant assumptions underlying the calculation of the schedule to the development contributions policy, including an estimate of the potential effects if there is a significant level of uncertainty as to the scope and nature of the effects.

The following are the significant assumptions underlying the policy:

Assumption Area	Significant Assumption	Estimate of potential effects	Level of uncertainty
Population Change	The Council has adopted population projections which projects the growth in the District until 2051 based on the Selwyn Capacity for Growth Model . These population projections are used as the basis for establishing the likely future population of the District and the number of projected new household unit equivalents for the purposes of the financial model. Information on the projections can be found on the Council's website.	The Council has based its plans for the management and expansion of its infrastructure on the population projections. Should growth occur at different rates, it can respond by accelerating, delaying or revising planned capital works. The level of revenue from development contributions will vary from that forecast if actual growth differs from the projections, but any variation will tend to mirror the need for capital expenditure, thereby mitigating the risk to the Council of any shortfall.	Moderate
Borrowing Costs	The cost of interest incurred as a financing cost until development contributions are received to fund Council investment in infrastructure to meet the increased demand for community facilities resulting from growth is included as part of the total cost of capital expenditure for the purposes of calculating CAPEX. The interest rate used for the 2021-2031 LTP is assumed to be 2.5% and the average interest rate for the 2021-51 period is assumed to be 3.5%.	If borrowing costs are greater than those assumed, the Council may need to increase development contribution charges, rates or reduce expenditure. Conversely, lower borrowing costs may mean development contributions are lower than they would otherwise have been.	Moderate
Return on investments	It is assumed that the Council's cash investments will generate an average return of 1.5% p.a.	If investments returns are lower than those assumed, the Council may need to increase development contribution charges, rates or reduce expenditure. Conversely, higher investment returns mean development contributions may be lower than they would otherwise have been.	Moderate
Funding of capital expenditure	Development Contributions will remain available to fund network infrastructure commensurate with growth forecasts.	If Development Contributions are less than assumed, the Council may need to increase its rates to cover any shortfall or delay upgrade works.	Moderate

Inflation	The level of prices is assumed to increase over the period of the Long Term Plan for each activity area as forecast by BERL. The level of increase assumed is set out in the Long Term Plan. The assumed increases include general prices, pay costs and construction costs.	Should the price level change differ from those assumed, expenditure, capital costs and revenues may differ from those forecast. The Council mitigates this risk by reviewing its Development Contributions Policy every three years.	Moderate
Timing and level of capital expenditure	The Long Term Plan assumes that the timing and cost of capital projects and associated operating costs are as determined through the Council's activity management planning process.	If projects do not occur as planned, capital expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will reflect the impact of any change in its review of the Development Contributions Policy every three years.	High
NZTA revenue	It is assumed that the level of financial assistance received from NZTA for eligible roading and transport activities will remain at 51% for the 2021-31 period. Works associated with nationally and regionally significant state highway projects will be fully funded by NZTA funding (e.g. Southern Motorway further extensions). Funding Assistance for large Capital transport works would be achieved on a case by case basis through a Business Case approach with NZTA. Some capital projects could attract a Targeted Enhanced Financial Assistance Rate (TEFAR) on a case basis by the NZTA. NLTP Funding is provided by the NZTA in 3 year periods and that the following 7 years will be funded in a similar manner.	The Council will assess the availability of NZTA funds as part of the annual budget process and if funds are not available, it may revise its roading and transport programme that is set out in the Long Term Plan and will update the Schedule of Assets to reflect any changes.	Moderate

2.3. Capital expenditure the Council expects to incur to meet increased demand for community facilities resulting from growth and schedule of development contributions

Table 1 below:

- summarises the total cost of capital expenditure identified in the LTP, or identified under clause 1(2) of Schedule 13 of the Act that the Council expects to incur to meet the increased demand for community facilities resulting from growth;
- states the proportion of that total cost of capital expenditure the Council has determined (after considering the section 101(3) factors as set out in paragraph 2.4 below) will be funded by:
    - development contributions: and
    - other sources.

None of the cost of the capital expenditure identified in the table will be funded by financial contributions and the proportion funded from this source is therefore zero.

The development contribution amounts are exclusive of GST and GST will need to be added to amount specified in Table 1. Where the Table 1 refers to 'various' under the % of total cost funded from Development Contributions, more information is provided in Appendix 1.

Table 1 Summary of capital expenditure and schedule of development contributions

	Net Expenditure incurred pre 2021 $	Expenditure planned 2021-2031 $	Expenditure post 2031 $	Total Cost $	% of total cost funded from Development Contribution %	% funded from other sources %	Total amount of funding to be sought by Development Contributions $	Development Contribution per HUE (plus GST) $
Water								
Prebbleton	814,442	3,129,501	-	3,943,943	100%	0%	3,943,943	$ 4,053
Rolleston	171,093	11,312,009	-	11,483,102	100%	0%	11,483,102	$ 2,037
Southbridge	22,962	182,081	-	205,043	100%	0%	205,043	$ 2,576
Lincoln	1,381,143	3,607,495	-	4,988,638	96%	4%	4,776,256	$ 2,440
Darfield	1,396,166	1,895,261	-	3,291,427	91%	9%	2,991,432	$ 7,060
Kirwee	201,176	357,257	-	558,433	100%	0%	558,433	$ 5,302
Leeston	272,446	1,435,277	-	1,707,723	96%	4%	1,647,723	$ 4,670
West Melton	142,331	1,330,880	-	1,473,211	55%	45%	809,759	$ 4,124
Sewerage								
Tai Tapu *	-	-	-	-	0%	0%		$ -
Selwyn Sewerage Scheme	19,365,800	83,736,223	134,787,731	237,889,754	79%	21%	188,670,364	$ 4,809
*Tai Tapu wastewater at capacity, options for providing capacity and charges to be assessed on application								
Stormwater								
Lincoln	2,128,026	220,305	-	2,348,332	100%	0%	2,348,332	$ 5,664
Transportation-Roading								
Eastern Selwyn Development Area	(9,713,039)	91,807,102	43,864,736	125,958,799	various	various	14,461,310	$ 1,204
Rest of District (costs included in line above)	-	-	-	-	various	various	1,869,935	$ 570
Lincoln ODP4	2,517,739	266,665	-	2,784,404	100%	0	2,784,404	$ 10,092
Broadlands Drive - Section 2 Title Plan SO494531	1,180,584				18%	82%	365,500	$ 365,500
Lowes Road ODP TOTAL AREA	1,812,871	-	-	1,812,871	100%		1,812,871	
Lowes Road ODP Area: North High	0	-	-	-	-	-		$ 22,577
Lowes Road ODP Area: North Medium	-	-	-	-	-	-		$ 15,843
Lowes Road ODP Area: North Low	-	-	-	-	-	-		$ 5,132
Lowes Road ODP Area: Fairhurst High	-	-	-	-	-	-		$ 21,860
Lowes Road ODP Area: Fairhurst Low	-	-	-	-	-	-		$ 8,280
Lowes Road ODP Area: Jozecom High	-	-	-	-	-	-		$ 20,314
Lowes Road ODP Area: Jozecom Low	-	-	-	-	-	-		$ 10,047
Reserves								
Ellesmere Ward	(741,892)	9,809,264	-	9,067,372	various	various	3,827,360	$ 6,886
Selwyn Central	(11,226,743)	59,936,579	-	48,709,836	various	various	39,387,655	$ 9,565
Malvern	(1,341,496)	9,379,326	-	8,037,830	various	various	3,993,561	$ 3,489
Springs	(11,068,876)	44,768,778	-	33,699,902	various	various	26,159,985	$ 10,244
Total	**(2,685,267)**	**323,174,003**	**178,652,467**	**497,960,619**			**312,096,967**	

For all development contributions required in this schedule, all or any of the following events will give rise to the requirement for a development contribution
A resource consent, a building consent, granting a certificate of acceptance or authorisation for a service connection (see paragraph 3.1)

2.4. Section 101(3) consideration

How the Council determines the appropriate funding sources to meet the expected total capital cost of capital expenditure identified in paragraph 2.3 above.

Section 101(3) of the Act requires that the following be considered:

The funding needs of the local authority must be met from those sources that the local authority determines to be appropriate, following consideration of:

(a) in relation to each activity to be funded,–

(i) the community outcomes to which the activity primarily contributes; and
(ii) the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and
(iii) the period in or over which those benefits are expected to occur; and
(iv) the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and
(v) the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and

(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.

The Council has followed the four steps outlined below in making the above assessment.

Step 1 - Considering community outcomes (section 101(3)(a)(i))

Community outcomes are as identified in the Introduction section to the LTP. For the purposes of this policy, activities have been grouped into:

- water supply, sewerage and stormwater;
- transportation - roading;
- reserves; and
- Outline Development Plan Areas.

This policy has been established to support these activities and help deliver the community outcomes to which each group of activities contributes as shown below:

Table 2: contributions to community outcomes

Community outcome	Stormwater, water and sewerage	Roading	Reserves	Outline Development Plan Areas
A clean environment	√	√		√
A rural district			√	
A healthy community	√	√	√	√
A safe place in which to live, work and play	√	√	√	√
An educated community				
A prosperous community	√	√		√
An accessible district		√		√
A community which values its culture and heritage			√	

Step 2 – Benefits and Causation

The questions the Council considers under section 101(3)(a) of the Act include:

- who benefits from the community facilities (section 101(3)(a)(ii));
- the period over what those benefits occur (section 101(3)(a)(iii)); and
- who creates the need for the community facilities (section 101(3)(a)(iv)).

Within the framework of the Council's activities, and how the activities contribute to community outcomes, the Council develops a programme of infrastructural capital works and reserves purchases.

For each of the individual capital projects included in the programme, the Council assesses who created the need for that project, who will benefit from the asset that it creates and how long that benefit will last.

The Council has:

- estimated the extent of growth within the District, translated this estimated growth into an expected number of developments; and
- identified the capital expenditure necessary to meet the needs of the growth community,

and these matters are summarised in Table 1.

Where the existing capacity of community facilities is insufficient to provide the levels of service to new residential and non-residential users specified by the Council in the LTP, those new users (the growth community) create the need for new community facilities which requires the Council to incur capital expenditure.

The Council also recognises that there may be capital expenditure necessary to increase the level of service for all, due to:

- ratepayers who want increased levels of service;
- obligations on the Council to raise the levels of service to meet resource consent or statutory obligations and conditions; and
- visitors to the District using the facilities.

The allocation of the benefits and the costs take these other factors into account.

For each of the individual projects that require capital expenditure to cater for growth, the Council makes a judgment about whether the asset being created will benefit the existing community or the growth community, or both of those groups. In making this judgment, the Council will consider a number of factors, including:

- the existing levels of comparable service derived from existing community facilities;
- the ongoing costs (such as operating costs, depreciation and any other relevant costs) of receiving the service from existing community facilities and the community facilities to be constructed as part of a relevant project – ongoing costs are not capital expenditure and might be considered in the nature of a "negative benefit";
- the extent to which the relevant project will provide:
  - i. an increased level of service; or
  - ii. a new service.

For each individual project that requires capital expenditure, the Council determines the length of time over which the asset created by that expenditure will provide a benefit to the community.

Step 3 – Costs and benefits of funding the activity distinctly from other activities

On an activity by activity basis, the Council considers the costs and benefits of funding each activity distinctly from other activities. The benefits of additional community infrastructure capacity generally accrue to the improved or new properties generating demand for that capacity. The Council considers that the use of development contributions to fund the cost of growth in community facilities, in proportion to the benefit received by the growth community, provides the benefits of greater transparency, greater accountability and intergenerational equity. These benefits exceed the cost of using development contributions as a separate and distinct funding source.

Step 4 – Overall impact on well-being of community

Finally, the Council considers how funding each activity will impact on the wellbeing of the community. In general, the Council believes that the majority of the cost of assets being created or enhanced for the growth community should be paid for by the growth community through development contributions. Failing to fund growth in this manner would impose an unfair burden on the economic wellbeing of the existing ratepayer community.

Further section 101(3) analysis for each of the following types of community facilities is set out below as follows:

Community Infrastructure	Paragraph
Water and Sewerage	4.1
Stormwater	5.1
Transportation – Roading	6.1
Reserves	7.1
Rolleston Lowes Road ODP	8.1.1
Lincoln ODP 4	8.2.1

2.5. Development contribution calculation

Having calculated the DC FUNDED CAPEX for each activity for which a development contribution is to be collected as set out in Table 1 above, it is then necessary to divide that sum by the number of HUEs which the Council has projected for the life of the asset or assets which the CAPEX will fund to determine the development contribution payable in each case. This working and the resulting development contributions are set out in Table 1 above.

2.6. Dominant underlying activity

The Council's development contributions are based on the predominant activity of the development being for residential. The Council will assess the demand for new or additional assets or assets of increased capacity by development of industrial, business and other activities (this policy will refer to all such developments as "non-residential") by converting such demand into equivalent residential units of demand as set out in paragraph 3.14.

2.7. When a contribution may be taken

While development contributions will generally apply where new units of demand are created at the subdivision consent stage, the Council may apply contributions at the building consent, service connection or certificate of acceptance stage on residential and rural development where additional units of demand are created in the absence of subdivision. The Council's experience is that occasionally units of demand are created by an additional household unit on land already subdivided.

In such cases, as a matter of equity, the Council will assess and seek the appropriate development contribution at the building consent stage. If additional units of demand are created in the absence of subdivision or outside of the building consent stage the Council will require a development contribution at service connection or certificate of acceptance stage.

2.8. Policy commencement date

Any resource consent, building consent or service connection application received on or after the date the 2021/2031 Selwyn LTP is adopted by the Council, will be subject to a development contributions charge under this policy. Consent applications received prior to the 2021/2031 Selwyn LTP being adopted will be subject to contributions payable under the policy that was in place at the time the application was received.

2.9. Units of demand

As discussed in more detail in paragraph 3.14 below, the Council has selected household unit equivalents (**HUEs**) as the appropriate unit of demand for new or additional assets or assets of increased capacity for the purposes of assessing the impact of growth. Table 3.1 sets out the conversion factor applied to assess non-residential types of development into HUEs for the purposes of calculating development contributions.

2.10. Capital expenditure previously incurred

Development contributions will also be required from development to meet the cost of capital expenditure already incurred in anticipation of development, where the Council has assessed it appropriate and reasonable to do so.

2.11. Best available knowledge

Development contributions are based on capital budgets from Council Activity Management Plans which are subsequently incorporated within Council's LTP as well as previously incurred capital expenditure. The capital expenditure budgets and projected estimates of future asset works are based on the best available knowledge at the time of preparation.

2.12. Planning Horizon

Depending on the activity being funded a planning horizon of between 10 and 30 years is being used as a basis for forecasting growth and applying a development contribution. This is consistent with the Council's activity management planning horizons. The Council will amend the planning horizons where it has information that is appropriate to do so.

2.13. Capacity Life

Council in determining the development contribution payable has taken into account the capacity life of the assets being provided. This means in practice that where an asset will provide capacity for growth outside the 10 years of the LTP this additional capacity will be matched with the HUE's created outside the 10 year period. Conversely should

the capacity life be less than the 10 years of the LTP the HUE's created will match this capacity life.

2.14. Interest costs

Interest is included in the calculation of the development contribution payable using a cash flow model that takes into account the timing of forecast capital expenditure and anticipated revenue from development contributions on a year by year basis. If the model shows a credit balance at the end of a financial year an interest credit is made in the model.

2.15. The Council's use of development contributions

The Council will use development contributions only on the activity for which they are collected. This will be undertaken on an aggregated project basis for each of the activities.

Where the Council anticipates funding from a third party for any part of the growth component of the capital expenditure budget, then this proportion is excluded from the total estimated growth component to be funded by development contributions. Similarly third party funding received for capital expenditure the Council has incurred in anticipation of development has also been excluded from figures.

2.16. Review

It is anticipated that this policy will be updated on a three yearly basis or at shorter intervals if the Council deems it necessary. Any review of policy will take account of:

- any changes to significant assumptions underlying this policy;
- any changes in the capital development works programme for growth;
- any changes in the pattern and distribution of development and growth in the District;
- any changes that reflect new or significant modelling of the networks;
- the regular reviews of Revenue and Financial Policies, and the LTP;
- any changes that the Council needs to implement from changes to its District Plan; and
- any other matters the Council considers relevant, including amendments to legislation and regulations.

3. ADMINISTRATION OF DEVELOPMENT CONTRIBUTIONS

3.1. Trigger for requiring a development contribution

Under section 198 of the Act, the Council may require payment of a development contribution upon the granting of:

- a resource consent;
- a building consent;
- granting a certificate of acceptance under the Building Act 2004; or
- an authorisation for a service connection.

3.2. Initial Development Contribution Assessment

The purpose of the initial development contribution assessment (**Initial Development Contribution Assessment**) is to:

- determine if a development contribution is required (see paragraph 1.3); and
- if a development contribution is payable, calculate the amount payable.

The Initial Development Contribution Assessment will be conducted on application for a resource or building consent (including a subdivision consent) or service connection authorisation. The assessment will be undertaken using the development contributions policy which is in force at the time of application.

3.3. Invoicing and Payment

Development contributions will be invoiced by the Council prior to, and must be paid before, the grant or issue of the relevant:

- certificate under section 224(c) of the Resource Management Act 1991;
- code compliance certificate under section 95 of the Building Act 2004;
- certificate of acceptance under section 99 of the Building Act 2004; or
- a service connection to the development.

The development contributions invoiced will, as a general rule, correspond with the development contributions assessed during the Initial Development Contribution Assessment (see paragraph 3.2). However, in certain circumstances, the Council will reassess the development contributions due prior to invoicing (see paragraph 3.4).

Council will not generally grant or issue any of the relevant consents, certificates or authorisations (as prescribed in section 208 of the Act) until full payment of development contributions is received.

Payment of development contributions is due within 20 working days from the date of invoice. If payment is not made within 20 working days of the date of invoice:

- the Council may elect to exercise the powers outlined in section 208 of the Act; and
- the amount due will be treated as an overdue debt owed to the Council (see paragraph 3.6).

3.4. Reassessment of development contributions

Development contributions will be reassessed by Council:

- if the time between the Initial Development Contribution Assessment and time at which the Council would normally invoice for those development contributions (as determined in accordance with paragraph 3.3) is more than 24 months; and/or
- where there are changes in scale or intensity of the development.

Any reassessment of development contributions will be completed in accordance with:

- the development contributions policy (including its methodologies and schedules) in force at the time the original application for a resource consent, building consent or service authorisation was submitted; and
- any PPI indexing (see paragraph 3.15) applicable to those development contributions between the time of the original application and the time of payment.

3.5. Postponement of the payment of contributions

The Council will not normally permit postponed payment of development contributions and will only consider the postponement of payment of development contributions where:

- the development contributions relate to a subdivision consent; and
- the Council considers that the proposed development will have wider benefits for the community or the Selwyn District as a whole (as opposed to only benefitting the developer and/or persons purchasing subdivided allotments in the development).

Any decision to postpone payment is at the entire discretion of the Council and will be conditional on the payment of the GST portion of the invoice (raised in accordance with paragraph 3.3) by a specified date.

Where the Council agrees to allow the postponement of the payment of a development contribution, the Council will, in addition to its powers under section 208(1)(d) of the Act, require an encumbrance be registered against the certificates of title for each allotment in the subdivision.

Terms of any agreed postponement will also likely include requirements that:

- the developer pay interest at a rate determined by the Council on any outstanding development contributions;
- the development contribution is paid by a specified date; and
- the developer pay the Council's reasonable legal and administrative costs.

3.6. Recovery of development Contributions

Council may initiate debt recovery proceedings for unpaid development contributions that:

- are not paid by the due date stipulated on the invoice; or
- in the case a postponed payment of development contributions, are not paid by the specified date.

Council may also seek to recover all reasonable costs incurred in recovery proceedings and interest on the outstanding development contributions at the 90 day bank bill rate plus 5% per annum.

All interest recovered by the Council in respect of postponed or overdue development contributions will be paid to the relevant development contributions account and spent on the relevant community facilities.

3.7. Changes in scale or intensity

Under section 200(4) of the Act, the Council may require a further development contribution for the same purpose if the scale and/or intensity of the development increases since the original contribution.

3.8. Remissions

A developer may request a remission of a development contribution required on a development. The Council will consider requests for remissions on a case-by-case basis.

Remission (in whole or in part) of development contributions may be allowed where:

- features of the developer's development, on their own or cumulatively with those of other developments, substantially reduce the impact of the development on requirements for community facilities in the District, or
- the development contributions applicable to a particular development are manifestly excessive in that the cost of the new or additional assets or assets of increased capacity required by the development is demonstrably less than the development contribution which would otherwise be required by this policy.

3.9. Refunds

In accordance with sections 209 and 210 of the Act the Council will refund development contributions or return land taken in lieu of development contributions if:

- the development does not proceed;
- a consent lapses or is surrendered; or
- the Council does not provide the reserve, network infrastructure or community infrastructure for which the development contribution was collected (in the case of reserves, within 10 years of that contribution being received).

Any refunds will be issued to the consent holder (which the Council considers to be the registered proprietor of the property or properties to which the relevant consent relates at the time the refund is made) or his or her personal representative less any costs already incurred by the Council in relation to the development or building and its discontinuance and will not be subject to any interest or inflationary adjustment.

3.10. Reconsideration and objections

Reconsideration

The Act as amended in 2014 provides that anyone who is required to pay a development contribution may request a reconsideration by the Council. Within 10 working days of receiving a demand notice or invoice for the development contribution, an applicant may, in writing, request a reconsideration stating the grounds of any objection and the relief sought. Those grounds may be any one or more of the following:

- the development contribution was incorrectly calculated or assessed under the Council's development contributions policy; or
- the Council incorrectly applied its development contributions policy;
- the information used to assess the person's development against the development contributions policy, or the way the Council has recorded or used it when requiring a development contribution, was incomplete or contained errors.

If the application for reconsideration is incomplete the Council will request the missing information. Applications will not be processed until the Council receives all required relevant information.

Applications for reconsideration will be considered by a panel of at least three Council staff, including the Group Manager Organisational Performance who has delegated authority to make the decision.

A decision in writing shall be given to the person who made the request within 15 working days after the date on which Council receives all required information relating to a request.

A reconsideration cannot be requested if the applicant has already lodged an objection. If the applicant is not satisfied with the outcome of the reconsideration, they may lodge an objection as specified below.

Objection

An applicant may lodge an objection with the Council for review by an Independent Commissioner. An objection may be made on any of the grounds set out in section 199D of the Act.

Schedule 13A of the Act sets out the process if a person wishes to object to a development contribution levied. In summary, any objection must be lodged with the Council within 15 working days of receiving notice to pay a development contribution, or within 15 working days of receiving the outcome of any request for reconsideration under section 3.10. Objectors must pay a deposit and are liable for all costs incurred in the objection process including staff and commissioner time, and other costs incurred by Council associated with any hearings.

3.11. Development agreements

The Act as amended in 2014 now provides in sections 207A to 207F for the Council and a developer to enter into specific arrangements for the provision of cash, land, or infrastructure instead of development contributions payable under the development contributions policy. This may be appropriate where a development requires a special level of service or is of a type or scale which is not readily assessed in terms of an equivalent household unit of demand.

In establishing that a development agreement is appropriate the applicant will be expected to provide supporting information and detailed calculations of their development's roading, water supply and waste water demands in terms of units of demand.

3.12. Goods & Service Tax

Development contributions specified in the schedules are exclusive of Goods and Services Tax. GST will need to be added to the final calculation.

3.13. Calculating contributions over multiple development areas

In any situation where a proposed development lies partially in each of two or more development contribution areas, the development contribution for the development will be apportioned to the relevant development area.

3.14. Unit of demand

The unit of demand by which the Council assesses the Impact of growth is a HUE being a normal residential household of 2.9 persons based on the community average.

For resource consent (subdivision) applications where the Council has determined that the likely development will be residential or of a rural residential nature, it is assumed that every additional lot created will contain one HUE. Subject to the exceptions set out below multi-unit residential developments will be assessed on the basis that each residential unit created comprises one HUE.

For the majority of development in the District, one residential allotment in a subdivision or one connection to the relevant network infrastructure will equate to, and be assessed as, one HUE.

However, the Council recognises that certain types of development will have different demand profiles. A conversion calculation is required to assess the demand from these developments in HUE terms. Developments of this type include:

- rural subdivision - lots 4 ha or greater;
- residential unit on rural lots 4 ha or greater;
- large residential developments defined as development having four or more bathrooms (including ensuites)
- retirement village unit, as defined in the District Plan,
- residential developments where the standard unit of demand is appropriately reduced by a residential development discount factor(s),
- non-residential development.

HUE conversion tables are set out in Table 3 and 3.1.

Applying Residential development discount factors

The demand for certain types of residential development will be calculated as follows:

- the HUE for an attached household unit is reduced by a factor of 0.1; and
- the HUE for a household unit with a gross floor area (**GFA**) of less than 100m^2 will be reduced by a factor of up to (but not more than) 0.4. The formula to be applied determining the reduction is:

$$1 - \frac{GFA\ (in\ square\ metres)}{100} = reduction\ factor$$

Residential development discount factors are applied cumulatively meaning an attached household unit that is less than 60m^2 GFA will be assessed as a 0.5 HUE.

These discount factors will apply to family flats.

The non-residential assessment of units of demand set out in Table 3.1 may be departed from in the following circumstances:

Self-assessment

- An applicant may apply for a self-assessment of the number of HUEs which would otherwise be assessed for a particular development as follows:
  - Application must be made in writing before any development contributions payment in respect of the development becomes due.
  - The assessment must relate to all matters for which development contributions are payable under this policy. The applicant must demonstrate that the actual increased demand created by the development is different from that assessed by the calculations in the table 3.1 below. For these purposes, *actual increased demand* means the demand created by the most intensive non-residential use or uses likely to become established in the development within ten years from the date of application.
  - The Council may determine an application made under this section at its discretion. In doing so the Council will take into account everything presented to it by way of written application and may take into account other matters which it considers relevant.
  - Any application must be accompanied by the fee payable to recover the Council's actual and reasonable costs of determining the application.

Special assessment

- If the Council believes on reasonable grounds that the increased demand assessed for a particular development by applying the non-residential unit of demand calculated in accordance with table 3.1 below is more or less than the actual increased demand created by the development, it may require a special assessment to determine the number of HUEs equivalent demand created by the development as follows:
  - A special assessment must be initiated before any development contributions payable in respect of the development becomes due.
  - The assessment must relate to all matters for which development contributions are payable under this policy.
  - The Council may request information from the applicant to establish the actual increased demand.
  - The Council must bear its own costs.
  - Everything the Council intends to take into account in making a special assessment must be provided to the applicant for a written reply at least 10 working days before the assessment is determined.
  - The Council may determine a special assessment at its discretion. In doing so, the Council will take into account everything presented to it by way of a written reply and may take into account any other matters which are considered relevant.

Assessment guidelines

- Without limiting the Council's discretion, when determining an application for either a self-assessment or special assessment initiated by Council, the Council will be guided by the usage measures set out in table 3.1 below and where appropriate reference to Wastewater Engineering Treatment and Reuse 4th edition by Metcalf and Eddy and New Zealand Transport Agency reports and research.

Trade waste users will be assessed for additional payment based on their discharge under the Trade Waste Bylaw 2016.

Table 3 – Household Unit Equivalent Conversion Factors - Residential

Household Unit Equivalent Conversion Factors for each Land Use Category																	
Land Use Category	**Sewerage**		**Water**							**Stormwater**	**Reserves**				**Transportation-Roading**	**Outline Development Plan Area**	
	Tai Tapu	**Selwyn Sewerage Scheme**	**Darfield**	**Kirwee**	**Leeston**	**Lincoln**	**Prebbleton**	**Rolleston**	**Southbridge**	**Lincoln**	**Selwyn Central**	**Malvern**	**Ellesmere**	**Springs**	**Eastern Selwyn Development Area & Rest of District**	**Rolleston Lowes Rd**	**Lincoln ODP4**
Household (residential)	1 HUE per Lot or residential unit		1 HUE per Lot or residential unit							1 HUE per Lot or residential unit	1 HUE per Lot or residential unit				1 HUE per Lot or residential unit	1 HUE per Lot or residential unit	
Rural sub-division - lots 4 ha or greater	1 HUE per Lot or residential unit		1 HUE per Lot or residential unit							N/A	0.5 HUE per Lot or residential unit				1 HUE per Lot or residential unit	N/A	
Residential unit on rural lots 4 ha or greater	1 HUE per Lot or residential unit		1 HUE per Lot or residential unit							N/A	0.5 HUE per Lot or residential unit				1 HUE per Lot or residential unit	N/A	
Large residential developments	HUE increased by 0.25 per bathroom (including ensuites) greater than three		HUE increased by 0.25 per bathroom (including ensuites) greater than three							HUE increased by 0.25 per bathroom (including ensuites) greater than three	HUE increased by 0.25 per bathroom (including ensuites) greater than three				HUE increased by 0.25 per bathroom (including ensuites) greater than three	HUE increased by 0.25 per bathroom (including ensuites) greater than three	
Retirement Village	0.5 HUE per Lot or residential unit		0.5 HUE per Lot or residential unit							0.5 HUE per Lot or residential unit	1 HUE per Lot or residential unit				0.3 HUE per Lot or residential unit	0.5 HUE per Lot or residential unit	
Attached Household units	HUE reduced by 0.1		HUE reduced by 0.1							HUE reduced by 0.1	HUE reduced by 0.1				HUE reduced by 0.1	HUE reduced by 0.1	
Household units with a total GFA less than 100m^2	HUE reduced by a factor up to 0.4		HUE reduced by a factor up to 0.4							HUE reduced by a factor up to 0.4	HUE reduced by a factor up to 0.4				HUE reduced by a factor up to 0.4	HUE reduced by a factor up to 0.4	

Table 3.1 Household Unit Equivalent Conversion Factors- Non Residential

Household Unit Equivalent Conversion Factors- Non Residential				
Activity	**Transportation -Roading**		**Water & Sewerage**	
	Measures	**HUE Equivalent**	**Measures**	**HUE Equivalent**
Commerical premises/offices	m2 GFA	0.0043	Occupancy	0.0800
Shopping centres >10,000m2	m2 GFA	0.0151	m2 GFA	0.0035
Shopping centres <10,000m2	m2 GFA	0.0278	m2 GFA	0.0035
Supermarkets	m2 GFA	0.0184	Special Assessment	-
Service stations with retail facilities	m2 GFA	0.0356	Special Assessment	-
Markets	m2 GFA	0.0010	Special Assessment	-
Bulk goods/Home Improvement stores	m2 GFA	0.0098	m2 GFA	0.0010
Drive-in fast food restaurants	m2 GFA	0.0241	m2 GFA	0.0320
Restaurants	m2 GFA	0.0155	Special Assessment	-
Manufacturing industries	m2 GFA	0.0044	Special Assessment	-
Warehouse/storage	m2 GFA	0.0013	m2 GFA	0.0005
Pre-Schools	Child	0.1811	Occupancy	0.0380
Primary Schools	Child	0.0603	Occupancy	0.0800
Secondary schools	Child	0.0152	Special Assessment	-
Medical centres	m2 GFA	0.0182	Per treatment bay	0.5000
Meeting places- Church	m2 GFA	0.0116	Special Assessment	-
Meeting places-Conf/Exhibition	m2 GFA	0.0026	Special Assessment	-
Motels	Unit	0.1007	Occupancy: Kitchenette & Bathroom No Kitchenette & Bathroom No Facilities	 0.42 HUE 0.37 HUE 0.33 HUE
Hotels	Unit	0.1816		
Sports Grounds- Playing fields	Pitch	5.2490	Special Assessment	-

The following conversion factors may be applied where the development activities are not covered by Table 3.1:

- For both sewerage and water, one HUE being determined as 545 litres/day
- For Transportation – Roading one HUE being determined as 8 car movements per day or 4 truck movements per day or 2 truck and trailer movements per day

3.15. Producer Price Index

Development contributions are calculated at the time the infrastructure expenditure is incurred. Each contribution is annually indexed as at 1 July based on PPI as at the previous 31 December (and in accordance with sections 106(2B) and (2C) of the Act[1]) to reflect the real value of money at the time at which the relevant development contributions are paid with the intention that, in real terms, development contributions are equalized across the period in which they are recovered. This approach is incorporated in the Council's modelling so that early payers of development contributions pay less in nominal terms. This adjustment is made in the years when there is no review of the Development Contribution policy.

3.16. Development Contribution Areas and Catchments

The District has water and sewerage reticulation networks which service defined catchments. Water and sewerage development contributions will be assessed against a new HUE on the basis of the water and/or sewerage reticulation network it will connect to.

A stormwater development contribution will be assessed against new HUEs in the Lincoln area where the property's stormwater is ultimately discharged to the Ellesmere Road stormwater wetland.

Council has determined that development contributions for reserves should be assessed on a ward basis. This approach reflects the variations in the cost of providing assets according to the characteristics of each particular ward and the nature of the works required. The wards are Selwyn Central, Malvern, Ellesmere and Springs. Maps of the four wards are included in Appendix 2 to this policy.

Council has determined that development contributions for roading will be assessed based on two areas; the Eastern Selwyn Development Area and the Rest of the District. A map of the Eastern Selwyn Development Area is included in Appendix 2 to this policy.

Development contributions are also charged for the Rolleston Lowes Road Outline Development Plan Area and Lincoln Outline Development Plan 4 Area and maps of these areas are included in Appendix 2 of this policy.

4. WATER AND SEWERAGE

4.1. Further section 101(3) analysis

Before making the decision to fund water and sewerage in the manner set out in Table 1 the Council gave consideration to:

- the general factors set out in paragraph 2.4 above; and
- the following specific factors,

in accordance with the requirements of section 101(3) of the Act.

The community outcomes to which the activity primarily contributes	A clean environment, A healthy community, A safe place in which to live, work and play and A prosperous community.
The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals, in relation to the activity	Capital expenditure will provide network capacity and therefore benefit to: • either the existing community or the growth community; or • both of these groups. Council intends to recover the cost of growth from the development community. Improving levels of service, historical catchup or asset renewal will be funded from other sources of revenue by the existing community. Most of the planned expenditure for water and sewerage is to provide additional capacity and will bring little or no benefit to the existing community. The connection of the Ellesmere Scheme and the towns of Darfield and Kirwee to the Eastern Selwyn Sewerage Scheme to create the Selwyn Sewerage Scheme will bring benefit to the existing communities. The proportionate cost of connecting these existing communities will be funded from other sources of revenue.
The period in or over which those benefits are expected to occur	Capital expenditure often has benefits extending beyond the 10 year horizon of the LTP. For each of the individual capital expenditure projects the Council determines the length of time over which the asset created by the expenditure will provide a benefit to the community.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	New development occurring within parts of the District requires the Council to have appropriate water and sewerage infrastructure in place. Council has identified the capital expenditure necessary to provide the water and sewerage infrastructure needed by the growth community and it

[1] These sections were inserted by the Local Government Act 2002 Amendment Act 2014 and require that the reference index be the Producers Price Index Outputs for Construction provided by Statistics New Zealand and not the Consumer Price Index previously used by the Council.

	is the growth community that is contributing to the need to undertake this work. It is appropriate that the growth community bear most of the capital cost of infrastructure which is required by growth and development contributions are an appropriate mechanism to achieve this. The existing community will bear a proportionate cost of connecting Ellesmere, Darfield and Kirwee to the Eastern Selwyn Sewerage Scheme.
The costs and benefits, including consequences for transparency, of funding the activity distinctly from other activities	The benefits of additional water and sewerage capacity accrue to the new or improved properties generating demand for that capacity. The Council's view is that the use of development contributions to partially or fully fund the cost of growth in demand for water and sewerage is best done in proportion to the benefit received by the growth community. The benefits of funding additional infrastructure capacity to meet demand from development include greater transparency and efficiency by requiring an appropriate share of the actual costs to be paid by developers. Council has the appropriate systems in place to separately identify the charges and costs of this activity.
In addition to the factors above, the Council has assessed the overall impact of the allocation of liability for the revenue needs of the community	The liability for revenue falls proportionally on the growth community. Council has considered the negative impact of the allocation of liability for revenue on the growth community and considers that the level of development contributions is affordable.

4.2. Development contributions areas

For a detailed breakdown of the capital works and the % attributable to growth on an asset by asset basis please refer to the schedule of assets attached to this policy.

Sewerage

Tai Tapu

This development has now reached capacity. Options for providing capacity and charges to be assessed on application.

Selwyn Sewerage Scheme

The existing Eastern Selwyn Sewerage Scheme serves the townships of Rolleston, Lincoln, Prebbleton, West Melton and Springston. The existing Ellesmere Sewerage Scheme serves the townships of Leeston, Southbridge and Doyleston. The planned connection of the Ellesmere Sewerage Scheme, as well as the Malvern townships of Darfield and Kir wee, to the Eastern Selwyn Sewerage Scheme has created the Selwyn Sewerage Scheme.

The scheme costs include:

- The existing deficit balance on the Eastern Selwyn Sewerage Scheme (this deficit reflects the remaining scheme capacity that will be absorbed into the expanded Selwyn Sewerage Scheme);
- the staged expansion of the wastewater treatment plant; and
- the construction of pipelines, pump stations and associated works;
- the purchase of additional land for the expansion of the treatment site; and
- interest costs.

The proportionate cost of connecting the existing population to the expanded Selwyn Sewerage Scheme will be met from other sources of revenue including rates and grant funding based on a cost allocation model.

Water

Darfield
Development in Darfield was deferred for development until an adequate supply of water was secured. During 2013/14 Council installed an addition deep groundwater bore and constructed a 1000m^3 reservoir and new booster pump station. To allow for continued growth, this development contribution covers the growth portion of these original costs along with additional planned pipe infrastructure and a new bore / treatment.

Lincoln
WSP have developed a computed hydraulic model to predict water future demand and capital upgrades based on Councils growth predictions. Capital projects include new bores, reservoirs and associated pipework.

Prebbleton
WSP have developed a computed hydraulic model to predict water future demand and capital upgrades based on Councils growth predictions. Capital projects include new bores, reservoirs and associated pipework.

Rolleston
WSP have developed a computed hydraulic model to predict water future demand and capital upgrades based on Councils growth predictions. Capital projects include new bores, reservoirs and associated pipework.

Leeston
WSP have developed a computed hydraulic model to predict water future demand and capital upgrades based on Councils growth predictions. Capital projects include a new bore and associated pipework.

Kirwee
WSP have developed a computed hydraulic model to predict water future demand and capital upgrades based on Councils growth predictions. Capital projects include a new bore and associated pipework.

Southbridge
WSP have developed a computed hydraulic model to predict water future demand and capital upgrades based on Councils growth predictions. Capital projects new pipework and planning for a future bore.

West Melton
To meet current and future water demand in West Melton, Council installed a new pipeline to link the Edendale water supply to West Melton. Additional expenditure is planned to fully utilise the pipeline's capacity. In addition, reservoir storage capacity and additional bores are proposed.

4.3. Who gets charged

All new developments within the identified development contribution areas that are able to connect to the relevant sewerage or water scheme, will be assessed for a development contribution in accordance with this policy.

5. STORMWATER

In 2012 Council acquired 16.845 Ha of land on Ellesmere Rd and subsequently constructed a stormwater wetland designed to manage the quality and quantity of stormwater runoff from Lincoln's eastern growth areas. This network infrastructure serves all new properties in the area outlined in paragraph 3.16 above.

5.1. Further section 101(3) analysis

Before making the decision to fund stormwater in the manner set out in Table 1 the Council gave consideration to:

- the general factors set out in paragraph 2.4 above; and
- the following specific factors,

in accordance with the requirements of section 101(3) of the Act.

The community outcomes to which the activity primarily contributes	A clean environment, A healthy community, A safe place in which to live, work and play and A prosperous community.
The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals, in relation to the activity	Capital expenditure will provide network capacity and therefore benefit to: • either the existing Lincoln community or the growth Lincoln community; or • both of these groups. Council intends to recover the cost of growth from the development community in Lincoln. Improving levels of service, historical catchup or asset renewal will be funded from other sources of revenue by the existing Lincoln community. The new stormwater system and wetland have been constructed to allow development of an area of Lincoln and the Council considers that all the benefits are for the growth community that utilises this system.
The period in or over which those benefits are expected to occur	Capital expenditure often has benefits extending beyond the 10 year horizon of the LTP. For each of the individual capital expenditure projects the Council determines the length of time over which the asset created by the expenditure will provide a benefit to the Lincoln community.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	New development occurring within the Lincoln area requires the Council to have appropriate stormwater infrastructure in place. Council has identified the capital expenditure necessary to provide the stormwater infrastructure needed by the growth community and it is the growth community that is contributing to the need to undertake this work. It is appropriate that the growth community bear the capital cost of infrastructure which is required by growth and development contributions are an appropriate mechanism to achieve this.
The costs and benefits, including consequences for transparency, of funding the activity distinctly from other activities	The benefits of additional community infrastructure capacity accrue to the new or improved properties in the Lincoln area generating demand for that capacity. The Council's view is that the use of development contributions to partially or fully fund the cost of growth in stormwater

	requirement is best done in proportion to the benefit received by the growth community. The benefits of funding additional infrastructure capacity to meet demand from development in the Lincoln area include greater transparency and efficiency by requiring an appropriate share of the actual costs to be paid by developers. The Council has the appropriate systems in place to separately identify the charges and costs of this activity.
In addition to the factors above, the Council has assessed the overall impact of the allocation of liability for the revenue needs of the community	The liability for revenue falls proportionally on the growth community. Council has considered the negative impact of the allocation of liability for revenue on the growth community and considers that the level of development contributions is affordable.

Lincoln

5.2. Who gets charged

All new developments in Lincoln development contribution area with stormwater that flows into the Lincoln wetland, will be subject to a development contribution.

6. TRANSPORTATION- ROADING

6.1. Further section 101(3) analysis

Before making the decision to fund roading in the manner set out in Table 1 the Council gave consideration to:

- the general factors set out in paragraph 2.4 above; and
- the following specific factors,

in accordance with the requirements of section 101(3) of the Act.

The community outcomes to which the activity primarily contributes	A clean environment, A healthy community, A safe place in which to live, work and play, A prosperous community, and An accessible district.
The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals, in relation to the activity	Capital expenditure on roads will provide additional capacity and therefore benefit to both the existing community and the growth community. Council intends to recover the cost of growth from the development community. Improving levels of service, historical catchup or asset renewal will be funded from other sources of revenue by the existing community. The Council has used traffic modelling to identify the extent to which the capital expenditure will benefit the growth community and the existing community.
The period in or over which those benefits are expected to occur	Capital expenditure often has benefits extending beyond the 10 year horizon of the LTP. As roads are very long term assets the Council takes a network approach to its ongoing roading programme and uses this to determine the length of time over which the capital expenditure will provide a benefit to the community.
In addition to the factors above, the Council has assessed the overall impact of the allocation of liability for the revenue needs on the community	The liability for revenue falls proportionally on the growth community. Council has considered the negative impact of the allocation of liability for revenue on the growth community and considers that the level of development contributions is affordable.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	New development occurring within parts of the District requires the Council to have roading infrastructure in place. Council has identified the capital expenditure necessary to provide the roading infrastructure needed by the growth community. It is appropriate that the growth community bear some of the capital cost of infrastructure which is required by growth and development contributions are an appropriate mechanism to achieve this. The Council has recognised that both the existing community and the growth community is generating additional traffic volumes requiring the capital expenditure.
The costs and benefits, including consequences for transparency, of funding the activity distinctly from other activities	The benefits of additional community infrastructure capacity accrue to the new or improved properties generating demand for that capacity. The council's view is that the use of development contributions to partially or fully fund the cost of growth in roading is best done in proportion to the benefit received by the growth community. The benefits of funding additional infrastructure capacity to meet demand from development include greater transparency and efficiency by requiring an appropriate share of the actual costs to be paid by developers. Council has the appropriate systems in place to separately identify the charges and costs of this activity.

6.2. Who gets charged

All new developments in the development contribution areas will be subject to a development contribution.

Eastern Selwyn Development Area

All new developments within the Eastern Selwyn Development Area per the map in Appendix 2 to this policy will be subject to the development contribution.

Rest of District

All new development not within the Eastern Selwyn Development Area will be subject to the development contribution.

Broadlands Drive Rolleston - land identified as Section 2 on Title Plan SO 494531

The construction of Broadlands Drive between Goulds Road and Lowes Road in Rolleston has provided infrastructure network capacity for development of the land identified as Section 2 on Title Plan SO 494531 and this land will be subject to the development contribution.

7. RESERVES

Development contributions from residential subdivision and/or development are the means that have been chosen by the Council to generate the necessary funds for new reserves/open space and facilities for recreation which are required by those developments. The Council uses development contributions for reserves to provide for the additional actual and potential demand anticipated for open space/reserves, and associated activities, resulting from subdivision and development. The Council's Community Facilities Activity Management Plan is key to identifying reserve requirements. It sets out levels of service and how these can be achieved.

Outline development plans are also key planning documents, under the Resource Management Act, for identifying open space, walkways and reserve provision. The Council is, through these plans, anticipating growth locations and ensuring the appropriate provision of reserves through acquisition and purchase.

Where the Council does purchase land in anticipation of development occurring, an internal loan may be set up and the land will be held for general purposes. Where the development proceeds and a developer's cash contribution is used to repay the loan, the land will then be designated and/or vested as a reserve.

7.1. Further section 101(3) analysis

Before making the decision to fund reserves in the manner set out in Table 1 the Council gave consideration to:

- the general factors set out in paragraph 2.4 above; and
- the following specific factors,

in accordance with the requirements of section 101(3) of the Act.

The community outcomes to which the activity primarily contributes	A rural district, A healthy community, A safe place in which to live, work and play and A community which values its culture and heritage.
The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals, in relation to the activity	Capital expenditure will provide further reserves and reserves with additional capacity and therefore benefit to: • either the existing community or the growth community; or

	• both of these groups. Council intends to recover the cost of growth from the development community. Improving levels of service, historical catchup or asset renewal will be funded from other sources of revenue by the existing community. The Council recognises that the new reserves provided because of population growth also bring benefit to the existing community by increasing the availability of reserves.
The period in or over which those benefits are expected to occur	Capital expenditure often has benefits extending beyond the 10 year horizon of the LTP. For each of the individual capital expenditure projects the Council determines the length of time over which the asset created by the expenditure will provide a benefit to the community.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	New development occurring within parts of the District requires the Council to have appropriate reserves in place. Council has identified the capital expenditure necessary to provide the reserves capacity needed by the growth community and it is the growth community that is contributing to the need to undertake this work. It is appropriate that the growth community bear some of the capital cost of the reserves which are required by growth and development contributions are an appropriate mechanism to achieve this.
The costs and benefits, including consequences for transparency, of funding the activity distinctly from other activities	The benefits of additional reserves accrue to the new or improved properties generating demand for that capacity. The Council's view is that the use of development contributions to partially or fully fund the cost of additional reserves and improved reserves is best done in proportion to the benefit received by the growth community. The benefits of funding additional reserves capacity to meet demand from development include greater transparency and efficiency by requiring an appropriate share of the actual costs to be paid by developers. Council has the appropriate systems in place to separately identify the charges and costs of this activity.
In addition to the factors above, the Council has assessed the overall impact of the allocation of liability for the revenue needs of the community	The liability for revenue falls proportionally on the growth community. Council has considered the negative impact of the allocation of liability for revenue on the growth community and considers that the level of development contributions is affordable.

7.2. Calculating the development contributions payable for reserves

The development contribution payable is also subject to the statutory maxima provided by section 203(1) of the Act, namely that development contributions for reserves must not exceed the greater of:

a) 7.5% of the value of the additional allotments created by a subdivision; and

b) the value equivalent of 20m^2 of land for each additional household unit created by the development.

The Council will generally take development contributions towards providing reserves for open space and recreation in money. In some circumstances the Council may, at its sole discretion, consider taking land in lieu of, or in addition to, money where practicable in accordance with the criteria set out in paragraph 7.5 below.

The Council accepts that there are benefits for the future occupants of subdivisions in having plenty of local open space and recreation areas. However, the Council is often asked to take over and maintain larger open space and recreation areas within a new subdivision than that required under the development contribution provisions. Normally Council will not accept land additional to what is required but in some special cases it may be prepared to accept the vesting and future maintenance of such land where it is of benefit to all ratepayers. No credit towards the development contribution required will be given for, land provided as reserve where it is in excess of what would be considered adequate under the provision levels identified in the Community Facilities Activity Management Plan.

Council also understands that some developers may wish to undertake improvements on the land given as reserve. Subject to agreement by Council at the time of lodgement and the improvement items qualifying in accordance with the criteria set out in section 7.7 below, Council may give a credit for such improvements towards the overall reserve development contribution. Council will not accept, as a credit towards the development contribution required, unnecessary developments on the land and these will not be accepted as suitable for vesting in Council. This includes items such as entrance structures, fountains and other similar embellishments.

Contributions paid at the time of subdivision consent may be reduced by the amount of any development contribution made at the time of a previous building consent on the same land, provided that the previous building was erected within the preceding 10 years. Contributions made at the time of land use or building consent may be reduced by the

amount of any contribution made at the time of a previous subdivision consent over the same land, provided that any previous subdivision occurred within the preceding 10 years. There is also provision for approved credits that contribute towards making up the total value of the reserve contribution as set out below.
Council may, at its discretion and in consultation with the developer, calculate a cash amount to be paid per lot as reserve contribution. This approach would normally apply to multi-staged subdivision developments and the amount of cash to pay will be based on the number of lots within each completed stage receiving a certificate under section 224(c) of the Resource Management Act 1991. The calculation would be based on the following methodology:

- agree on credits for reserve land (based on the valuation process outlined below in section 7.3 and the criteria for taking land set out in section 7.5), and
- agree on the value of improvement credits (based on cost estimates supplied and approval of items eligible for credit as described in section 7.7), and
- calculate the total amount of reserve contribution applicable to the subdivision based on the number of lots (less any existing lot credits) multiplied by the appropriate HUE charge, and
- subtract the total credits from the total reserve contribution payable to derive the balance to pay and divide this by the total number of lots in the subdivision to calculate the reserve contribution per lot.

7.3. Valuation of land

Land valuation for the purposes of:

- assessing the value of additional allotments for the purposes of assessing the section 203(1) maxima; and
- assessing a purchase price for land to be vested as reserves,

will be determined by the Council on the basis of the market value of the land at the time the application for subdivision is granted by Council.

For the purposes of assessing the section 203(1) maxima (if necessary) the Council may elect to:

- rely on a registered valuation provided by the developer; or
- engage its own valuer.

In either case the cost of the valuation will be met by the developer.

For the purposes of reserve land vesting, a request will be made by the Council to the consent holder for a valuation from an independent valuer (unless an alternative valuation methodology is agreed by Council). The valuation must be supplied within 30 working days from the date the resource consent application consent is granted. If a valuation report for the land is not received within the 30 working days period Council will engage its own valuer to prepare the valuation. In either case the cost of the valuation will be met by the developer.

The date of valuation will be at the date the subdivision consent application is granted by Council. Subsequent variations to the subdivision consent will not alter the date of valuation unless the variation includes a change to the reserve area agreed by Council in which case a revised valuation will be sought from the developer.

Unless circumstance require otherwise, valuation must be carried out according to the following:

- the value must exclude:
    - improvements to the land;
    - development contributions paid in respect of the land;
    - servicing and infrastructure costs which would otherwise be attributable to the land;
- an appropriate discount will be made on account of any easements or other rights to which the land is subject;
- where there are different density zonings within a subdivision or Outline Development Plan (ODP), the value will be based on the lowest density zoning;
- the value will include any rights and configuration given by the consents already granted;
- in line with valuation principles, the value will be based on the highest and best use for the particular parcel of land valued (based on the lowest density zoning); and
- the value of the land will be assessed at zero GST.

Unless otherwise agreed between the Council and developer, the valuation of land will occur in a manner consistent with the Public Works Act 1981 and relevant case law.

If Council believes that the valuation provided by the consent holder does not represent a fair value for the land Council reserves the right to obtain an alternative valuation at its own cost. Where the developer and the Council cannot agree on the valuation of the land to be vested, the matter will be referred to an independent valuation arbitrator engaged by both the Council and developer for resolution. The arbitrator will be instructed to seek the correct valuation rather than to mediate a mid-point answer. The findings of the independent arbitrator as to the value of the land will be the final determination of value for the purposes of this policy.

The cost of the arbitrator will be met equally by the developer and the Council.

If having received the final determination of the value of land proposed to be vested as a reserve, the Council determines that, at that price the land does not represent a prudent acquisition for the wider community and the Council's broader portfolio of open spaces, it may, at its sole discretion, choose to take the development contribution for reserves in money rather than in land.

7.4. Cash contributions

If the Council has not agreed a land contribution, or does not require the full contribution to be made in land, then full payment of the reserve contribution, less any credits for land acquired by the Council or improvements to the land, must be paid in cash.

7.5. Criteria for taking land instead of cash

A subdivider/developer may offer the Council land, in lieu of, or in addition to cash, as a reserve contribution. The decision to accept or refuse land a subdivider/developer offers as a reserve contribution is at the Council's sole discretion, but it will be made in discussion with the subdivider/developer at the time the application is lodged or earlier if the Council is notified of the owner's intention to offer land as a reserve contribution. Not all land will be considered by the Council as being suitable for taking as reserve contribution.

Generally no land will be accepted by Council nor credit given where the land exceeds the Council's adopted service provision and distribution standards outlined in the Community Facilities Activity Management Plan. The exception to this is in circumstances where Council considers that there is a wider benefit

In discussion with the subdivider/developer, it will firstly be determined:

i. whether the development will increase the demand for open space and recreational land; and

ii. whether there is a shortage of land for open space and recreational use in the area where the development is proposed, and if so, which land in the development can appropriately satisfy this need.

Secondly, discussions over the suitability of the particular land to be acquired by the Council as reserve contribution will need to be held as early as possible, because one piece of land may be superior to another within the same development. To determine the suitability of the land, the Council will use the following criteria together with, any other information that the Council, in its discretion, considers is relevant, in considering the particular development:

- the Council's need for the land based on adopted provision and distribution standards as recorded in the Level of Service statement for neighbourhood reserves in the Community Facilities Activity Management Plan at 1.2 hectares per 1,000 population (excluding access ways) and within easy walking distance from residences (500 metre radius); or 3.0 hectares per 1,000 population for sports parks
- the proximity of the land to other reserves and public open spaces
- the Council's capacity to pay for maintenance and improvements to any land acquired by it as a reserve contribution
- size, location and accessibility
- frontage to a roading network
- suitability of the land to be developed for the required purpose
- soils, gradient and topography
- landscape features and quality
- potential for linkages and walkways
- margins of waterways
- proximity to other desirable features
- potential for views into or from the site
- ecosystems and bio-diversity
- significant mature vegetation
- existing shelter belts
- historic and cultural significance
- safety for users
- potential for enhancement
- absence of hazards and
- vulnerability to natural hazards, including, but not limited to, earthquake damage, inundation and sedimentation.

With respect to the size of reserve land:

i. A local neighbourhood park should be 2,000 m^2 to 3,000 m^2 in size unless it serves primarily an open space function and is adjacent to other open space, where a smaller area may be acceptable.

ii. A District sports field should be a minimum of 4 hectares.

iii. If the District sports field is to also accommodate club buildings, the size should be increased to 8 hectares.

The Council considers that the benefits of open space/reserves generally need to be distributed to and enjoyed by the whole community. It therefore will not accept land which clearly benefits only a limited number of users and which is unlikely to fulfil the recreation needs of the community to a substantial extent.

In some instances Council may agree to accept land as reserve contribution that has limited recreation value but has other benefits such as a landscape strip for amenity values which would normally be identified as Local Purpose (Landscape) Reserve on subdivision scheme plans. In this case Council may give a reduced credit (up to 20%) for the land based on its utility and benefit to the community. The credit would only be given subject to the land provided not exceeding the adopted service standard for reserve provision. Where land is required solely for the purposes of creating an access way that forms part of the transportation route within the subdivision and is identified as such in the Outline Development Plan or subdivision scheme plan then no credit for that land will be given as reserve contribution. This is because the land, as with the road corridor, is primarily provided to locate the transportation network. If agreed by both parties, more land than is required as reserve contribution may be vested as reserve at no extra cost to the Council

and without additional credits being granted to the developer, but increased development and maintenance costs may be a deterrent to the Council accepting more land than it needs. It will be at the Council's discretion whether it would rather take additional land or cash for future capital improvements.

7.6. Use of cash contributions

Cash taken as part or all of a reserve contribution may be used for:

- the purchase of land for reserves;
- capital improvements to newly acquired land, or existing Council owned land, to provide open space and facilities for sports and recreation needed as a result of development;
- the repayment of loans (be they loans to the Council from external and/or internal funding sources) taken out for the purchase of land for possible future reserves or for capital improvements); and
- any other purposes provided for in section 205 of the Act.

7.7. Credits

Credits, up to a maximum as determined by Council, towards the total calculated reserves development contributions for a subdivision/development may be gained by a subdivider/developer for:

- the retention of valuable existing features on the land;
- improvements to the land vested for recreation, landscape or open space purposes;
- Land provided for storm water management.
- Land to contain water races for amenity purposes.

Credits will be assessed on a case-by-case basis at the request of the subdivider/developer, with the following factors taken into account.

7.7.1. Existing features

Trees/vegetation

Before a developer takes out existing trees and/or shelter belts, it would be appropriate to approach the Council to see if the retention of existing vegetation would have value as a credit for the calculation of reserves contributions. The amenity value that established vegetation adds to the landscape can be considerable, in terms of shade and shelter, wildlife habitat, and retaining local character. The value of existing vegetation is often noticed after its removal, particularly in the case of shelter. It may only be possible to retain large trees and small scale shelter belts if sufficient land is set aside around them to enable trimming and maintenance to take place. Vegetation needs to be in a well maintained condition and have a minimum of 20 years' life remaining to be acceptable. Its location is also critical. Vegetation which is likely to pose health and safety risks to the community, or requires substantial maintenance to keep it safe, will not be accepted as a credit and may be required to be removed from the land as a condition of resource consent.

Any land that is to come into the Council's ownership will be cleared by the developer of noxious weeds and unsuitable vegetation.

Landform

Land which has topographical interest may be desirable for reserves. Features may include natural river terracing, riparian edges, wetlands, natural water features, rock formations, elevation for views, or the land may be part of those areas that come under 'Outstanding Natural Features and Landscapes' B1.4 of the District Plan, Volume Two.

If the land which is to become a reserve has been excavated, filled, polluted or in any way devalued after the Council has accepted the land as a reserve contribution, the developer is required to restore, fill, topsoil and grass down the land, in consultation with the Council and to its satisfaction.

Structures of historic or cultural interest

It may be possible to base a subdivision theme on existing man-made features which add variety and interest to the District. Structures may include fencing, stone or brick walls, gates, paving, garden layout, farming structures, small buildings or remnants thereof, bridges, canals, memorials and historic markers. Reserve land may be taken in places where such items are located, in order to preserve them for future interest but the safety and maintenance of such features have to be acceptable to the Council.

7.7.2 Improvements to the land

At the time the reserve development calculation is calculated, (usually prior to resource consent being granted) the Council will confirm if it is willing to pay for improvements to land provided in lieu of cash development contributions. No credit will be given for improvements on such land unless this has been previously agreed by the Council in writing and this may be recorded in an advice note attached to the consent decision.

Work that comes within the category of reasonable improvements of a standard the Council might itself have made to the land, over time, may have their value assessed as part of the reserve contribution.

Detailed landscape plans and a schedule of costings shall be forwarded to Council expressly for the purpose of reimbursement consideration. In confirming what qualifies as reasonable improvements, Council will give consideration to the following criteria:

- Relevancy to the recreation needs of the community
- Consistency with Council's target service levels
- The impact of improvements including any loss of the land's value as open space

- Follows good environmentally sustainable practices
- Future maintenance or replacement costs
- Alignment with Council policies, strategies and plans, in particular Council's Engineering Code of Practice and Community Facilities Activity Management Plan.

Improvements which may qualify for a credit are limited to the value of the physical improvement and include costs directly relating to their construction, supply or installation only. A credit will therefore not be given for any associated overhead costs such as design, engineering, administration or project management fees. All costs associated with establishment, routine maintenance and any replacement for the duration of the agreed defects period are also not eligible for credit.

Specific improvements, up to a maximum as determined by Council, which may constitute a credit may include but are not limited to:

- Footpaths, that are not considered part of the transportation network
- Paved areas, that contribute to the functioning of a reserve in terms of seating or picnic areas
- Seating, in a type or style as often installed by Council
- Litter bins (where there is legitimate need as per Council's litter bin guidelines)
- Landscape planting, including amenity trees and shrub / garden borders, of approved species. Street trees and gardens are not included and are not eligible for credit
- Play equipment, where there is an identified need (meets service levels in terms of distribution, target age, type of equipment etc.) and which meets all safety standards in its design and installation
- Road frontage fencing such as post and chain or bollards.

All costs associated with land formation, earthworks and the establishment of turf are not eligible for credit, as it is a requirement that land is presented in a levelled, top soiled and grassed state upon vesting to Council, as a minimum standard.

A credit will generally not be given for elaborate structures, works of art, walls and gateways, special or decorative paving, boardwalks, fountains and water features, tennis courts or anything that is intended to enhance the development to increase its market appeal rather than to offset the impact of development and the loss of open space which results. Such improvements would be assessed through the engineering approval process to ensure they do not lead to greater than normal maintenance costs for the Council, once it becomes owner of the improvements.

All works carried out on land which is to come into Council ownership must meet the Council's Engineering Codes and relevant safety standards.

The Council reserves the right to take cash in lieu of improvements so it may develop either the land in question or land elsewhere in the community, where increased demands for facilities are already being felt or are anticipated. The Council may want to involve the new residents in the design of their reserve land at a later date, in which case cash will be taken to pay for this work in the future. The land will be prepared, top-soiled and grassed by the developer to the minimum standards and specifications for turf establishment (as per Councils Engineering Code of Practice - Part 10) and be presented in a tidy condition before being vested in Council.

Pathways and land for access ways (including cycle ways) which are requested by the Council to form part of an integrated transportation network will be paid for by the developer and will not form part of the reserve contribution. This will be so even when the land on which they are routed may be agreed to become reserve land (other than road reserve) vested in Council. This can viewed in the same way as the road pavements and related infrastructure are inherently provided at the developers cost as part of its obligations to provide a properly provisioned and connected roading network to service the development. The same will apply to the creation and formation of supporting walking and cycling networks utilising pathways that contribute to an overall transportation network that equally service the development. This is in line with the goals and objectives of Council's Walking and Cycling Strategy, and the District Plan, which seeks to provide for better urban form, and a more sustainable land transport system that utilises transport modes other than those exclusively associated with just roads and motor vehicles.

The type of circumstances that would likely result in a pathway required to be provided by the developer that would not qualify as being considered being part of any reserve contribution assessment would include:

- Those situations where pathways are required to contribute to the development of an integrated transport network;
- Those pathways required to link between existing and through new developments by a succession of logically connected reserves;
- Where pathways are utilised in preference to on road facilities as may be otherwise required by Council's roading standards;
- Where identified as part of, or contributing to, linkages identified in Council's District Plan (including Outline Development Plans), Structure and Township Plans, and the Council's Walking and Cycling Strategy; and
- Those situations that support the outcomes of the Design Guide for Residential subdivision in Urban Living Zones.

Otherwise the Council, in its discretion, may view the pathway as more of an enhancement of a reserve that serves no real transport purpose for assessment as part of a reserve contribution. This is where it may contribute to the localised function and amenity of a reserve, in conjunction with any other related improvements on a small and localised scale.

7.7.3. Stormwater management areas

Land is vested in Council as part of subdivision development to contain structures for storm water management are generally not eligible for credit as the land is primarily provided to manage the storm water requirements for the subdivision.

However storm water management can include above ground structures and features such as swales, retention basins, wetlands and streams, together with riparian planting. This approach can enhance access linkages, landscape, recreation, ecology, and cultural values, in addition to land drainage.

While its primary purpose may be for stormwater management, the land can serve a secondary function as open space. Subject to Council's discretion and meeting relevant criteria set out above under paragraph 7.5, *Criteria for Taking Land instead of Cash*, a credit towards a reserve contribution may be gained for land vested in Council for storm water management. To be considered for a credit the land must;

- add to an existing reserve or
- be co-located with a recreation reserve to be vested in Council and
- not exceed the adopted service standard for reserve provision when considered with other reserves vested as part of the subdivision (if any).

In such a case, up to 20% of the value of the land used for stormwater management may be credited towards development contributions for that development. Where sites provided for storm water management meet the criteria above and a credit is given for the land this shall not extend to improvements on the land and no credits will be given for improvements.

Discussions should be entered into as early as possible if the developer is contemplating the inclusion of a combined stormwater/open space feature as it will be dependent on a number of factors which should be identified at the outset and may affect other infrastructure, for example, the transportation layout.

7.7.4. Water race reserves

Where water races pass through sub-divisions there is an opportunity to integrate these into the landscape of the development area to provide additional amenity. This can provide landscape, recreation and ecology values as well as maintaining the primary stock water supply function. Where, as part of the subdivision development, land is required to contain or realign stock water races through a subdivision it will need to be of sufficient width to enable the water race to be cleared to comply with the Stock Water Bylaw. Where the land required for the water race adjoins a recreation reserve to be set aside in the subdivision a credit for up to a maximum of 20% of the land value (as valued in accordance with section 7.3) may be gained. The area containing the water race should be created in a separate land parcel and identified as a Local Purpose (Utility) reserve. Where sites provided for water races gain a credit for the land this shall not extend to improvements on the land and no credits will be given for improvements.

7.7.5. Reserve Classification and Credit

When land is accepted as a credit towards reserve contribution it must be vested in Council with an appropriate reserve classification in accordance with the Reserves Act 1977. The types of reserve to be vested must be agreed by Council when the consent is lodged and the reserve classification identified on the approved plan. When titles for the reserve are created and lodged they must record the agreed reserve classification.

Each type of reserve will receive a credit towards reserve contribution based on the following percentage of the agreed valuation:

Reserve Classification	% Credit	Criteria
Recreation Reserve	Up to 100%	Normally receive 100% unless provision levels are exceeded
Local Purpose (Landscape) Reserve	Up to 20%	Normally receive 20% unless provision levels are exceeded
Local Purpose (Stormwater) Reserve	0% to 20%	Credit subject to factors outlined in 7.7.3
Local Purpose (Utility) Reserve	0% to 20%	Credit subject to factors outlined in 7.7.4
Local Purpose (Access Way) Reserve	0%	No credit available (refer 7.5)
Local Purpose (Esplanade) Reserve	0%	No credit available

8. OUTLINE DEVELOPMENT PLAN AREAS – GROUPED ASSETS

There are defined areas where the Council has established an Outline Development Plan (**ODP**) in the District Plan as a way to co-ordinate the development of land in fragmented ownership. This involves the building of network infrastructure by the Council to allow development to occur in an integrated fashion in keeping with community expectations for an urban area.

The cost of this infrastructure will be recouped from developers (who are the beneficiaries), by means of development contributions. Note that this policy applies only to new developments in the areas identified below and not to all ODPs in the District Plan.

8.1. Rolleston Lowes Road Outline Development Plan Area

The Lowes Road Structure Plan area is comprised of three sub-areas. These are based on the road network which naturally divides into these areas which have different development intensities and therefore quite different roading costs. The cost of road upgrading has also been assessed separately for each area in the same way, the costs of walkways/cycleways in the north have been treated separately from those in the south.

8.1.1 Further section 101(3) analysis

Before making the decision to fund the development plan area in the manner set out in Table 1 the Council gave consideration to:

- the general factors set out in paragraph 2.4 above; and
- the following specific factors,

in accordance with the requirements of section 101(3) of the Act.

The community outcomes to which the activity primarily contributes	A clean environment, A healthy community, A safe place to live, work and play and An accessible district
The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals, in relation to the activity	Capital expenditure will provide network capacity and therefore benefit to the growth community within the relevant ODP. Council intends to recover the cost of growth from the development community. Improving levels of service, historical catchup or asset renewal will be funded from other sources of revenue by the existing community.
The period in or over which those benefits are expected to occur	Capital expenditure often has benefits extending beyond the 10 year horizon of the LTP. For each of the individual capital expenditure projects the Council determines the length of time over which the asset created by the expenditure will provide a benefit to the community.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	New development occurring within an ODP requires the Council to have new network infrastructure assets in place to serve that ODP. Council has identified the capital expenditure necessary to provide the network infrastructure capacity needed by the growth community. It is appropriate that the growth community bear the capital cost of the network infrastructure which is required by growth in an ODP area and development contributions are an appropriate mechanism to achieve this.
The costs and benefits, including consequences for transparency, of funding the activity distinctly from other activities	The benefits of additional network infrastructure accrue to the new or improved properties in an ODP area generating demand for that capacity. The Council's view is that the use of development contributions to partially or fully fund the cost of additional network infrastructure is best done in proportion to the benefit received by the growth community. The benefits of funding additional network infrastructure capacity to meet demand from development include greater transparency and efficiency by requiring an appropriate share of the actual costs to be paid by developers. Council has the appropriate systems in place to separately identify the charges and costs of this activity. In particular: • It is recognized that some allotments will receive a very high degree of benefit from the structure plan and that others will receive a lower degree of benefit. • Some developments derive direct benefits as they have direct access to the new roads. It is appropriate that these lots should pay a higher proportion of the costs of development than those who do not benefit so directly. There are other lots which pay a lower proportion as they have no direct access onto the new roads although they benefit from greater connectivity. These allotments will pay a 'low' charge. In the area north of Lowes Road there are a small number of deep allotments which benefit from new roading on one side but which will still need to provide substantial internal roading. These lots have been assessed to pay an intermediate amount. • In the north, 'low' benefitting properties pay 20% of what 'high' properties pay. 'Medium' benefitting properties pay 70%. • In the south, low benefitting properties pay 10%. This is because the need for roading in the south is less to do with general connectivity and more to do with providing access.
In addition to the factors above, the Council has assessed the overall impact of the allocation of liability for the revenue needs of the community	The liability for revenue falls proportionally on the growth community. Council has considered the negative impact of the allocation of liability for revenue on the growth community and considers that the level of development contributions is affordable.

8.1.2 Who Gets Charged

The level of benefit has been assessed for each allotment in the area (as at 1 January 2010). Contributions will be levied according to this assessment on the subdivision of the allotment and any subsequent subdivision of child allotments.

8.1.3 What is being provided?

The Council will assume responsibility for the provision of the following infrastructure within the ODP area. Developers will be required to cover the proportion of costs indicated:

- all roads shown on the Lowes Road Outline Development Plan area as shown in the District Plan, including associated stormwater disposal and street lighting (90%);
- water and sewer pipes along the road corridors shown in the structure plan (90%);
- the purchase of land for and formation of walkways and cycle ways shown in the ODP (50%);
- upgrading of Lowes Road, Jozecom Place and Fairhurst Place (90%).

The balance of costs not funded from development contributions levied over this structure plan area will be funded by either the Council's general rates or development contributions for stormwater systems levied over the wider Rolleston area. The level of this funding reflects the Council's assessment of the distribution of benefits arising from the new infrastructure.

8.2. Lincoln Outline Development Plan Area 4

The Lincoln Outline Development Plan Area 4 is an area to the north of Lincoln bounded by Birchs and Tancreds Roads. It is a conventional residential development area in accordance with the Lincoln Structure Plan.

8.2.1 Further section 101(3) analysis

Before making the decision to fund the development plan area in the manner set out in Table 1 the Council gave consideration to:

- the general factors set out in paragraph 2.4 above; and
- the following specific factors,

in accordance with the requirements of section 101(3) of the Act.

The community outcomes to which the activity primarily contributes	A clean environment, A healthy community, A safe place to live, work and play and An accessible district
The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals, in relation to the activity	Capital expenditure will provide network capacity and therefore benefit to the growth community within the relevant ODP. Council intends to recover the cost of growth from the development community. Improving levels of service, historical catchup or asset renewal will be funded from other sources of revenue by the existing community.
The period in or over which those benefits are expected to occur	For each of the individual capital expenditure projects the Council determines the length of time over which the asset created by the expenditure will provide a benefit to the community.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	New development occurring within an ODP requires the Council to have new network infrastructure assets in place to serve that ODP. Council has identified the capital expenditure necessary to provide the network infrastructure capacity needed by the growth community. It is appropriate that the growth community bear the capital cost of the network infrastructure which is required by growth in an ODP area and development contributions are an appropriate mechanism to achieve this.
The costs and benefits, including consequences for transparency, of funding the activity distinctly from other activities	The benefits of additional network infrastructure accrue to the new or improved properties in an ODP area generating demand for that capacity. The Council's view is that the use of development contributions to partially or fully fund the cost of additional network infrastructure is best done in proportion to the benefit received by the growth community. The benefits of funding additional network infrastructure capacity to meet demand from development include greater transparency and efficiency by requiring an appropriate share of the actual costs to be paid by developers. Council has the appropriate systems in place to separately identify the charges and costs of this activity.
In addition to the factors above, the Council has assessed the overall impact of the allocation	The liability for revenue falls proportionally on the growth community.

of liability for the revenue needs of the community	Council has considered the negative impact of the allocation of liability for revenue on the growth community and considers that the level of development contributions is affordable.

8.2.2 Who Gets Charged

All new developments within the Lincoln Outline Development Plan Area 4 per the map in Appendix2 to this policy will be subject to the development contribution.

8.2.3 What is being provided?

The Council will provide certain roading and associated services including within the carriageway, and a wastewater pump station.

HOW TO WORK OUT THE DEVELOPMENT CONTRIBUTION PAYABLE

STEP 1
Determine in which location within the District your development is to occur
STEP 2
Go to the Development Contributions Schedule (Table 1) and identify the fees payable per unit of demand for your development contribution area
STEP 3
Establish how many units of demand your development will create for each of the community facilities
STEP 4
Multiply the units of demand (step 3) by the fee per unit of demand (step 2) to determine the total development contributions payable

Appendix 1: Schedule of Assets as per Section 201 A

	Net Expenditure incurred pre 2021 $	Expenditure planned 2021-2031 $	Expenditure post 2031 $	Total Cost $	% of total cost funded from Development Contribution %	% funded from other sources %
Water						
Prebbleton Water						
Opening Balance	814,442			814,442		
Prebbleton Growth	-	2,932,472	-	2,932,472	100%	0%
Interest	-	197,029	-	197,029	100%	0%
	814,442	3,129,501	-	3,943,943		
Rolleston Water						
Opening Balance	171,093			171,093		
Rolleston Growth	-	10,824,751	-	10,824,751	100%	0%
Interest	-	487,258	-	487,258	100%	0%
	171,093	11,312,009	-	11,483,102		
Southbridge Water						
Opening Balance	22,962			22,962		
Southbridge Growth		165,856		165,856	100%	0%
Interest	-	16,225	-	16,225	100%	0%
	22,962	182,081	-	205,043		
Lincoln Water						
Opening Balance	1,381,143			1,381,143		
Lincoln Growth	-	1,005,032	-	1,005,032	100%	0%
Reservoir	-	2,123,820	-	2,123,820	90%	10%
Interest	-	478,643	-	478,643	100%	0%
	1,381,143	3,607,495	-	4,988,638		
Darfield Water						
Opening Balance	1,396,166			1,396,166		
Darfield Growth	-	1,555,990	-	1,555,990	81%	30%
Interest	-	339,271	-	339,271	100%	0%
	1,396,166	1,895,261	-	3,291,427		
Kirwee						
Opening Balance	201,176			201,176		
Kirwee growth	-	272,829	-	272,829	100%	0%
Interest	-	84,428	-	84,428	100%	0%
	201,176	357,257	-	558,433		
Leeston						
Opening Balance	272,446			272,446		
Well and Pipework Upgrade	-	1,256,962	-	1,256,962	95%	0%
Interest	-	178,315	-	178,315	100%	0%
	272,446	1,435,277	-	1,707,723		
West Melton						
Opening Balance	142,331			142,331		
West Melton Growth	-	1,326,904	-	1,326,904	50%	0%
Interest	-	3,976	-	3,976	100%	0%
	142,331	1,330,880	-	1,473,211		
Sewerage						
Eastern Selwyn Sewerage						
Opening Balance	19,365,800			19,365,800		
Sewerage Treatment and Reticulation		74,691,724	113,398,155	188,089,879	74%	26%
Interest		9,044,499	21,389,576	30,434,075	100%	
	19,365,800	83,736,223	134,787,731	237,889,754		
Stormwater						
Lincoln						
Opening Balance	2,128,026			2,128,026		
Interest	-	220,305	-	220,305	100%	
	2,128,026	220,305	-	2,348,332		

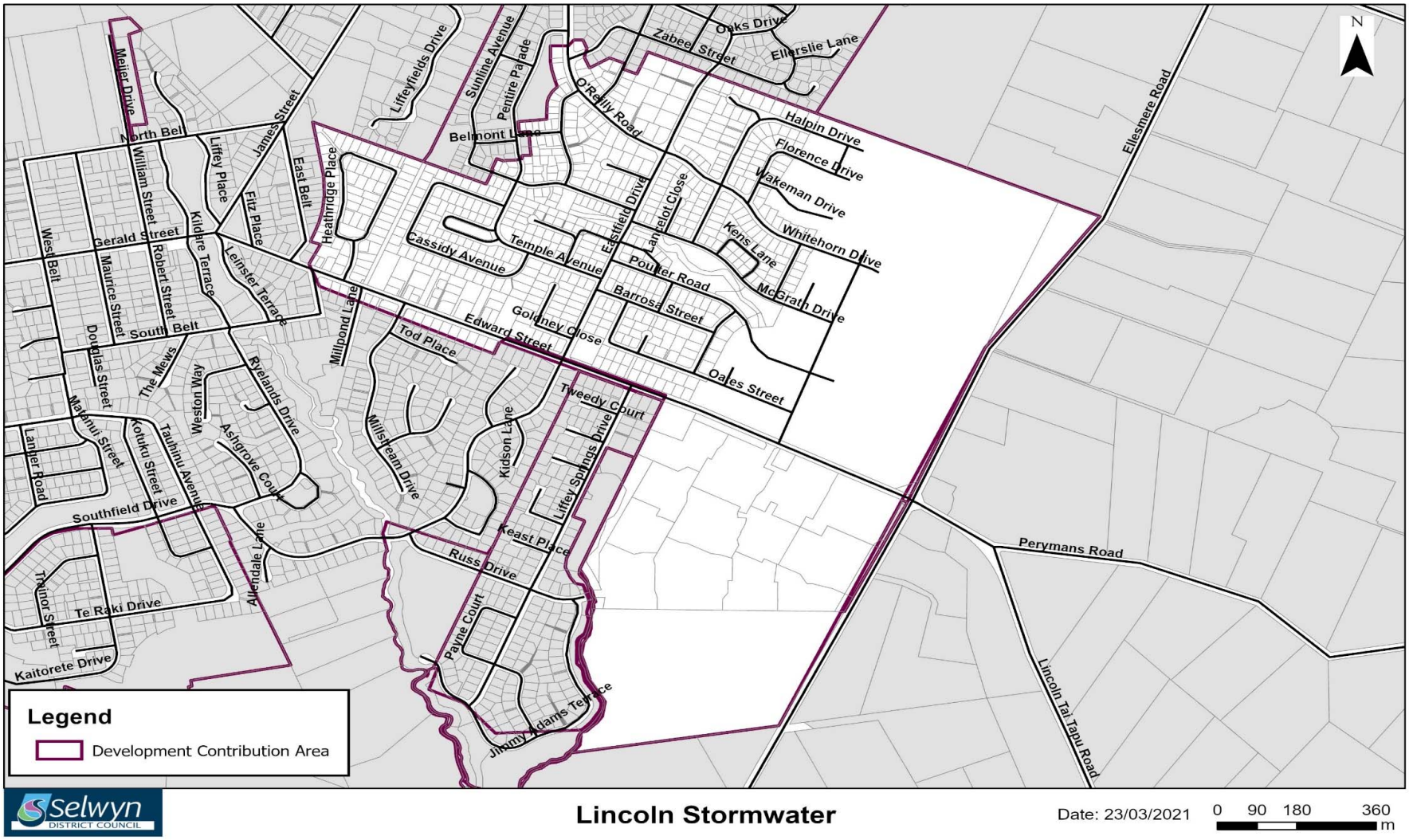
Transportation- Roading	Net Expenditure incurred pre 2021 $	Expenditure planned 2021-2031 $	Expenditure post 2031 $	Total Cost $	% of total cost funded from Development Contribution %	% funded from other sources %
Eastern Selwyn Development Area						
Opening Balance	(9,713,039)	-	-	(9,713,039)		
Burnham School Rd Widening	-	-	1,238,586	1,238,586	9%	91%
Wordsworth St Extension	-	740,000	-	740,000	38%	62%
Traffic Signals at Rolleston Dr/Tennyson St	-	3,000,000	-	3,000,000	31%	69%
Town Centre Signage	-	14,433	-	14,433	0%	100%
Town Centre Car Parks	-	4,995,136	-	4,995,136	30%	70%
Weedons Ross Rd Widening	-	-	2,098,690	2,098,690	7%	93%
Tennyson/Moore St Roundabout	-	1,175,609	-	1,175,609	19%	81%
Moore St Extension	-	1,661,945	-	1,661,945	23%	77%
Markham Way Traffic Calming	-	309,600	-	309,600	9%	91%
Railway Rd Izone Upgrade	-	516,000	-	516,000	7%	93%
Hoskyns Rd Widening Stage 1	-	2,039,918	-	2,039,918	8%	92%
George Holmes Rd Upgrade	-	265,740	-	265,740	4%	96%
Lowes Rd/Levi Dr/Masefield Dr Roundabout	-	3,939,285	-	3,939,285	14%	86%
Brookside Road/Rolleston Dr Roundabout	-	656,274	-	656,274	9%	91%
Broadlands Dr Stage 3 Extension Helpet	-	-	3,165,237	3,165,237	59%	41%
Goulds/East Maddisons Rd Roundabout - Faringdon	-	3,157,700	-	3,157,700	43%	57%
Relocated Rolleston Park N Ride	-	4,159,072	-	4,159,072	20%	80%
Jones Rd/Two Chain Road Realignment	-	3,474,450	-	3,474,450	8%	92%
Two Chain Rd Widening Stage 1	-	579,075	-	579,075	9%	91%
Rolleston Dr Access Upgrade	-	1,980,000	-	1,980,000	21%	79%
Wordsworth St South	-	1,750,000	-	1,750,000	27%	73%
Springston Rolleston Rd Upgrade Stage 2	-	118,680	-	118,680	7%	93%
Foster Park Park N Ride Formalisation	-	531,480	-	531,480	13%	87%
East Maddisons Rd Kerb and Channel	-	229,696	-	229,696	16%	84%
Walkers Rd/Two Chain Rd Roundabout	-	1,389,780	-	1,389,780	14%	86%
Selwyn/Weedons Rd Roundabout	-	5,362,785	-	5,362,785	44%	56%
Lincoln Rolleston Rd/Selwyn Road Intersection Upgr	-	1,839,435	-	1,839,435	22%	78%
Burnham School Rd/Dunns Crossing Rd Traffic Signal	-	-	4,128,570	4,128,570	17%	83%
Lowes Rd/Dunns Crossing Rd Roundabout	-	-	3,642,900	3,642,900	18%	82%
Rolleston and Lincoln Bus Stop Improvement Prograı	-	1,017,343	-	1,017,343	0%	100%
Shelter and RTI at Lincoln Events Centre	-	53,000	-	53,000	0%	100%
Tancreds Rd Seal Extension		260,425	-	260,425	17%	83%
Lincoln Carpark Stage 1		768,934	-	768,934	10%	90%
Gerald St/West Belt Traffic Signals	-	2,251,020	-	2,251,020	10%	90%
Gerald St Upgrade Eastern End	-	4,502,040	-	4,502,040	23%	77%
Expanded Lincoln Park N Ride		2,316,300	-	2,316,300	13%	87%
Ellesmere Junction & Weedons IS (SNP)		-	-	0	12%	88%
Meijer Dr Extension	-	1,787,595	-	1,787,595	12%	88%
Lincoln Carpark Stage 2	-	858,046	-	858,046	10%	90%
Gerald/Vernon Dr Traffic Signals (SNP)	-	3,065,725	-	3,065,725	13%	87%
Gerald St Upgrade Transitional Section	-	4,292,015	-	4,292,015	21%	79%
Gerald/James/Edward Traffic Signals	-	-	2,674,800	2,674,800	11%	89%
Russ Drive L2 Culvert	-	-	-	0	39%	61%
Gerald St Upgrade Western End	-	-	3,343,500	3,343,500	29%	71%
Traffic Signals Springs/Gerald/Ellesmere Junction Rd	-	-	4,680,900	4,680,900	20%	80%
Rolleston and Lincoln Bus Stop Improvement Prograı	-	330,657	-	330,657	0%	100%
Trents Rd widening	-	397,320	-	397,320	7%	93%
Shands/Trents Rd Roundabout (SNP)	-	4,644,000	-	4,644,000	7%	93%
Shands/Hamptons Rd Roundabout (SNP)	-	5,314,800	-	5,314,800	7%	93%
Ellesmere Rd Seal Widening	-	2,132,891	-	2,132,891	7%	93%
Hamptons Rd Widening	-	546,895	-	546,895	7%	93%
Springs/Hamptons Rd Roundabout (SNP)	-	3,828,265	-	3,828,265	7%	93%
Springs Road /Tosswill Road Traffic Signals		2,895,375	-	2,895,375	15%	85%
Prebbleton Streets Upgrade (3 original Streets)		-	3,086,000	3,086,000	0%	100%
Springs Rd Upgrade Stage 2	-	-	1,003,050	1,003,050	15%	85%
Templeton to Prebbleton Cycleway	-	1,312,548	-	1,312,548	14%	86%
Jones Rd Cycleway	-	775,961	-	775,961	14%	86%
Rolleston South to RIZ Cycleway	-	-	913,385	913,385	14%	86%
Rolleston to Burnham Cycleway	-	3,310,983	-	3,310,983	14%	86%
Darfield to Kirwee Cycleway	-	-	3,302,856	3,302,856	30%	70%
West Melton to Rolleston Cycleway	-	-	2,548,980	2,548,980	14%	86%
Prebbleton to CSM1 Cycleway	-	-	668,700	668,700	14%	86%
Leeston to Southbridge Cycleway	-	-	4,735,770	4,735,770	30%	70%
Springston to Rolleston Cycleway	-	-	1,960,428	1,960,428	14%	86%
Springs Rd to Lincoln (Boundary Rd to Hub) Cycleway	-	-	-	0	14%	86%
Mathias St - Level Crossing Pedestrian Upgrade	-	82,034	-	82,034	0%	100%
Mathias St Level Crossing Upgrade	-	273,448	-	273,448	0%	100%
McMillan St - Level Crossing Pedestrian Upgrade	-	82,034	-	82,034	0%	100%
Perrin Pl - Level Crossing Pedestrian Upgrade	-	54,690	-	54,690	0%	100%
Creyke Rd Level Crossing Upgrade		297,933	-	297,933	0%	100%
North Terrace Level Crossing Upgrade		324,928	-	324,928	0%	100%
Horndon St North Level Crossing Upgrade	-	-	401,220	401,220	0%	100%
Homebush Rd level Crossing Upgrade	-	-	354,025	354,025	0%	100%
Weedons Ross Rd Main St West Melton Upgrade	-	258,000	-	258,000	0%	100%
Hoskyns Rd Widening Stage 2	-	858,403	-	858,403	0%	100%
Interest		(972,597)	(82,860)	(1,055,457)		
	(9,713,039)	91,807,102	43,864,736	125,958,799		

Transportation- Roading	Net Expenditure incurred pre 2021 $	Expenditure planned 2021-2031 $	Expenditure post 2031 $	Total Cost $	% of total cost funded from Development Contribution %	% funded from other sources %
Rest of District						
Opening Balance	-	-	-	-		
Burnham School Rd Widening	-	-	1,238,586	1,238,586	0.2%	99.8%
Wordsworth St Extension	-	740,000	-	740,000	0.2%	99.8%
Traffic Signals at Rolleston Dr/Tennyson St	-	3,000,000	-	3,000,000	0.5%	99.5%
Town Centre Signage	-	14,433	-	14,433	0.0%	100.0%
Town Centre Car Parks	-	4,995,136	-	4,995,136	0.2%	99.8%
Weedons Ross Rd Widening	-	-	2,098,690	2,098,690	0.4%	99.6%
Tennyson/Moore St Roundabout	-	1,175,609	-	1,175,609	0.3%	99.7%
Moore St Extension	-	1,661,945	-	1,661,945	0.3%	99.7%
Markham Way Traffic Calming	-	309,600	-	309,600	0.2%	99.8%
Railway Rd Izone Upgrade	-	516,000	-	516,000	0.3%	99.7%
Hoskyns Rd Widening Stage 1	-	2,039,918	-	2,039,918	0.3%	99.7%
George Holmes Rd Upgrade	-	265,740	-	265,740	0.1%	99.9%
Lowes Rd/Levi Dr/Masefield Dr Roundabout	-	3,939,285	-	3,939,285	0.2%	99.8%
Brookside Road/Rolleston Dr Roundabout	-	656,274	-	656,274	0.2%	99.8%
Broadlands Dr Stage 3 Extension Helpet	-	-	3,165,237	3,165,237	0.7%	99.3%
Goulds/East Maddisons Rd Roundabout - Faringdon	-	3,157,700	-	3,157,700	0.4%	99.6%
Relocated Rolleston Park N Ride	-	4,159,072	-	4,159,072	0.0%	100.0%
Jones Rd/Two Chain Road Realignment	-	3,474,450	-	3,474,450	0.3%	99.7%
Two Chain Rd Widening Stage 1	-	579,075	-	579,075	0.2%	99.8%
Rolleston Dr Access Upgrade	-	1,980,000	-	1,980,000	0.4%	99.6%
Wordsworth St South	-	1,750,000	-	1,750,000	0.2%	99.8%
Springston Rolleston Rd Upgrade Stage 2	-	118,680	-	118,680	0.1%	99.9%
Foster Park Park N Ride Formalisation	-	531,480	-	531,480	0.0%	100.0%
East Maddisons Rd Kerb and Channel	-	229,696	-	229,696	0.2%	99.8%
Walkers Rd/Two Chain Rd Roundabout	-	1,389,780	-	1,389,780	0.5%	99.5%
Selwyn/Weedons Rd Roundabout	-	5,362,785	-	5,362,785	1.7%	98.3%
Lincoln Rolleston Rd/Selwyn Road Intersection Upgr	-	1,839,435	-	1,839,435	0.8%	99.2%
Burnham School Rd/Dunns Crossing Rd Traffic Signal	-	-	4,128,570	4,128,570	0.3%	99.7%
Lowes Rd/Dunns Crossing Rd Roundabout	-	-	3,642,900	3,642,900	0.3%	99.7%
Rolleston and Lincoln Bus Stop Improvement Progra	-	1,017,343	-	1,017,343	0.0%	100.0%
Shelter and RTI at Lincoln Events Centre	-	53,000	-	53,000	0.0%	100.0%
Tancreds Rd Seal Extension	-	260,425	-	260,425	0.4%	99.6%
Lincoln Carpark Stage 1	-	768,934	-	768,934	0.4%	99.6%
Gerald St/West Belt Traffic Signals	-	2,251,020	-	2,251,020	0.4%	99.6%
Gerald St Upgrade Eastern End	-	4,502,040	-	4,502,040	0.7%	99.3%
Expanded Lincoln Park N Ride	-	2,316,300	-	2,316,300	0.0%	100.0%
Ellesmere Junction & Weedons IS (SNP)	-	-	-	-	0.8%	99.2%
Meijer Dr Extension	-	1,787,595	-	1,787,595	0.5%	99.5%
Lincoln Carpark Stage 2	-	858,046	-	858,046	0.4%	99.6%
Gerald/Vernon Dr Traffic Signals (SNP)	-	3,065,725	-	3,065,725	0.6%	99.4%
Gerald St Upgrade Transitional Section	-	4,292,015	-	4,292,015	0.8%	99.2%
Gerald/James/Edward Traffic Signals	-	-	2,674,800	2,674,800	0.3%	99.7%
Russ Drive L2 Culvert	-	-	-	-	0.6%	99.4%
Gerald St Upgrade Western End	-	-	3,343,500	3,343,500	1.4%	98.6%
Traffic Signals Springs/Gerald/Ellesmere Junction Rd	-	-	4,680,900	4,680,900	1.0%	99.0%
Rolleston and Lincoln Bus Stop Improvement Progra	-	330,657	-	330,657	0.0%	100.0%
Trents Rd widening	-	397,320	-	397,320	0.1%	99.9%
Shands/Trents Rd Roundabout (SNP)	-	4,644,000	-	4,644,000	0.1%	99.9%
Shands/Hamptons Rd Roundabout (SNP)	-	5,314,800	-	5,314,800	0.1%	99.9%
Ellesmere Rd Seal Widening	-	2,132,891	-	2,132,891	0.1%	99.9%
Hamptons Rd Widening	-	546,895	-	546,895	0.1%	99.9%
Springs/Hamptons Rd Roundabout (SNP)		3,828,265	-	3,828,265	0.1%	99.9%
Springs Road /Tosswill Road Traffic Signals		2,895,375	-	2,895,375	0.1%	99.9%
Prebbleton Streets Upgrade (3 original Streets)	-	-	3,086,000	3,086,000	0.0%	100.0%
Springs Rd Upgrade Stage 2	-	-	1,003,050	1,003,050	0.1%	99.9%
Templeton to Prebbleton Cycleway	-	1,312,548	-	1,312,548	3.7%	96.3%
Jones Rd Cycleway	-	775,961	-	775,961	3.7%	96.3%
Rolleston South to RIZ Cycleway	-	-	913,385	913,385	3.7%	96.3%
Rolleston to Burnham Cycleway	-	3,310,983	-	3,310,983	3.7%	96.3%
Darfield to Kirwee Cycleway	-	-	3,302,856	3,302,856	7.5%	92.5%
West Melton to Rolleston Cycleway	-	-	2,548,980	2,548,980	3.7%	96.3%
Prebbleton to CSM1 Cycleway	-	-	668,700	668,700	3.7%	96.3%
Leeston to Southbridge Cycleway	-	-	4,735,770	4,735,770	7.5%	92.5%
Springston to Rolleston Cycleway	-	-	1,960,428	1,960,428	3.7%	96.3%
Springs Rd to Lincoln (Boundary Rd to Hub) Cycleway	-	-	-	-	3.7%	96.3%
Mathias St - Level Crossing Pedestrian Upgrade	-	82,034	-	82,034	12.3%	87.8%
Mathias St Level Crossing Upgrade	-	273,448	-	273,448	36.8%	63.3%
McMillan St - Level Crossing Pedestrian Upgrade	-	82,034	-	82,034	12.3%	87.8%
Perrin Pl - Level Crossing Pedestrian Upgrade		54,690	-	54,690	12.3%	87.8%
Creyke Rd Level Crossing Upgrade		297,933	-	297,933	12.3%	87.8%
North Terrace Level Crossing Upgrade	-	324,928	-	324,928	12.3%	87.8%
Horndon St North Level Crossing Upgrade	-	-	401,220	401,220	24.5%	75.5%
Homebush Rd level Crossing Upgrade	-	-	354,025	354,025	12.3%	87.8%
Weedons Ross Rd Main St West Melton Upgrade	-	258,000	-	258,000	0.0%	100.0%
Hoskyns Rd Widening Stage 2	-	858,403	-	858,403	17.2%	82.9%
Interest	-	(43,606)	(16,497)	(60,103)	100%	0%
	-	92,736,094	43,931,099	136,667,193		

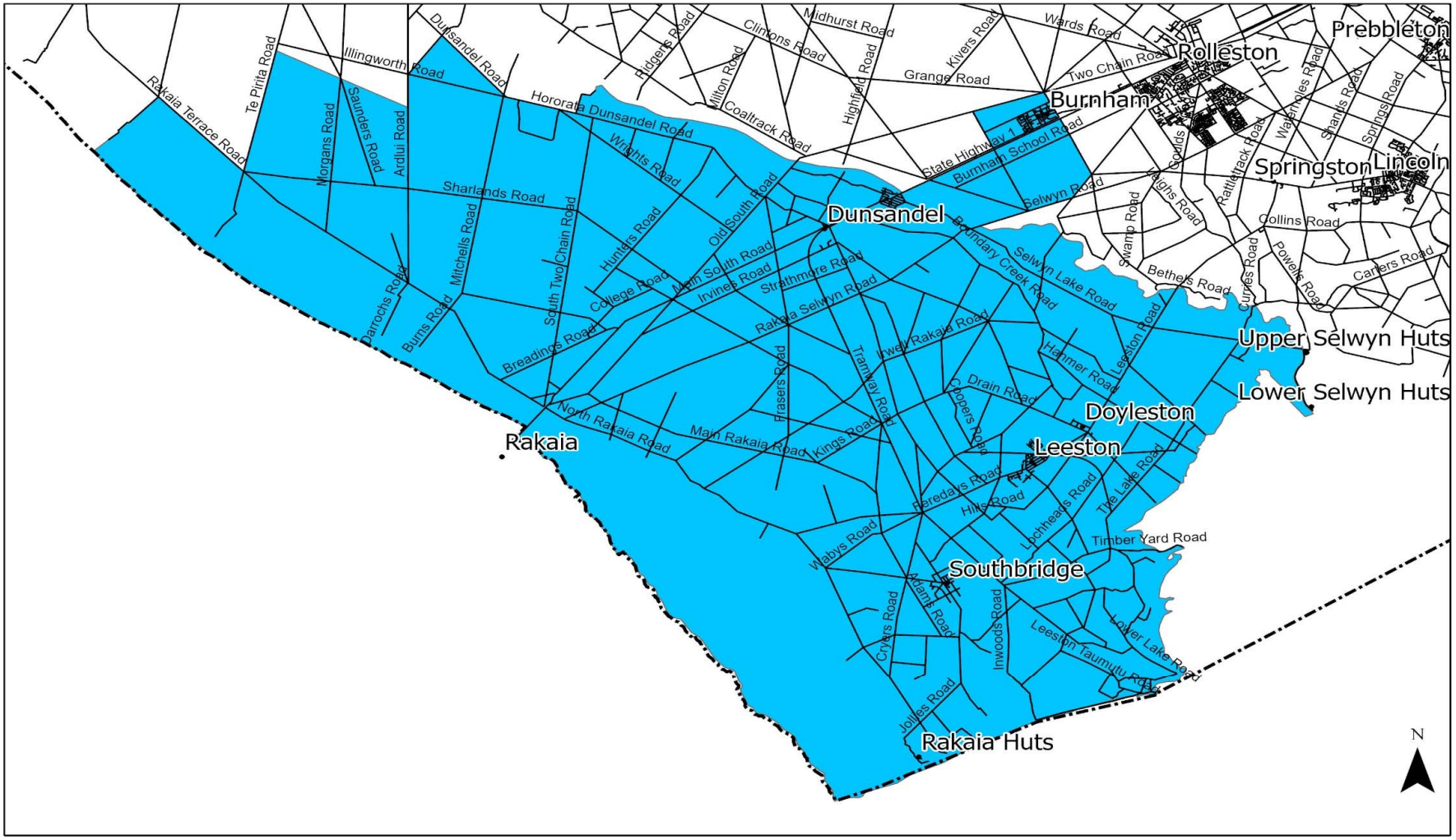
	Net Expenditure incurred pre 2021 $	Expenditure planned 2021-2031 $	Expenditure post 2031 $	Total Cost $	% of total cost funded from Development Contribution %	% funded from other sources %
Lincoln ODP4						
Opening Balance	2,517,739		-	2,517,739		
Interest		266,665	-	266,665	100.0%	0.0%
	2,517,739	266,665	-	2,784,404		
Broadlands Drive - Section 2 Title Plan SO494531						
Opening Balance	1,180,584	-	-	1,180,584		
Interest		-	-	-		
	1,180,584	-	-	1,180,584		
Lowes Rd ODP Area						
Opening Balance	1,812,871	-	-	1,812,871		
Lowes Road ODP TOTAL AREA		-	-	-		
Lowes Road ODP Area: North High	-	-	-	-		
Lowes Road ODP Area: North Medium	-	-	-	-		
Lowes Road ODP Area: North Low	-	-	-	-		
Lowes Road ODP Area: Fairhurst High	-	-	-	-		
Lowes Road ODP Area: Fairhurst Low	-	-	-	-		
Lowes Road ODP Area: Jozecom High	-	-	-	-		
Lowes Road ODP Area: Jozecom Low	-	-	-	-		
	1,812,871	-	-	1,812,871		
Reserves						
Ellesmere Ward						
Opening Balance	(741,892)	-	-	(741,892)		
Land Credits	-	1,539,363	-	1,539,363	100%	0%
Improvement Credits	-	0	-	0	100%	0%
Dunsandel TownshipNew Passive Reserve	-	104,031	-	104,031	83%	17%
Leeston TownshipNew Reserve Development	-	390,811	-	390,811	100%	0%
Southbridge TownshipNew Reserve/Playground	-	166,316	-	166,316	95%	5%
Leeston CCConstruction Design & Consents	-	190,200	-	190,200	12%	88%
Leeston CCBuilding Works	-	4,369,651	-	4,369,651	12%	88%
Dunsandel DomainWalking/Exercise Track	-	29,133	-	29,133	15%	85%
Chamberlains FordDevelop Picnic Area	-	9,859	-	9,859	20%	81%
Coes FordDevelop Picnic & Reserve Area	-	10,358	-	10,358	20%	81%
Lakeside DomainWalkway Development	-	31,580	-	31,580	20%	81%
Lakeside DomainPicnic Area Development	-	9,600	-	9,600	20%	81%
Leeston ParkDevelop Extension	-	751,679	-	751,679	87%	13%
Leeston ParkNew Toilet Block/Change Facility	-	842,140	-	842,140	70%	30%
Leeston TownshipNew Toilet Facility	-	323,197	-	323,197	18%	82%
Osborne ParkNew Toilet Facility	-	258,434	-	258,434	6%	94%
Southbridge ParkIrrigation and Drainage	-	194,219	-	194,219	24%	77%
Southbridge Astro Turf cricket wicket		30,810		30,810	77%	23%
Southbridge ParkDevelop Extension	-	487,070	-	487,070	81%	19%
Interest	-	70,815	-	70,815	100%	
	(741,892)	9,809,264	-	9,067,372		
Selwyn Central						
Opening Balance	(11,226,743)	-	-	(11,226,743)		
Land Credits	-	15,303,491	-	15,303,491	100%	0%
Improvement Credits	-	2,792,283	-	2,792,283	100%	0%
Rolleston TownshipRolleston Town Square Developr	-	6,435,100	-	6,435,100	41%	59%
Rolleston TownshipNew Passive Reserves Rolles	-	2,096,594	-	2,096,594	100%	0%
Foster ParkRecreation Precinct Devt	-	894,774	-	894,774	95%	5%
Foster ParkHockey Artificial Surface	-	2,500,000	-	2,500,000	63%	37%
Foster ParkCar Park & Roadways	-	1,000,000	-	1,000,000	95%	5%
Foster ParkLoan Costs for Land Purchase	-	3,364,604	-	3,364,604	100%	0%
Rolleston ReserveRolleston Reserve Redevelopment	-	4,211,404	-	4,211,404	72%	28%
Large Scale ParkDistrict Park Development	-	18,116,290	-	18,116,290	90%	10%
West Melton DomainDomain Extension - Developme	-	463,300	-	463,300	88%	12%
West Melton DomainPerimeter Footpath	-	291,693	-	291,693	55%	45%
West Melton DomainTennis Courts Replacement	-	610,552	-	610,552	22%	78%
West Melton DomainCricket Nets	-	41,080	-	41,080	78%	22%
West Melton DomainNew Toilet Block	-	350,021	-	350,021	37%	63%
West Melton DomainMains Sewer Connection	-	130,000	-	130,000	74%	26%
Weedons DomainAdditional Practice Wicket	-	18,948	-	18,948	90%	10%
Weedons DomainField Development	-	53,950	-	53,950	90%	10%
Foster ParkFootball Artificial Surface		1,500,000		1,500,000	63%	37%
Interest	-	(237,505)	-	(237,505)	100%	
	(11,226,743)	59,936,579	-	48,709,836		

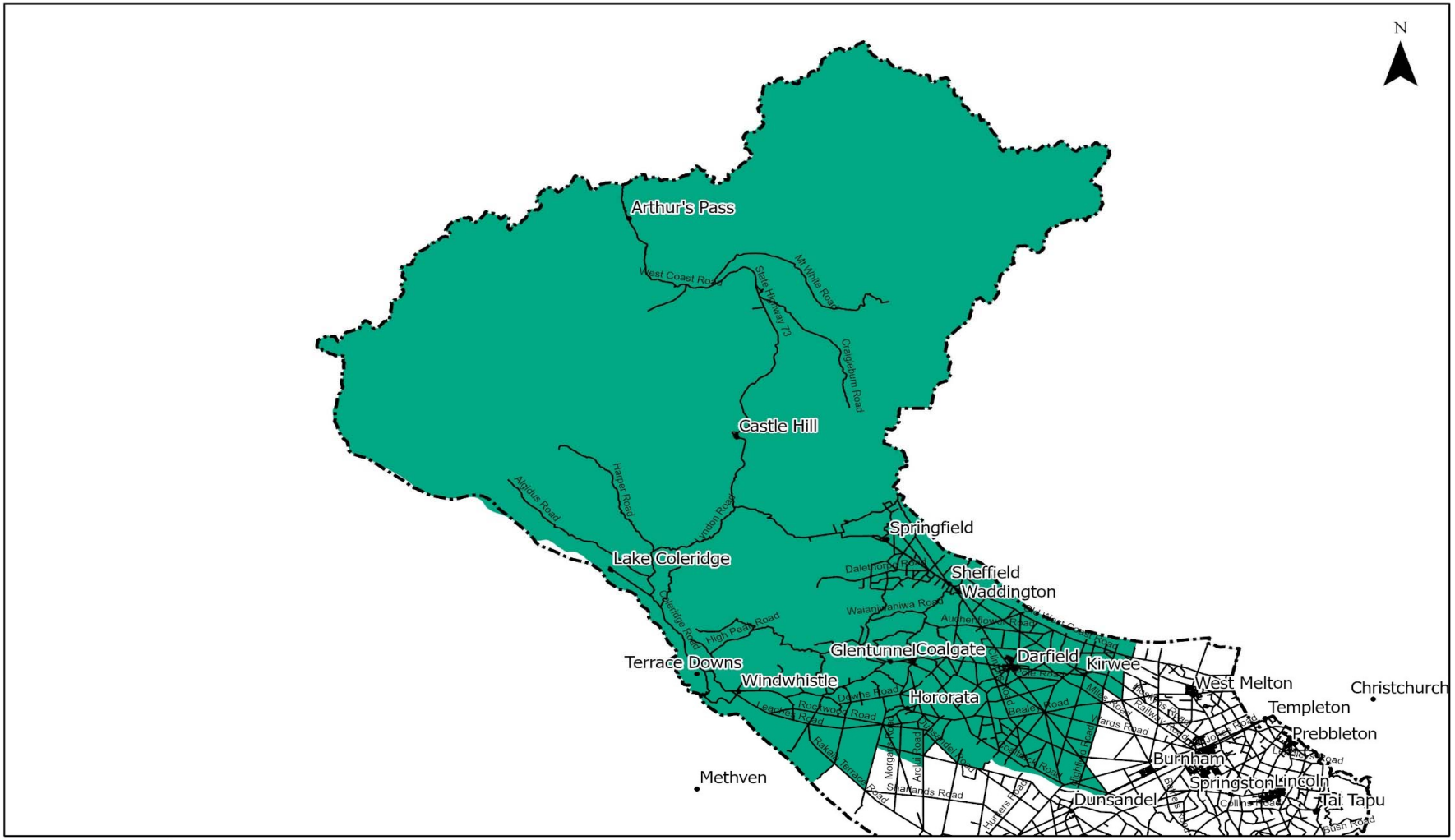
	Net Expenditure incurred pre 2021	Expenditure planned 2021-2031	Expenditure post 2031	Total Cost	% of total cost funded from Development Contribution	% funded from other sources
	$	$	$	$	%	%
Malvern						
Opening Balance	(1,341,496)	-	-	(1,341,496)		
Land Credits	-	2,530,170	-	2,530,170	100%	0%
Improvement Credits	-	222,014	-	222,014	100%	0%
Darfield TownshipNew Passive Reserve Devt	-	564,269	-	564,269	100%	0%
Kirwee TownshipNew Reserve Development	-	5,400	-	5,400	100%	0%
Castlehill TownshipNew Reserve Development	-	124,300	-	124,300	100%	0%
Darfield Rec & CCSports Field Lighting	-	300,000	-	300,000	52%	48%
Darfield Rec & CCNewToilet/StorageFacility	-	318,283	-	318,283	40%	60%
Darfield Rec & CCSports Fields Development/Irrigatic	-	480,847	-	480,847	72%	28%
Hororata CCNew Facility Construction	-	3,000,000	-	3,000,000	8%	92%
Hororata DomainHororata Public Toilets	-	0	-	0	29%	71%
Kirwee DomainIrrigation System	-	259,884	-	259,884	72%	28%
Kirwee DomainDevelop Extension	-	828,566	-	828,566	80%	20%
Kirwee DomainPlayground Redevelopment	-	139,744	-	139,744	56%	44%
Whitecliffs DomainPicnic Tables	-	9,600	-	9,600	20%	81%
Sheffield DomainNew Toilet Facility	-	337,521	-	337,521	21%	79%
Coalgate Domain Toilet		226,281		226,281	18%	82%
McHughs Forest ParkCarparking Development	-	121,977	-	121,977	57%	43%
Interest	-	(89,529)	-	(89,529)	100%	
	(1,341,496)	9,379,326	-	8,037,830		
Springs						
Opening Balance	(11,068,876)	-	-	(11,068,876)		
Land Credits	-	15,512,180	-	15,512,180	100%	0%
Improvement Credits	-	2,412,430	-	2,412,430	100%	0%
Lincoln TownshipNew Passive Reserves Lincoln	-	1,305,774	-	1,305,774	100%	0%
Lincoln TownshipDog Park Development	-	164,320	-	164,320	48%	52%
Springston TownshipLibrary Reserve development	-	15,000	-	15,000	40%	60%
Prebbleton TownshipNew Passives Reserves Prebb	-	1,240,715	-	1,240,715	100%	0%
Yarrs LagoonYarrs Lagoon Development	-	167,696	-	167,696	21%	79%
Broadfield CCDevelop Reserve Extension	-	456,975	-	456,975	71%	29%
Prebbleton CCNew Community/Sports Centre	-	5,652,208	-	5,652,208	21%	79%
Prebbleton CCConstructionDesign&Consents	-	613,348	-	613,348	21%	79%
Lincoln DomainNew Sports Park Development	-	4,683,931	-	4,683,931	95%	5%
Lincoln DomainChange Facility	-	743,651	-	743,651	86%	14%
Rhodes ParkTai Tapu Walkway	-	605,911	-	605,911	22%	78%
Liffey DomainNew Toilet Facility	-	339,559	-	339,559	24%	76%
Te WharikiNew Toilet Facility	-	141,623	-	141,623	86%	14%
Rhodes ParkNew Toilet Facility		305,479		305,479	23%	77%
Rhodes ParkSports Field Irrigation		194,219		194,219	20%	81%
Birches Road ParkDevelop Extension		10,444,945		10,444,945	93%	7%
Greenpark Memorial ReservePlay Equipment		43,160		43,160	23%	77%
Interest	-	(274,345)	-	(274,345)	100%	
	(11,068,876)	44,768,778	-	33,699,902		

Appendix 2: MAPS STORMWATER, TRANSPORTATION, RESERVES AND ODP AREAS

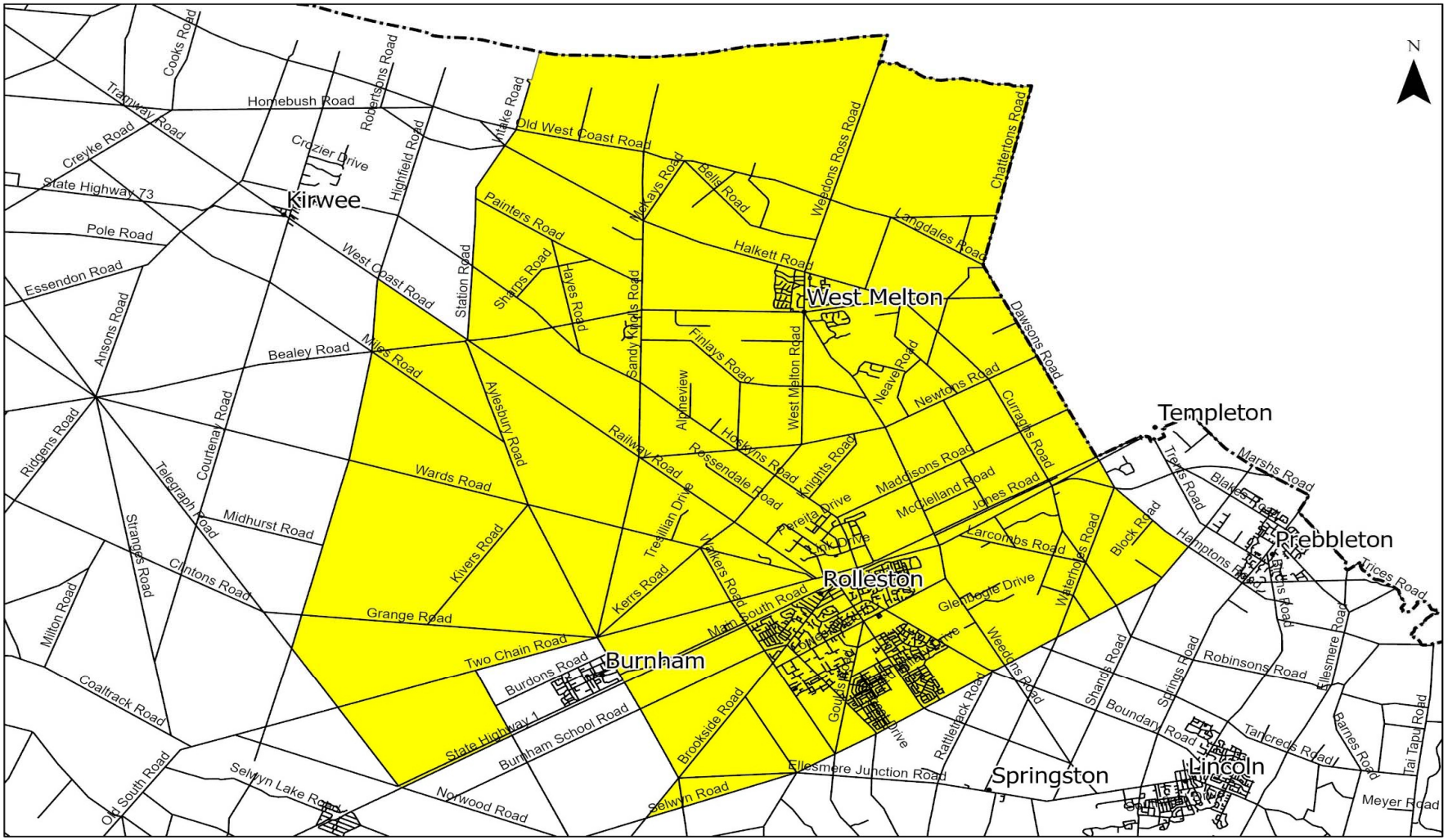


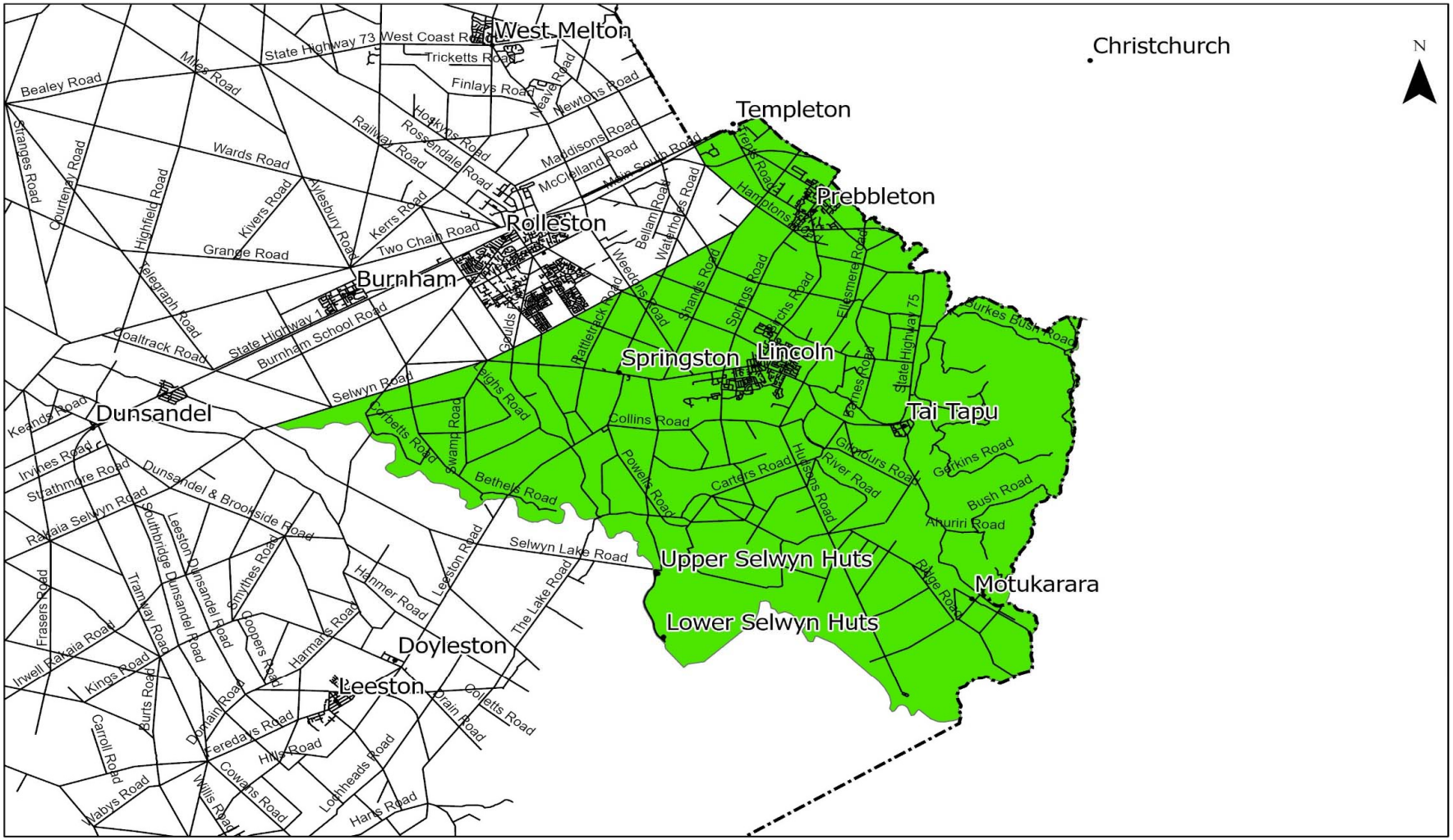

Auchenflower Road
Homebush Road
Banger Road
State Highway 73
Pole Road
Essendon Road
Bealey Road
Wards Road
Grange Road
Two Chain Road
Horoirata Dunsandel Road
Selwyn Road
Main South Road
Old West Coast Road
Bells Road
Halkett Road
Tricketts Road
Finlays Road
Nostyns Road
Maddisons Road
Jones Road
Link Drive
Levi Road
Runners Road
Brookside Road
Godley Road
Burnham School Road
Rattletrack Road
Waterholes Road
Shands Road
Springs Road
Tancreda Road
Farm Road
Collins Road
Bethels Road
Swamp Road
Carters Road
Rhodes Road
Gerkins Road
Bush Road
Ahuriri Road
Ridge Road
Wolfes Road
Selwyn Lake Road
The Lake Road
Hanmer Road
Colletts Road
Drain Road
Boundary Creek Road
Rakaia Road
Leeston Road
Tobins Road
Harmans Road
Coopers Road
Pooles Road
Bealeys Road
Dawsons Road
Chattertons Road
Robinsons Road
Hedgens Road
Birchs Road
McBurneys Road
State Highway 75
Summit Road
Ellesmere Road
Powells Road
Hudsons Road
Gammacks Road
Levs Road
Peats Road
Cullens Road
Cooks Road
Ansons Road
Highfield Road
Station Road
Sandy Knolls Road
Hayes Road
Courtenay Road
West Coast Road
Miles Road
Railway Road
Aylesbury Road
Kerrs Road
Telegraph Road
Clintons Road
Coaltrack Road
Milton Road
Ridgens Road
Lambs Road
Greendale Road
Warrens Road
McLaughlins Road
Mitchells Road
Wrights Road
Sharlands Road
South Two Chain Road
Terrace Road
Gales Road
Keands Road
State Highway 1
Irwines Road
Strathmore Road
Selwyn Road
Legend
Road
Eastern Selwyn Development Area-Roading
Township area
Selwyn District Boundary
N
Selwyn
DISTRICT COUNCIL
Eastern Selwyn Development Area-Roading
Date: 12/02/2021
0
3
6
km


Prebbleton
Rolleston
Burnham
Springston
Lincoln
Dunsandel
Upper Selwyn Huts
Lower Selwyn Huts
Doyleston
Leeston
Rakaia
Southbridge
Rakaia Huts
N
Rakaia Terrace Road
Te Pirita Road
Illingworth Road
Dunsandel Road
Hororata Dunsandel Road
Midhurst Road
Clintons Road
Coaltrack Road
Highfield Road
Kivers Road
Wards Road
Grange Road
Two Chain Road
Burnham School Road
State Highway 1
Selwyn Road
Sharlands Road
Wrights Road
Old South Road
Main South Road
Irwell Rakaia Road
Strathmore Road
Rakaia Selwyn Road
Selwyn Lake Road
Boundary Creek Road
Hammer Road
Leeston Road
Drain Road
Tramway Road
Kings Road
Main Rakaia Road
North Rakaia Road
Hills Road
Timber Yard Road
Lower Lake Road
Leeston Taumutu Road
Bethels Road
Collins Road
Carters Road
Powells Road
Currys Road
Swamp Road
Goulds
Rattletrack Road
Waterholes Road
Shands Road
Springs Road
Morgans Road
Saunders Road
Ardlui Road
Mitchells Road
Hunters Road
South Two Chain Road
College Road
Irvines Road
Breadings Road
Burns Road
Darrochs Road
Fraser Road
Coopers Road
Pereday Road
Lochhead Road
The Lake Road
Wabys Road
Adams Road
Cryers Road
Inwoods Road
Jollies Road
Scale 0 5 10 20 Kilometers
Date: 23/02/2021
Ellesmere Ward


N
Arthur's Pass
West Coast Road
State Highway 73
M.White Road
Craigieburn Road
Castle Hill
Harper Road
Aandus Road
Springfield
Lake Coleridge
Sheffield
Waddington
Waianiwaniwa Road
High Peak Road
Glentunnel
Coalgate
Darfield
Kirwee
Terrace Downs
Windwhistle
Hororata
West Melton
Templeton
Prebbleton
Christchurch
Burnham
Springston
Lincoln
Tai Tapu
Dunsandel
Methven
Selwyn
DISTRICT COUNCIL
Date: 23/02/2021
Malvern Ward
0 5 10 20
Kilometers

40


N
Kirwee
West Melton
Templeton
Prebbleton
Rolleston
Burnham
Springston
Lincoln
Cooks Road
Tramway Road
Homebush Road
Robertsons Road
Creyke Road
Crozier Drive
Highfield Road
Intake Road
Old West Coast Road
State Highway 73
Pole Road
Essendon Road
Ansons Road
West Coast Road
Station Road
Painters Road
Sharps Road
Hayes Road
Markays Road
Bells Road
Weedons Ross Road
Chatertons Road
Halkett Road
Langdales Road
Sandy Knolls Road
Finlays Road
West Melton Road
Neavel Road
Newtons Road
Dawsons Road
Curraghs Road
Bealey Road
Miles Road
Aylesbury Road
Railway Road
Algmeview
Hoskyns Road
Rossendale Road
Knights Road
Maddisons Road
McClelland Road
Jones Road
Ridgens Road
Courtenay Road
Telegraph Road
Wards Road
Midhurst Road
Strangers Road
Clintons Road
Kivers Road
Trevillian Drive
Pereira Drive
Link Drive
Larcombs Road
Block Road
Waterholes Road
Hamptons Road
Marshs Road
Blakes Road
Travis Road
Trices Road
Milton Road
Grange Road
Kerrs Road
Walkers Road
Main South Road
Glenbogie Drive
Two Chain Road
Burdons Road
Coaltrack Road
Old South Road
Selwyn Lake Road
State Highway 1
Burnham School Road
Brookside Road
Norwood Road
Selwyn Road
Ellesmere Junction Road
Rattletrack Road
Weedons Road
Shands Road
Springs Road
Robinsons Road
Ellesmere Road
Boundary Road
Tancreds Road
Barnes Road
Tai Tapu Road
Meyer Road
Selwyn
DISTRICT COUNCIL
Date: 23/02/2021
Selwyn Central Ward
0 5 10 20
Kilometers

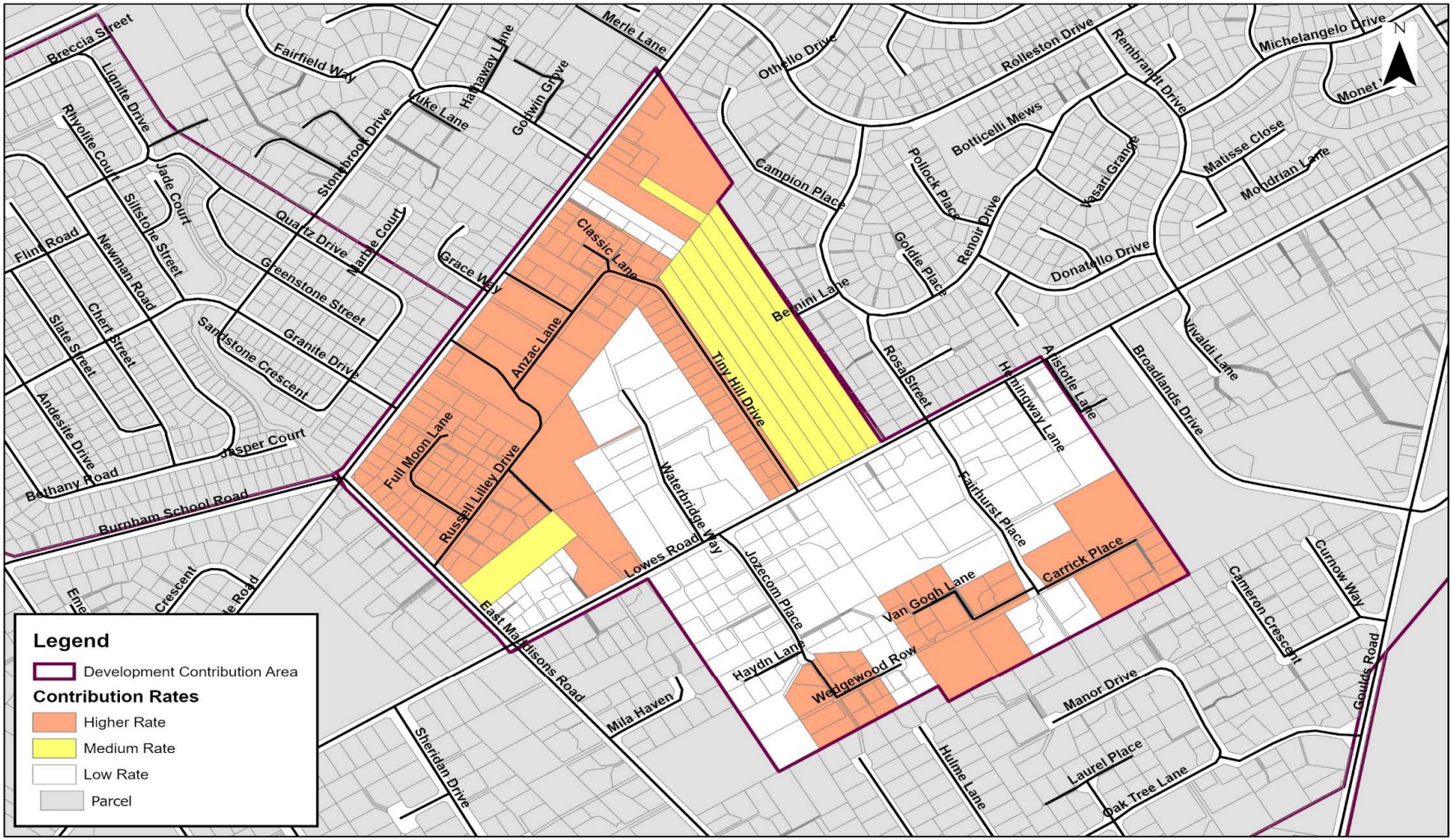


Selwyn DISTRICT COUNCIL

Date: 23/02/2021

Springs Ward

0 5 10 20 Kilometers



Selwyn DISTRICT COUNCIL

Lowes Road Development Contribution Area

Date: 12/02/2021

0 50 100 200 Metres


N
Springs Road
Tancreds Road
Benasket Drive
Hull Crescent
Carnaveron Drive
Burnett Lane
Alfie Lane
Biggles Place
Veuve Drive
Faulks Drive
Clydesdale Way
Anfield Way
Byrnes Road
Barton Fields Drive
Loxley Place
Grangewood Drive
Boundary Road
Doncaster Avenue
Caulfield Crescent
Oaks Drive
Acrasia Street
Makybe Terrace
Legend
Development Contribution Area
Selwyn DISTRICT COUNCIL
Lincoln ODP 4 Area
Date: 12/02/2021
0 45 90 180
Metres

Lump Sum Policy

1. Statutory authority for making policy

This Policy is made under section 56 of the Local Government (Rating) Act 2002 in respect of sums that may be paid in a financial year in anticipation of a liability for one or more targeted rates or for targeted rates for one or more specified activities, in subsequent financial years.

2. Commencement

This Policy came into force on 1 July 2004.

3. Policy to apply at discretion of the Council

This Policy applies at the discretion of the Council.

4. Definitions

In this Policy, unless the context requires otherwise:

- Area of benefit means the category or rating units, which, in the opinion of the Council, receives the benefit of a capital work.
- Capital work includes the proportion of physical works, which the Council determines is to be funded by any repayment loan.
- Loan charge means a targeted rate set and assessed to fund a repayment loan for a capital work.
- Loan servicing costs, in relation to any repayment loan for a financial year, means payments of principal and interest for that year.
- Lump sum means the amount of the loan charge for a particular rating unit in anticipation of the rating unit's liability for that loan charge for subsequent financial years less any applicable discount.
- Rating Act means the Local Government (Rating) Act 2002.
- Rating unit means a rating unit as defined in Section 5 of the Rating Act.
- Repayment loan means a loan or a series of loans on which interest and principal are paid annually so that at the end of a predetermined period all indebtedness under the loan or loans is repaid (and includes an internal loan with these features).

5. Principles

The following principles are to govern the way in which this Policy is applied:

5.1 This Policy should only be used for repayment loans where a loan charge has been or will be set and assessed over a defined area of benefit where the area of benefit has been approved by the Council.

5.2 The loan charge must be calculated by reference to:

a) the actual loan servicing costs plus an administration fee of 0.5% if the loan has been externally raised; or

b) the one year bank borrowing rate plus an administration fee of 0.5% if the loan has been internally raised.

5.3 Whenever a lump sum is offered to ratepayers, the lump sum will be offered in respect of the current outstanding amount of the repayment loan. To avoid any doubt, this clause is subject to clause 6.2.

5.4 For the purpose of applying this Policy, the rating unit is the basis for setting and assessing loan charges and the loan charge must be set in accordance with Section 18(2) of the Rating Act. However, the Council may, in appropriate circumstances, determine that for a particular project, this Policy applies on another basis that is authorised under the Rating Act and provided in the Council's revenue and financing policy.

5.5 It is the Council's intention that the number of rating units within the area of benefit remains as constant as possible throughout the period that the loan charge is set and assessed for the repayment loan.

5.6 Where, as a result of a subdivision, one or more new rating units are created within the area of benefit, a 'development contribution' will be paid in respect of each of those new rating units. The sub-divider must nominate:

i) to which rating unit the original lump sum applied or a loan charge applies; and

ii) to which rating unit(s) the development contribution(s) apply.

5.7 The rating unit(s) to which the development contribution(s) apply will not be liable for the loan charge.

5.8 When a connection is created from holding capacity the Council will not offer lump sums in respect of a repayment loan, or part of a repayment loan. These connections are paid via development contribution(s).

5.9 The Council will enter into agreements to extinguish debt when rating units change ownership. Such agreements must be dealt with between the vendor and purchaser

of the rating unit with the Council accepting their decision as to which party will be responsible for the debt.

5.10 If any lump sum offers have been made before the commencement of this Policy, the basis of calculation on which those previous offers were made remains unchanged even though further offers may be made under this Policy.

6. How this policy will be applied

6.1 The Council will determine [by way of the Selwyn Long Term Plan, Annual Plan or process] whether or not it will offer ratepayers of a defined area of benefit the option of paying a lump sum instead of a loan charge in the following financial year or years.

6.2 For example, the Council could determine as part of the 2018/2028 Long Term Plan process that ratepayers will be offered the option of paying a lump sum in the 2018/2019 financial year instead of paying a loan charge in the 2018/2019 financial year and subsequent financial years.

6.3 The Council must determine the period over which the repayment loan will be fully paid off.

6.4 The lump sum will normally be calculated as a fixed amount for all rating units in the area of benefit, by dividing the current amount of the repayment loan by the number of rating units in the area of benefit. The discount is the difference between this amount and the total amount of loan charges the rating unit would have paid until the repayment loan was fully repaid.

6.5 If this Policy applies the Council must notify each eligible ratepayer in accordance with Section 136 of the Rating Act of the option to pay the lump sum, and of the option to pay it in one amount or in instalments as determined by the Council.

6.6 The notice under Clause 6.4 must state that:

i) The ratepayer must, within 30 days, notify the Council whether the ratepayer accepts the offer and whether the ratepayer wishes to pay the lump sum in one amount or by instalments.

ii) When the lump sum or the first instalment, as the case may be, must be paid.

iii) if that payment is not received by the due date the relevant loan charge will be assessed against the rating unit in the next financial year beginning on 1 July and subsequent financial years.

6.7 The Council must deliver an invoice to every ratepayer who has accepted the Council's offer. The invoice must contain the following information:

i) The address of the Council.

ii) The name and address of the ratepayer.

iii) The legal description or valuation number of the rating unit.

iv) The lump sum or instalment of the lump sum, which the ratepayer has notified the Council that he or she wishes to pay.

v) Where the lump sum amount may be paid.

vi) Any other information that the Council thinks fit.

6.8 If the ratepayer does not pay the lump sum or instalment of the lump sum, as the case may be, the relevant loan charge will be set and assessed against the rating unit in the next financial year beginning on 1 July and subsequent financial years.

6.9 Despite Clause 6.6, the Council retains discretion to accept any payment that does not constitute the full amount of the lump sum or instalment of the lump sum.

7. Notes

7.1 The lump sum contribution provisions of Part IV (sections 62 – 78) of the Rating Powers Act 1988 are not reproduced in the Local Government (Rating) Act 2002.

7.2 Instead there is provision in section 56 for a policy for early payment of rates that will fall due in subsequent years. Section 55 authorises policies for early payment of rates in the current year.

7.3 Section 56 provides:

"56 Policy for payment of rates for subsequent financial year

(1) A local authority may adopt a policy for the payment of rates in anticipation of rates for subsequent financial years.

(2) A policy of the kind referred to in subsection (1) may provide for either or both of the following circumstances:

(a) any sum may be paid in a financial year in anticipation of a liability for general rates in subsequent financial years;

(b) any sum may be paid in a financial year in anticipation of a liability for 1 or more targeted rates, or for targeted rates for 1 or more specified activities or groups of activities, in subsequent financial years.

(3) If rates are paid in accordance with a policy adopted under subsection

(1), the local authority must credit the payment in accordance with the policy and the instructions, if any, of the person making the payment.

(4) Section 55(2) and (3) applies, with the necessary modifications, to a policy adopted under this section.

(5) To avoid doubt, payments made under this section must be credited against future rates, whether or not the policy under which the payment was made is still in force when the rates are assessed."

7.4 Section 55 provides:

"55 Policy for early payment of rates in the current financial year

(1) A local authority may adopt a policy for the payment of some or all rates that are identified in the rates assessment before the due date or dates for those rates in the current financial year.

(2) A policy adopted under subsection (1)

(a) must be adopted using the special consultative procedure; and

(b) may be included in the Long Term Plan.

(3) A policy adopted under this section may provide for the local authority to discount the amount of the rates if payment is made by a specified date before the due date or dates."

7.5 The legislation lacks clear authority to exempt a property (which has paid the rates in advance) from all future rating liability for a particular work. In other words, there is no express provision along the lines of Section 67(2)(b) of the Rating Powers Act 1988[1]. It does not actually change the rating requirement for future years. Instead, it simply means that the Council has some of the money in advance to pay the rates.

7.6 Because the legislation does not replicate the detailed provisions of Part IV of the Rating Powers Act 1988, it is necessary to include detail of the policy to achieve similar effect.

7.7 5.4 has the effect that unless the Council decides otherwise, the targeted rate will be a 'uniform annual charge'.

7.8 5.5 may not be an issue. It is included to try to ensure that the amount of the annual targeted rate does not vary too much over the period of the repayment loan.

7.9 6.1 and 6.4 to 6.8 are designed to ensure that the policy will only have to rely on Section 56 and not Sections 55 and 56. It sets up a timeline to ensure certainty. Different dates could be used so long as the Council has certainty before it has to set the rates for any given year. Any particular decision to use the policy probably does not have to be in the annual plan.

7.10 Holding Capacity – As the name suggests, this is the dollar value or number of connections between what capacity is required to service the current population and what is being 'held' to service the future population. The Council, in making this decision to have holding capacity in a scheme, has to fund this cost until property owners, who create growth, repay it. Such a decision involves the Council owning an asset in infrastructure as opposed to having money in the bank. Although this decision is effectively swapping one asset 'cash' for another asset 'infrastructure', cash earns interest income while infrastructure does not. Interest income is used by the Council to reduce/subsidise the annual general rates levied.

When the Council has reduced interest income, general rates either have to increase or general rates funded expenditure has to be reduced. For this Council, this causes an inequity. Approximately 50% of all Selwyn residents provide their own sewerage disposal system (e.g. septic tanks). It is not fair for the 50% to have a general rate increase because they are not getting the benefit of a council provided sewerage system. To achieve equity, the Council makes an interest charge on those communities that have 'holding capacity' in their water and sewerage infrastructure. This interest charge is collected with the targeted rate that is levied to run/operate the infrastructure system. As more properties connect, and pay their development contribution, the holding capacity interest charge reduces.

[1] This section, provided that, where an election had been made in respect of a separately rateable property to pay lump sum contributions, "no ratepayer shall be liable in respect of that property for any separate rate or separate uniform annual charge or annual charge under Section 30 of this Act or combination thereof, as the case may require, made and levied under this Act to meet the cost of the work or the annual charges in respect of any special loan raised to meet the cost of the work".

Rates Remission Policy Including Maori Freehold Land

This policy is prepared under section 102(3) of the Local Government Act 2002 using the special consultative procedure laid down in section 83 of that Act.

Background

The Local Government (Rating) Act 2002 has changed the processes required for rating from 1 July 2003. Under the old legislation remission of rates was in some cases mandatory, with others at the discretion of the Council. Mandatory remissions do not exist under the new Act and the Council is required to develop its own remission policies and these need to be adopted through the Annual Plan process.

The new Act allows the Council to remit rates 'for any reason, on any land and to any extent', provided that the remission is in accordance with rules that the local authority sets for itself in a remission policy. Remission of rates involves reducing the amount owing or waiving the collection of rates altogether.

Why have a rates remission policy?

Rate remissions can be used to assist in achieving the economic, social, environmental or cultural outcomes contained in the Council's Long Term Plan, i.e. remissions for community facilities under its 'Community Events and Facilities' strategic plan outcomes. To mitigate individual circumstances i.e. remission of penalties.

Principles to consider in setting a rates remission policy

Remissions should be linked to the objectives in the Council's Long Term Plan. In other words the remission policy should assist in achieving the desired direction and outcomes contained in the Council's planning documents. The policy should be complimentary to the other programmes provided by the Council. The Council grants may be a more appropriate way of achieving the desired outcome than by way of a rate remission.

The policy should be clear, unambiguous, and easily understood. This is important as the remission policy is subject to the special consultative procedure.

The policy should be in terms of categories of rating units rather than individual rating units.

The policy should be periodically reviewed to ensure it achieves the outcomes sought by the Council.

It should be remembered that remissions shift the rate burden between properties. Remitting rates from one property means those remitted rates need to be collected from other properties. The policy needs to be fair and equitable.

Considerations made when developing the Rates Remission Policy.

Strategic goals

There are a number of Strategic Goals where rates remission is or may be a useful tool in assisting the Council to achieve those goals and outcomes.

Identified Strategic Goals are as follows:

1. Strategies that promote a sense of community and support initiatives to enhance social well-being.
2. Strategies that are good for economic growth, promote and facilitate economic development and employment opportunities.
3. Strategies, which manage our natural and developed environment and protect and enhance the visual character, heritage and cultural values of the rural area.
4. Strategies that make our district a great place in which to live.

Grants are also available to foster community identity, participation and to encourage use of existing facilities.

Remission of rates for economic development

Various Councils have in the past included a provision for the remission of rates in order to promote employment and economic development within their district. This Council has not had such a policy. Given that there has been a very limited number of requests for this type of remission may indicate that such a provision is unnecessary. Although a rate relief policy could assist in achieving strategy 2 above, a number of factors have led to this being excluded from the remission policy.

A new business given a rate remission can often be in direct or indirect competition with existing businesses that are paying full rates.

This district is currently having success in attracting new business without this type of rate remission.

Remissions for community, sporting and other organisations

Objective

To facilitate the provision of non-commercial (business) community services, facilities and recreational opportunities for the residents of the Selwyn District Council.

The purpose of granting rate remission to an organisation is to:

- Assist the organisation's survival.
- Make membership of the organisation more accessible to the general public, particularly disadvantaged groups including children, youth, young families, aged people, and economically disadvantaged people.

Conditions and criteria

This policy will apply to rating units owned by the Council or owned and occupied by a charitable organisation, which are used exclusively or principally for sporting, recreation, or community purposes.

The policy does not apply to organisations operated for private pecuniary profit, or which charge a commercial tuition fee, or commercial rent.

The maximum rate remission (other than for community halls) will be 50% of general rates.

(Note: The holding of a liquor licence will not disqualify an organisation from receiving a rate remission).

The Te Pirita, Motukarara, Springston South and Sedgemere Halls are identified as playing a special role in the District's communities and shall therefore receive a 100% general rate remission.

(Community halls' remissions are covered under the Local Government (Rating) Act 2002).

Remission of rates on Māori freehold land

The Council will consider applications for remission of rates on Māori Freehold Land in accordance with its existing policies.

Remission of sewerage rates for schools

The Council rating policy for sewerage is that all properties connected to sewerage will pay one uniform rate for the first four pans located on a property with the 5th and all subsequent pans being levied at 25% of the first pan. .

A number of submitters to the Council's draft 2003/2004 annual plan asked whether schools could receive a further lower charge due to their belief that children generally tend to use the sewerage facilities at home as opposed to those at school. They suggested that pan charges based on Ministry of Education guidelines as to the number of pans required to be supplied by schools for staff and students, as opposed to the actual pans installed by a school, should be used for charging schools sewerage.

The Council agreed to this suggestion and now provides rates remissions to ensure the annual sewerage rating reflects the number of pans required by the Ministry of Education guidelines.

Rating hardship policy for capital contributions

1. The Council's rating hardship policy for capital contributions is as follows:

(a) The underlying principle of giving ratepayers assistance with their Capital Contribution is that the payment arrangement be fair and reasonable to the ratepayer concerned.

(b) Ratepayers must enter into automatic payment or like arrangements to repay capital contributions.

(c) Caveats over titles are to be registered wherever payment is to be deferred for a period greater than twelve months.

(d) The Council will meet all costs of lodging a caveat and its ultimate removal.

(e) Ratepayers who can provide evidence that an assets sale is pending which will allow a lump sum, be given a maximum twelve month period to liquidate that asset and pay the capital contribution except where a complying system exists.

(f) Each ratepayer applying for hardship assistance must provide an appropriate financial declaration to the Council and must show that they have sought assistance from other welfare agencies or financial institutions as appropriate.

(g) Approval of all rating hardship applications under this Policy must be from the Council's Group Manager Organisational Performance or appropriate Councillor or Chairman of a Committee which has financial responsibilities and, where appropriate, consultation with the community representative.

Remission of penalty on overdue instalment

Ratepayers shall be allowed one overdue instalment in 24 months, penalty free, on application.

Remission of penalty if rates paid on second instalment

If the full year's payment of rates is made on the second instalment in any year, any penalty incurred for late payment on the first instalment shall be remitted.

Remission of rates penalties and rates

Penalties on rates or levies may be remitted where the following criteria are satisfied.

1. A written application is made specifying the reason for non-payment and the period for which the application is made.
2. The reason for non-payment involves one of the following circumstances:

   a. Hospitalisation or other medical reasons (where confirmed by medical evidence).

   b. Deceased estates (where a deceased ratepayer's affairs have been delayed by statutory process).

   c. Land transfer or subdivision (where this has been delayed by the statutory process - this will need to be subject to limitations).
3. The Group Manager Organisation Performance has the authority to remit penalties and rates in circumstances where it would be reasonable to do so. Such remissions shall be notified to the Chief Executive Officer.

Remissions of targeted rates & uniform annual and general charge

a. Sports, community-based or similar organisations are exempted from 50% of the uniform annual general charge, and targeted rates for libraries, recreation reserves and community centres.

b. Ratepayers who own a dwelling and vacant land in the Selwyn District are exempted from the libraries targeted rate on the vacant land.

c. Ratepayers, where vacant land can be identified as integral to an existing operation of their business in the Selwyn District, are exempted from the uniform annual general charge and the libraries targeted rate on the vacant land.

d. Ratepayers who own a commercial, industrial or service based property in the Selwyn District that does not have dwelling facilities, are exempted from the targeted rates for swimming pools, recreation reserves and community centres.

e. Ratepayers who own a dwelling and a commercial, industrial or service based property in the Selwyn District that does not have dwelling facilities, are exempted from the targeted rates for libraries. The exemption to be on the commercial, industrial or serviced based property.

f. Properties owned by the Royal New Zealand Plunket Society shall not be charged the uniform annual general charge or general rates while used one hundred percent as a child care facility.

g. All properties of the Plunket Society shall be charged for all services as provided as separate items by the Council (e.g. water, refuse, sewer, etc.).

h. 50% remission of general rates on lodges owned by the Freemasons of New Zealand.

The exemptions in (a) to (h) above do not limit a ratepayer's entitlement to exemptions under the contiguous property rules of section 20 of the Local Government (Rating) Act 2002.

Remission on rating units affected by natural calamity

The Council may remit rates either wholly or in part where a rating unit has been detrimentally affected by a natural calamity to an extent the Council considers that it would be unfair or unreasonable to require that the rates be paid as assessed. Applications must be made in writing and signed by the owner(s) of the rating unit.

Full details must be provided of the nature of the event that caused the damage and the degree of damage to the rating unit. If the damage is temporary and the rating unit is expected to return to its former use in the future, an estimate of the time it will take the land to recover to a useable state and the steps that the owner will take to achieve this should be provided. The Council may ask for a report from a Registered Engineer or other similarly qualified expert.

The amount of remission given in any case will be set by the Group Manager Organisational Performance having regard to the severity of the event, the degree of damage to the subject rating unit and other rating units in the district and other financial assistance available. Consideration will also be given to the effect of remissions on the remaining rating base.

Remission on rating units as a result of pandemic or other similar event

The Group Manager Organisational Performance has the authority to develop a temporary rates penalty remission policy, covering a period no longer than 12 months as a result of a pandemic or other similar event affecting rating units in the Selwyn District.

Remission of rates on Land Protected for Natural Conservation Purposes

Remission of rates for protected areas of significant indigenous flora or fauna, landscape or geological value.

Policy Objective

- To acknowledge the wider community benefit of protecting areas of significant indigenous flora or fauna, landscape or geological value which are often on privately owned land by sharing the cost by way of a rating remission.
- To recognise the extent of voluntary protection given to natural values on private land by granting a rating remission commensurate with the level of protection offered.
- To recognise that inappropriate use may result in compromising the indigenous flora or fauna, landscape or geological value and that the landowners should receive compensation from having to pay rates on that land where preservation and protection is occurring.

Criteria

For land held under a legal protection mechanism or formal agreement for preservation and protection:

The Council will grant rating remissions for identified significant indigenous flora or fauna, landscape or geological value in accordance with the following formula (to the extent practically possible using existing rating administrative systems):

- 100% rating relief for any identified significant indigenous flora or fauna, landscape or geological value with a legal mechanism for the purpose of preservation and protection in perpetuity.
- 50% rating relief for any identified significant indigenous flora or fauna, landscape or geological value with a legal mechanism for the purpose of preservation and protection for a period less than 25 years.
- 25% rating relief for any identified significant indigenous flora or fauna, landscape or geological value with a formal mechanism for the purpose of providing for the preservation or protection.

Rating remission will be calculated in the following manner:

Rates remission amounts will be calculated according to the size of the area subject to protection or management as set out in Table 1. This method is related to the level of contribution towards the environment as larger areas of protected area are generally more significant. However, this does not take into account the presence of rare or endangered species or the amount of time and effort put into the management of any site(s). For the avoidance of doubt, the rates remission amounts set out in Table 1 applies to the cumulative area of hectares protected on any one property, not for each protected area which may be on any one property.

This policy does not apply to land that is non-rateable under section 8 of the Local Government (Rating) Act 2002 and is liable only for rates for water supply, wastewater disposal, waste collection or recycling.

Applications for rates remission in accordance with this policy must be in writing and supported by documentary evidence of the protected status of the rating unit, for example, a copy of the covenant agreement or other legal mechanism.

In granting remissions under this policy, the Council may specify certain conditions before remission will be granted. Applicants will be required to agree in writing to these conditions and to pay any remitted rates if the conditions are violated.

Table 1. Rates Remission Amounts

Size of Total Protected Site(s)(ha)	Rates Remission – 100%	Rates Remission – 50%	Rates Remission – 25%
Up to 5.0ha	$350	$175	$87.50
5.001 – 10.0 ha	$500	$250	$125
10.001 – 50.0ha	$950	$475	$237.50
50.001 – 100ha	$1,250	$625	$312.50
Over 100ha	$2,000	$1,000	$500

The resulting percentage will be applied to the existing rating assessment to the general rates component.

Terms

Identified - means identified in the District Plan, Significant Natural Area Report, Canterbury Biodiversity Strategy or other areas considered worthy of protection by covenanting bodies.

Legal mechanism - options include an open space covenant or Kawanata Maori with QEII Trust, Banks Peninsula Conservation Trust, the Department of Conservation, a Nga Whenua Rahui protection or landowners independently registering private covenants on their title.

Formal mechanism - means a written agreement or understanding between at least the Council and the landowner.

Significant indigenous flora or fauna of a site is as defined by Appendix 3 of the Canterbury Regional Policy Statement.

Scout group hall rating

The Council will allow a 50% remission of uniform annual general charge and general rates for all Scout Groups.

School and service club endowment land

School and service club endowment plantations within the Selwyn District Council that are planted on rateable property shall be granted a 50% rates remission.

Remission of rates on land protected for natural, historic or cultural conservation purposes

The Council may provide rates remission to ratepayers who meet objectives, conditions and criteria of this policy.

Objective

Rates remission is provided where it is necessary to preserve and promote natural resources and heritage by encouraging the protection of land held for a natural, historic or cultural purpose.

Conditions and criteria

Ratepayers who own rating units which have some feature or cultural, natural or historic heritage which is voluntarily protected may qualify for remission of rates under this policy.

Applications should be supported by documentary evidence of the protected status of the rating unit, for example, the copy of the covenant or other legal mechanism.

In considering any application for remission of rates under this part of this policy, the Council will consider the following criteria:

1 The extent to which the preservation of natural, cultural or historic heritage will be promoted by granting remission of rates on the rating unit.

2 The degree to which features of natural, cultural or historic heritage are present on the land.

3 The degree to which features of natural, cultural or historic heritage inhibit the economic utilisation of the land.

In granting remissions under this policy, the Council may specify certain conditions before remission will be granted. Applicants will be required to agree in writing to these conditions and to pay any remitted rates if the conditions are violated.

Rates Postponement Policy

The Local Government Act 2002 allows Councils to adopt a rates postponement policy subject to the requirements of that Act and of the Local Government (Rating) Act 2002.

Rates postponement allows qualifying ratepayer(s) to postpone payment of their annual rates on the basis that payment of the postponed rates is secured as a charge against their property with repayment to occur at a later date (e.g. on the sale of the property). Qualifying ratepayers are therefore in effect using equity in their home to pay postponed rates in the future.

OBJECTIVES

The objective of this policy is to assist owner-occupiers who have limited capacity to pay their rates from their income and are older, experiencing extreme hardship or otherwise in special circumstances, to continue living in their home.

CRITERIA

In order to qualify for rates postponement, Council must be satisfied that applicant(s) meet the following criteria:

- The applicant(s) must be either:
    - Aged 65 years or over; or
    - Aged under 65 years and either:
        - In extreme financial hardship; or
        - In other special circumstances such that a postponement would be fair and reasonable.
- The applicant(s) must own the rating unit either directly or through a Trust or similar structure;
- Rating units must be classified as residential and used as the principal place of residence by the applicant(s);
- The applicant(s) must have no less than 20% forecast future equity in their rating unit when assessed against the Council's model to predict likely future equity; and
- The rating unit must be insured to its full value at all times. Applicants are required to provide an annual certificate of currency of insurance on the rating unit.

CONDITIONS

All Council's financial and administrative costs of the postponement will be added to postponed rates. These costs will be added annually to the amount of the postponed rates and are payable at the same time those postponed rates are payable. The financial costs will be the interest Council will incur at the rate of Council's average cost of borrowing for funding postponed rates, plus a fixed charge to cover administrative costs.

Metered water charges do not qualify for rates postponement and will be invoiced separately in the usual way.

Rates postponed under this policy will be postponed until, and shall be immediately due and payable immediately upon, the earlier of:

- The death of the last surviving ratepayer granted the postponement; or
- The ratepayer(s) cease to be the owner of the rating unit; or
- The rating unit ceases to be the principal place of residence of the ratepayer(s); or
- The minimum equity threshold is reached based on annual estimate of forecast future equity; or
- The rating unit ceases to be insured to its full value; or
- An alternative date as agreed with Council.

It is recommended, and the Council reserves the right to require, that applicant(s) obtain independent advice as to the advisability and effect of a rates postponement from an appropriately qualified person (being a Chartered Accountant, a financial adviser or nominated representative, appropriately engaged under a financial advice provider licence or Solicitor) before postponement is granted.

Postponed rates will be registered as a statutory land charge on the rating unit title. This in effect means that Council will have first call on the proceeds of sale of the rating unit.

Council reserves the right to specify additional conditions before postponement will be granted for applicants aged under 65 years old.

GENERAL MATTERS

Postponed rates, or any part thereof, may be paid at any time. The applicant(s) may elect to postpone a lesser sum than that which they would be entitled to under this policy.

For the purposes of this policy, a "principal place of residence" is the main home of the applicant(s) that is mainly used as their residence (their home). Where a person has more than one home, their main home is the dwelling with which they have the greatest connection.

The calculation of ‘forecast future equity’ will involve estimating the term of the postponement. The term of the postponement will take into account the life expectancy of the applicant based on Statistics New Zealand’s cohort life expectancy tables.

The Council’s Long Term Plan projected rate increases and interest expense assumption will be used in estimating the projected loan balance.

The Council will use the rateable value of the rating unit at the time of application to calculate forecast future equity.

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ISSN 2422-9687

Selwyn DISTRICT COUNCIL

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LONG-TERM PLAN 2021–2031

30-YEAR INFRASTRUCTURE STRATEGY 2021–2051



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Selwyn DISTRICT COUNCIL

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1.0 NARRATIVE / SUMMARY

The Selwyn Context 2021-2051

This is Selwyn District Council's third Infrastructure Strategy, and is an integral part of the long term planning process. It sets out a long term (thirty year) view about the services Council provides and how they will be provided in the future. This is the view through the telescope while the LTP itself is a close up of the next ten years. We know things will change, but this helps us plan a course for the future.

The outcomes sought by the community and the Selwyn lifestyle are central to the Infrastructure strategy. How does the infrastructure support our cultural, economic, environmental and social wellbeing? What decisions will need to be taken along the way to keep heading in the right direction?

Rapid growth continues to be the headline issue for Selwyn District. Looking out thirty years the district's population is expected to be around 120,000 residents. At close to 45,000 residents, Rolleston may be the fifth largest urban area in the South Island.

Leading and responding to growth is Council's priority. We don't want to lose our identity and our lifestyle. Ensuring there are sufficient services to meet our needs requires careful decision making. The Selwyn Growth model helps us forecast what the future population will be and when addition capacity is needed.

Selwyn takes a strategy-led approach to planning. This means issues are worked through with the community to determine what future direction is chosen and then we use processes like the Long Term Plan and this Infrastructure Strategy to progress the actions required. There are many choices to be made and these are part of developing a strategy.

Selwyn District Council acknowledges there are a number of partners involved in this planning process and delivering for the community. A strong relationship with Ngāi Tahu Whanui represented by Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu. Council has established open lines of communication and meets regularly with Ngā Rūnanga to discuss planning, management and specific issues such as Te Waihora.

As the area becomes more urbanised, the relationship with Christchurch City grows. The Greater Christchurch Partnership involving Christchurch City Council, Selwyn District and Waimakariri District is about working together to achieve the best result for all. This means joined-up planning for initiatives that cross local authority boundaries.

This infrastructure strategy is being written in a time of significant uncertainty. There is significant change in the legislative and regulatory framework, and we are faced with the challenges of Climate Change and COVID-19 recovery. Signals indicate growth will continue as residents seek what Selwyn has to offer.

The right infrastructure at the right time will ensure Selwyn remains a great place to live, work and play.

What are the main themes?

- *Understand why Selwyn is growing and what the differences (advantages) are*
- *Recognise growth and plan for it*
- *Strategic planning is vital to understand demands*
- *Acknowledge there are trigger points for change, including critical mass*
- *Climate change*
- *Actively engaging with Māori in the decision-making process*
- *Infrastructure and community resilience*

How do we manage our infrastructure assets?

- ✓ *We operate assets to provide a service*
- ✓ *We maintain the assets to keep them in good working order*
- ✓ *We renew assets when that are no longer fit for purpose*
- ✓ *We upgrade assets or add new ones to improve the level of service or increase capacity (to meet growth)*

Key issues →

Key issue	5 Waters	Transportation (Roads and Footpaths)	Liveability/ Community Facilities	Solid Waste Management
Rapid Growth and demographic change	Wats urp ply : Increasing gg rd ce wm ta h m d Sourcing ade quat e future *Water quality and security should be our top priority (Te Mana o Te Wai)*	Increasing t Chd aun eg et so to Afw a tre dra bis u p ply for the the network Public improvements rapid transi t on the horizon	vehicles in future Future community expectations	
	Was te: water Increasi dn u g e d e m a g r m t o	Investment in footpaths – wi d e r and s m o o t h e r t o suit aging popula		
Changing Government Priorities and Legislative Environment	Water Supply: What level of t chlorinate or no Protection of wa our to p W a p e r i q u a l y (Te Mana o Te Wa Environmental st Service delivery (water reform)	In te u m s S r i a c o n f s and R a a p s T s d a n w s e need to hav Governanc adaptable s management		
	Stormwater and La Managing flood ri Protection of wa our to p W a p e r i q u a l y (Te Mana o Te Wa Increasingly str Greater responsi consents	sk climate change effects locked in structure resources aligns with infrastructu ity and security in the futur) ct environmental standards		uit
	What is Council' –will it be greater (action and cost	er and what will be involved		
Climate Change	What do we expect and what changes need to be made?			
Environmental Impacts, sustainability and Compliance requirements	Protection of wa our to p W a p e r i q u a l y (Te Mana o Te Wa			
	Stor m& w a Wa e s r t e w a t e r Increasingly str & consenting cha Wastewater Future options for Ellesmere, Darfi	ct environmental standards lenges Upper Selwyn Huts,	Governanc Minimising wa management Recycling structure efficiency	
	The role of water races & land drainage and future options			
Infrastructure Resilience	Centralise or di	Investment needs to keep up with issues sperse d f a c l t i e s ? in parts of the district		
Impacts of COVID-19	COV1 9 D - may affect economic activity and rate of grow			

Response

5 Waters	Transportation (Roads and Footpaths)	Liveability/ Community Facilities	Solid Waste Management
Water supply: Ensure sources are reliable Where water scarcity is and development of land Manage demand through wa charging structure	Integrate treated and protected pattern use, manage population growth Prioritise programmes made transport (walking & cycling) Progress	Expand and facilities reduce, overall demand management capacity demand	Increase opportunities and reduce the
Wastewater: Consider centralised opt in time' Wastewater disposal development and growth managed near wastewater effects)	options, increase and programmes Monitor asset condition and facilities to management approach		
Water Supply: Continue to invest proa treatment and monitorin regulator Manage demand through charging and management Engage in water reform proactively for service			ection the plan
Stormwater and Land Dra Ensure that planning decisions are and engineering advice regarding Continue to encourage green treatment into the network Review the governance of land Consider requiring higher and attenuation on pri Council's stormwater	Reflect nati priorities a the Selwyn underpinned flood risk & Prioritise Selwyn's outcomes	Increase opportunities and service drainage and address long- standards of stormwater treatme	it to provide reduce, chan action
Engage with Ngā Rūnanga regarding Te Waihora management and progress			
Commission scientific assessment of climate change impact infrastructure adaptation and emissions mitigation, as ide			
Water demand Combine schemes where s			
Continue to encourage s retrofit treatment int management plans and monitoring Consider requiring higher and attenuation on priva Council's stormwater network and Improve wastewater tre schemes where this is the best option	programs standards	Continue compliance condition processes required outcomes	Increase opportunities reduce, treat me and recycl including quality separated collection
Continue to consult wit water races and consider wellbeings			
Continue to use masterp tools for assessing merits of distribution Increase resilience through relevant	Increase res climate change vs. augmentation climate change	ilience to , and adapt across the adaptation	testing the district where
Monitor district activity and adapt programmes to suit.			

Key Decisions for Council and the Community

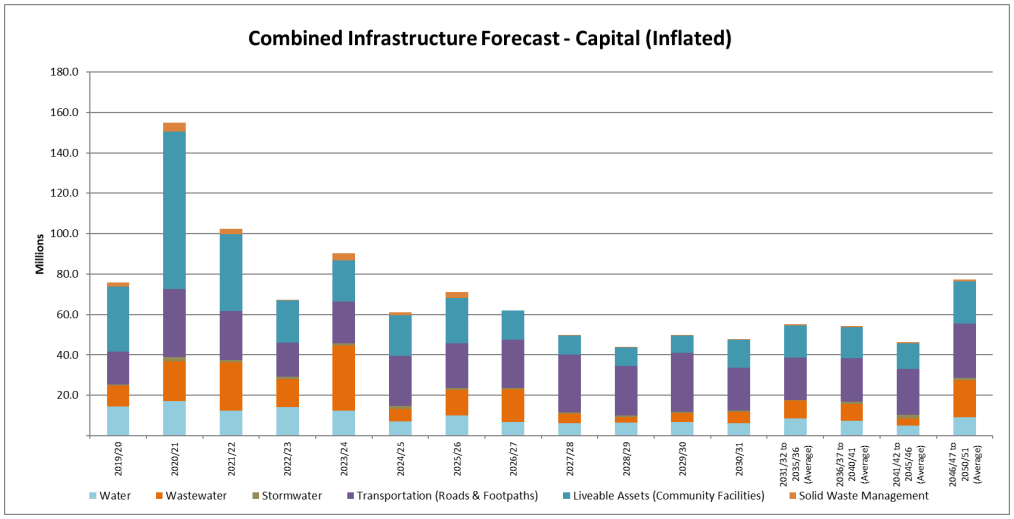
Key issue	5 Waters	Transportation (Roads and Footpaths)	Liveability/ Community Facilities
Rapid Growth and demographic change	Water Supply: Water quality what a nod treatment is requ community; will we *D o w e understand the im pact of nitrates source w ater and the treatm ent required f hum an and stock use? Will the new reg ulator accept any alternativ es to chlorination?*	What level Maintenance and what is *What options are there f or serv ice deliv ery?* How will this should allocated network? Passenger t Within th ristchurc what serv appropriate *What can be done to encourag e 'hig her' densities near transport hubs to encourag e usag e*	What mix o facilities? population best – centrali specialised, or dis What types of s facilities are How many d and where be? *I s there a need to retire some older halls that are no long er f it for purpose and not w ell used by com m unities*
Environmental Impacts, sustainability and Compliance requirements	Wastewater treatment: Would it be best treatment in one l and cost factors a *What are the options f or w astew ater serv f or D arf ield and K irw ee?* Is treatment to a (e.g. for parks irri Stormwater and Lan What changes are r or infrastructure environmental stand Greater responcsoinbsi - how can Council maintain discharge What level of tre required?	required to the governance for land drainage, to meet standards? sy for stormwater quality?	nental for r
	Water Races What is the ial fun benefit? Perhaps as a biodi	ren- vironment	
Infrastructure Resilience	Future renewals Selwyn is fortunate that much of its infrastr of a future renewals bow wave. When do w		

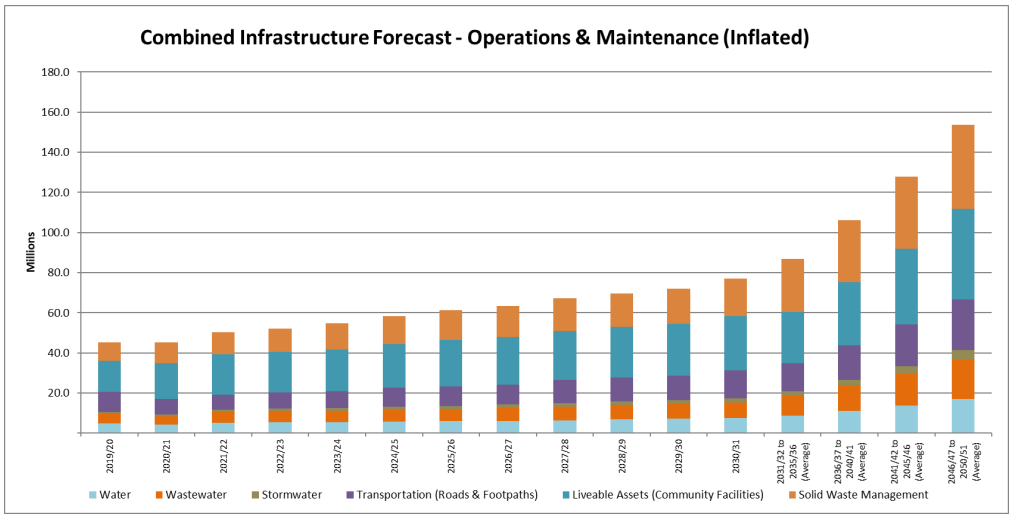
What don't we know?

The greatest risk with forward planning is locking in actions that may not be the best choice.

Many of the investments proposed over the next thirty years are about improving the lives of residents and visitors as well and addressing the impacts of growth. The growth model is our best estimate, and we aim to upgrade infrastructure just in time to meet demand. Service levels are tracked to ensure we are delivering services to a standard agreed with the community and long term planning processes are revisited every three years. There is data we need to help us make better decisions and this is a priority action.

Figure 1.1: Summary Forecasts





Note: The 2021/22 year excludes capital projects carried forward from 2020/21 to be completed in 2021/22 so that the costs are not double counted

2.0 SELWYN DISTRICT

2.1 Background

The Selwyn District continues to be a great place to live, work and play. Selwyn is among the fastest growing areas in New Zealand in terms of population and GDP growth.

New residents continue to move into the district to enjoy the lifestyle; which is an attractive combination of affordable housing, excellent facilities and a relaxed rural identity.

The district includes a wide range of environments from coastal Lake Ellesmere (Te Waihora) to the Southern Alps at Arthurs Pass. Productive plains and rolling hills contrast with the bush and tussock country.

The entire Selwyn District lies within the rohe (area) of Ngāi Tahu. Ngāi Tahu Whanui is Tangata Whenua within the rohe of Ngāi Tahu. Ngāi Tahu Whanui represented by Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu, comprises people of Ngāi Tahu, Ngati Mamoe and Whaitaha descent and holds customary tribal authority over an area that includes the entire Selwyn District. Council has established open lines of communication and meets regularly with Ngā Rūnanga to discuss planning, management and specific issues such as Te Waihora.

Growth continues across the district and includes many sectors:

- Agricultural
- Commercial
- Education
- Health
- Hospitality
- Industrial (including manufacturing and support services)
- Residential
- Transport (road, rail, port linkages)

The impacts of COVID-19 have been less severe than other districts, and activity has remained strong. Demand for residential property remains high and the District Plan Review is leading greater integration of activity.

Over the next thirty years the district is projected to grow to some 120,000 residents from 70,000 currently. The majority of the population will be urban, with the greatest concentration in Rolleston which will grow from around 20,000 to some 45,000 residents.

The challenges of such rapid growth are considerable. Council is committed to a strategy-led approach to ensure the values sought by the community are retained, and the long term vision is kept in mind.

Selwyn District does not operate as an island. Council is actively involved in joint planning and initiatives with Christchurch City, Waimakariri District and the Canterbury Region generally.

Selwyn District Council is committed to providing the services needed in building vibrant and sustainable communities within the district. The role of Rolleston as a hub in the centre of the district, closely linked to Christchurch city, will increase over the years ahead. Over the last few years Rolleston has transformed into a more self-contained township, with more commercial activity and schools supporting the residents. This will continue as the town likely grows beyond the size of neighbouring provincial centres such as Ashburton and Timaru.

The Rolleston Masterplan focuses on developing a town centre and a main street as the heart of Rolleston, attracting people to shop and work in the town and to provide new facilities and public places for people to enjoy. The plan includes the development of a new library, community and technology centre and town square. The Foster Recreation Park Masterplan outlines the development of the park as a significant sport and recreation facility.

Alongside local challenges, the district is affected by national priorities. Affordable housing is a key aspect in which Selwyn District is a leader. Development of transportation systems with a focus on safety and mode shift is a national priority. Selwyn is able to integrate these priorities into new developments and is progressively working to improve the network elsewhere.

The changing environment is driving community attitude and national policy. Climate change and decarbonising the economy are factors which feed into this strategy. Improving water quality is reflected in Council's response to national policy statements.

Water reform is a major issue for Selwyn District Council. With a responsibility for a large number of schemes - which range from small communities to centralised systems in Rolleston - Council is committed to ensure the best outcome is achieved for the community. The planned approach is to continue developing programmes that meet the needs of the community and be well-prepared for the changes ahead.

While ten years have passed since the Canterbury earthquakes, Council remains cognisant of natural hazards and its contribution to building resilient communities. As new infrastructure is built and aging infrastructure is renewed, an opportunity to improve infrastructure resilience exists and should be maximised.

A bright future within a context of rapid growth depends heavily on the provision of service delivery from sound infrastructure. The capital works associated with the rapid growth is significant. Council has considered the costs and effects of delaying or promoting projects. The costs of rapid growth are very real and implementing programmes of works will be the priority for Council alongside maintaining existing services. In 2018 Council agreed the focus for the next ten years was on establishing priority infrastructure. This is mostly driven by increasing population growth, both upgrading existing systems and establishing facilities that a growing community expects.

This is the third Infrastructure Strategy prepared by Council and should be read as a companion document to the financial strategy.

The document has a thirty-year horizon and considers

- the issues affecting infrastructure
- the response to these issues
- the actions and expenditure involved with operations, maintenance, asset renewal and capital works.

2.2 Some Key Facts

Asset Type	Asset Description	Replacement Value
 Community Facilities	Community Facilities	$300m
 Transportation	2,600 km urban and rural network.	$829m
 Water Supply	30 schemes	$184m
 Wastewater	14 schemes	$311m
 Stormwater	22 schemes	$70m
 Water Races & Land Drainage	WR -10 schemes: Open Drains LD - 3 schemes: Open channels and controls	$163m
 Solid Waste Management	Resource Recovery Centre	$2m

3.0 INFRASTRUCTURE STRATEGY INTRODUCTION

3.1 Overview

This is Selwyn District Council's third Infrastructure Strategy. It has been prepared from Council's 2021 suite of Activity Management Plans alongside the Long Term Plan of which it forms part.

The issues discussed reflect the current legislative environment and the communities' priorities across the district/city.

The financial forecasts are estimates and the reliability of the forecasts decreases beyond ten years and towards the 30-year planning horizon.

Introduction

Selwyn District Council is required to prepare an Infrastructure Strategy, setting out key issues and decisions the Council anticipates over the next 30 years and the proposed priorities for its infrastructure programme.

Our continued and forecast population and business growth requires investment in infrastructure to support the delivery of services. While this is reflected in the strategy, through a focus on growth-related projects, it also emphasises the need to maintain and renew the existing asset base. The programme outlined in the strategy represents a 'just in time' approach, with many projects working in combination to provide an efficient and effective approach.

The strategy includes estimates of operational and capital costs which have been derived from the asset management planning process. The financial forecasts are estimates, and the reliability of the forecasts decreases beyond 10 years and towards the thirty year planning horizon.

Selwyn District Council has a comprehensive approach to Strategic Planning. This has been a huge advantage in the progress of the district and ability to adapt to change.

There have been many discussions about the future Selwyn residents seek, and a range of documents describe the visions, objectives, actions, and rules established.

As the Infrastructure Strategy for the 2021-31 Long Term Plan looks out the next thirty years, Council staff have taken the opportunity to look ahead.

A planning session "Selwyn 2050" challenged staff to look out to the end of the planning horizon. Issues discussed included:

- Population, demographic and ethnic changes
- Disruptive technology – especially transportation
- Housing – style and preference
- The Selwyn lifestyle advantage
- Affordability
- The environment
- Climate Change
- Central and Local Government

These issues all have an effect on the services Council provides to residents and visitors.

It was agreed that lifestyle decisions attracted new residents and kept people in the district. Land development and urbanisation has followed a uniform pattern of residential housing with adequate family space and outdoor living. At this stage, there is no apparent demand for higher density dwellings in any of the district's communities. Densities should be expected to increase in the future, particularly in the proximity of transport systems such as mass rapid transit. 'High density' for Selwyn will differ from high density in central Christchurch or metropolitan areas generally.

Selwyn has numerous advantages for development suited to buyers and there are less restrictions on residential expansion compared to other areas.

Priorities for the Council 2021-2051
The rapid growth in the district, particularly eastern Selwyn, is the immediate challenge facing the Council, and all indications are that this will continue. The impacts are spread across roading, 5 waters, community facilities and solid waste. Understanding these impacts and developing 'fit for purpose' responses into a comprehensive programme is Council's priority.

To ensure Selwyn is an attractive and affordable district, infrastructure must meet the needs of residents across the district at a basic level, with changes made where required. Along with growth-driven change, improvements to water supplies and other utilities to meet community expectations and legislation are vital.

The Council has developed long term strategies for communities across the district; including Malvern and Ellesmere. Implementing the initiatives discussed with these communities is also an ongoing process.

The themes that underpin the Infrastructure Strategy are:

Understand why Selwyn is growing and what the differences (advantages) are

- *A district where most of the population is urban, but have a rural lifestyle at heart.*
- *Residents choose Selwyn because of the lifestyle – not a city lifestyle*.

Recognise growth and plan for it

- *Communicate with and engage the community, so they understand where we are going and why we plan the way we do.*

Strategic planning is vital to understand demands

- *Enables Council to influence and control growth, supporting efficient and effective provision of infrastructure which delivers on the community's service level expectations. Council needs to look well ahead at issues like centralised wastewater treatment and disposal to avoid less than optimal solutions.*

Acknowledge there are trigger points for change, including critical mass

- *Ensure our planning identifies the trigger points from growth and development, with many projects working in combination.*

Climate change

- *There will be changes and we should take a sustainable approach to infrastructure provision.*

Actively engaging with Māori in the decision-making process

- *Building on the relationship and striving for a better future together.*

Infrastructure and community resilience

- *Ensuring the risks that could impact the community are identified and addressed.*
- *Resilient infrastructure is key to economic and social sustainability.*

Impacts on Planning and Service Delivery
While demand for services continues to grow, it is fair to expect some change to the delivery of the core services over the next thirty years.

Robust planning is vital to support the responses to the anticipated scenarios, and understanding the changes that may occur.

Progressive change is expected in some areas, such as improvement to freshwater through directives in policy statements, standards, plans and regulations. This will impact wastewater and stormwater treatment and management undertaken by Council.

In some situations, we expect change to be progressive to a point. Understanding and planning around trigger points is a theme that has been identified. Planning needs to be appropriate to maintain fit-for-purpose services to a trigger point - as well as for after that point.

As an indication, the following items have been identified across infrastructure activities.

Activity	Issues
Transportation	Increasing traffic with growth Changes to vehicles in future Affordability in maintaining the network Public transport improvements and mass rapid transit on the horizon
Water Supply	Increasing demand and demand management Sourcing to meet demands (quality and quantity) in the future Governance and management structures
Wastewater – Collection, treatment and disposal	Scheme distribution/augmentation across the district Environmental standards
Stormwater and Land Drainage	Managing flood risk (consider climate change storm intensity) Environmental standards
Water Races	The role of water races and future options
Waste Management	Future community expectations Governance and management structures
Community Facilities	Community expectations and cost-effective provision Changing demographics and interest will change demand Rationalisation of services and structures

3.2 Strategy Layout

The Strategy document sections and corresponding LGA Act sections are tabled below:

Table 3.1: Strategy Layout

Strategy Section		LGA 2002 (Section 101B)
1	Executive Summary	
2	Identifies the purpose of the Infrastructure Strategy and the core infrastructure included in this strategy	2(a) and 6
3	Describe the district~~/city~~ and illustrate the linkage between strategic documents	2(a)
4	Describe the core infrastructure, its condition and performance while recording the significant assumptions, risks and mitigation	2, 3(e), 4 (c) & (d)
5	Discuss the emerging issues that will impact on the core infrastructure assets	3 (b) to 3(e)
6	Discuss Council's response to the emerging issues and the significant decisions to be made during the term of this strategy	2(b), 4(b)
7	Identifies the response options for the significant issues and documents the benefits, outcomes, timings and funding sources	2(b); 3(a) to (e) & 4(a) to (c)
8	Identifies the costs associated with the actions proposed	4(a)

3.3 Purpose

Section 101B – Infrastructure Strategy states:

(1) A local authority must, as part of its long-term plan, prepare and adopt an infrastructure strategy for a period of at least 30 consecutive financial years.

The stated purpose of the Infrastructure Strategy is to;

a) Identify significant infrastructure issues for the local authority over the period covered by the strategy; and

b) Identify the principal options for managing those issues and the implications of those options.

Section (6) defines infrastructure assets as including:

a) existing or proposed assets to be used to provide services by or on behalf of the local authority in relation to the following groups of activities:

- *i. water supply:*
- *ii. sewerage and the treatment and disposal of sewage:*
- *iii. stormwater drainage:*
- *iv. flood protection and control works:*
- *v. the provision of roads and footpaths; and*

b) any other assets that the local authority, in its discretion, wishes to include in the strategy.

3.4 Selwyn District Core Infrastructure Assets

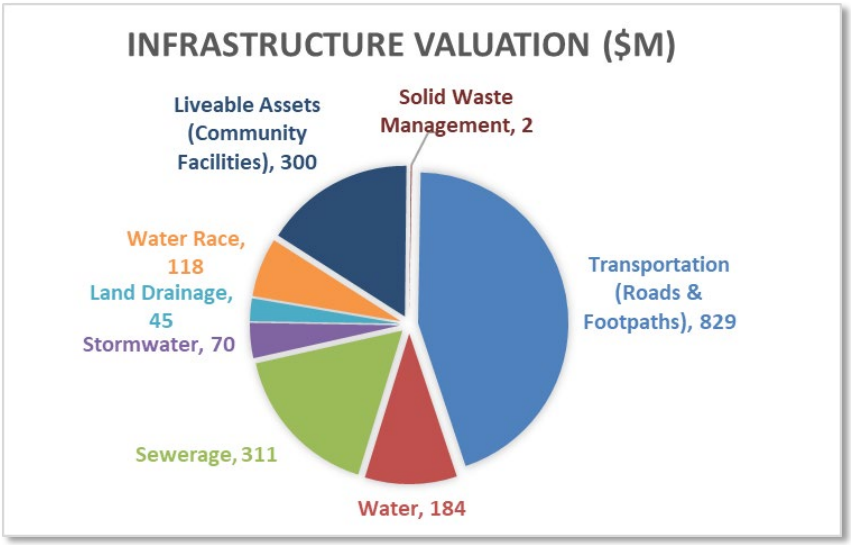
3.4.1 Core Activities

The core Selwyn District Infrastructure Assets are tabled with 2019/2020 replacement values below:

Table 3.2: Selwyn District Infrastructure Assets

Asset	Description	Replacement Value ($M)	% of total
Water Supplies (urban and rural)	27 schemes: Water abstraction, treatment and distribution	$184	10%

Asset	Description	Replacement Value ($M)	% of total
Sewerage	14 schemes: Wastewater collection, treatment and discharge	$311	17%
Stormwater	22 schemes: Stormwater collection and discharge	$70	4%
Transportation (Roads and Footpaths)	2,600 km urban and rural network. Roads (arterial, collectors, local) curbs and gutters Bridges footpaths	$829	45%
Land Drainage	10 schemes: Open Drains	$45	2%
Water Races	3 schemes: Open channels and controls	$118	6%
Liveability Assets	Community Facilities improvements, not land	$300	16%
Solid Waste Management	Resource Recovery Centre	$2	0.1%
TOTAL		**$1,859**	



3.4.2 Other Activities

Council has elected to include Community Facilities and Waste Management in this Infrastructure Strategy. While not required by the Local Government Act 2002, the Community Facilities activity is regarded as significant enough to be included and provides a more complete view of the infrastructure management issues ahead. There are some significant community facility capital projects being

considered within the 30 years horizon. Excluding these from the strategy would provide a distorted view of the programme ahead.

Waste Management is an essential service and while the infrastructural asset base is smaller, the service is part of what is regarded as core infrastructure for Council.

Land Drainage and Water Races are an integral part of the 5 Waters activity. Both activities are undergoing a period of change, so it is appropriate to include reference to them in the strategy.

3.5 Infrastructure Achievements

While projects attract the greatest attention the important of operations, maintenance and renewals should not be overlooked. Ongoing service delivery is vital to community wellbeing and programmes have been successful in doing this.

Key to responding to growth the District Plan Review has progressed to align land use planning and infrastructure planning.

The following details improvements achieved over the last three - six years:

3.5.1 Water

- Continuing rollout of water meters on properties connected to Council water supplies
- Water supply improvements are helping to provide higher quality water for our growing population
- New ultraviolet (UV) treatment and, in some schemes, filtration systems were installed at numerous schemes
- New water supply bores drilled at several schemes
- The Council completed a comprehensive risk assessment of water supplies across the district

3.5.2 Sewerage

- Capacity upgrades to the Eastern Selwyn Sewerage Scheme (ESSS) at the Pines Wastewater Treatment Plant included a new bio-reactor and upgrades to the sludge solar drying hall and effluent UV treatment system

3.5.3 Stormwater

- Stormwater upgrade work has continued in Leeston, with development of stage two of a stormwater bypass designed to divert water away from the town centre when heavy rain occurs

3.5.4 Transportation (Roads & Footpaths)

- Walking and cycling strategy – new routes established
- Footpath extensions
- Replacement of streetlights with LEDs
- Intersection upgrades including several sets of traffic lights
- Safety improvements at schools
- New road licks for schools, community facilities and town centres
- Upgrades of connections to Christchurch Southern Motorway
- Safety and flow improvement around SH1 and rail lines

3.5.5 Water Races

- Consultation over future options

3.5.6 Liveability Assets

- New community facilities - Dunsandel, West Melton, Lakeside, Weedons and Tai Tapu
- Seismic strengthening of community facilities
- Development of Foster Park, including the new Selwyn Sports Centre complex
- Selwyn library/community space consultation and subsequent construction (Te Ara Ātea)
- Rolleston Council offices extended and park-and-ride facility constructed next to the Council offices
- Construction progressing on Selwyn Aquatic Centre extension and the Selwyn Health Hub
- New community parks with youth activities at Lincoln and West Melton
- Increased and upgraded the public toilets network (11 new facilities)

3.5.7 Solid Waste Management

- New recycling stations established at Arthur's Pass and Castle Hill
- Comprehensive solid waste management regime for more than 23,000 Selwyn households
- Ongoing decrease in the total amount of residual waste per head of population
- Commencement of significant development at Pines Resource Recovery Park focusing on improving reduce, reuse and recycling.
- Regular community waste and recycling days for Ellesmere and Malvern areas, bringing services closer to outlying areas.

3.5.8 Infrastructure Performance

Services provided by Selwyn District Council have been established over many years, with significant additions to the networks created over the past decade of rapid growth.

In general, the assets perform well and levels of service are met. This continuation of fit-for-purpose service levels will continue, provided there are timely upgrades to meet the demands of a growing population.

Council's forward works programmes will continue to deliver services to meet community expectations, and improve assets where required. System performance is monitored through a combination of non-financial performance measures, community surveys and technical measures.

3.5.9 Risks to Asset Performance

Council had identified the main risks that would affect the performance of the infrastructural assets through the AMPs for each activity. These are summarised below.

Risk	Activities Affected	Risk Level
Growth (overall and demographic change)	All The capacity of the infrastructure to provide adequate service for a growing population	High
Change in Legislation	All The service standards required and ability to fund activities can change at any time	High
Funding challenges	All, particularly Transportation (Roads and Footpaths) Timely provision of infrastructure is reliant on approved funding from Council sources, partners including Waka Kotahi NZTA and developers	High

Risk	Activities Affected	Risk Level
'Levels of Service creep'	All As the population grows and there is a greater proportion of 'urban' residents, service levels expectations increase	Moderate
Climate Change	Predominantly 5 Waters services Sea level rise and more extreme weather patterns placing additional pressures on service resilience	Moderate
Adverse/catastrophic events	All A significant event such as earthquake, significant snow, winds/storms or pandemic causes damage, disruption and changes the priority of Council	High

Mitigation measure associated with these risks are detailed in each AMP.

4.0 SELWYN DISTRICT COUNCIL PLANNING FRAMEWORK

4.1 Selwyn District Council Establishment

Selwyn District is named after the Selwyn River (Waikirikiri), which, in turn, is named after Bishop Selwyn, one of the first Europeans to walk through the area in the mid-1840s. The district's current boundaries date from 1989 when three adjacent counties (Malvern, Ellesmere and the rural half of Paparua) were fused into a single district. A generation earlier, in 1963, Ellesmere had absorbed a neighbouring fourth county, Springs. These counties had once been part of a larger Selwyn County.

The district covers an extensive area, from Arthurs Pass through to Lake Ellesmere/Te Waihora. A long-established farming heritage is spread across the plains.

From 1989 administration was split between offices in Darfield and Leeston; and in 2007 a central headquarters was established in Rolleston.

The Council is innovative and proactive, involved in commercial activities and is often recognised as a national leader in planning and community based activities.



Selwyn District Council Office in Rolleston

4.2 Strategic Context

The Strategy aims to give effect to Council's vision and strategic direction.

Selwyn 2031 Vision

"To grow and consolidate Selwyn District as one of the most liveable, attractive and prosperous places in New Zealand for residents, businesses and visitors."

Selwyn 2031 Strategic Directions

To achieve this vision, Selwyn 2031 identifies the following five high-level Directions to guide Council's future decision-making:

- *A More Sustainable Urban Growth Pattern;*
- *A Prosperous Community;*
- *A Great Place to Live;*
- *A Strong and Resilient Community;*
- *Sustainably Managing our Rural and Natural Resources.*

4.2.1 Community Outcomes and Wellbeing

Council has a broad responsibility for the wellbeing of the community. Wellbeing for Selwyn District has been refined into a set of community actions, which Council focuses its activities towards and bases its decision making on.

These are shown below, and further discussion on development and monitoring is provided in the Long Term Plan.

Social – involves individuals, their families, whānau, hapū, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.

Economic – looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity.

Environmental – considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.

Cultural – looks at the shared beliefs, values, customs, behaviours and identities, reflected through language, visual and performing arts, ceremonies and heritage that make up our communities.

The following table illustrates the four wellbeing and community outcome; those shaded are regarded as key to achievement.

Table 4.1: Four Wellbeing and Community Outcomes

Key community outcomes			Relevant Core Council activity
Envir	A cle en	Air, land, water and healthy condition	Wastewate Solid Waste Management
	A district identity	A living environment is maintained	
Social	A he co m u n	We have appropriate h services & they are a district	Community Transport att o a n l
		We pr o v i d e water, waste necessary to support services	Water Ser and pu
		We have access to an service	Solid Was Management
	A safe pla live, work	We are safe at home a and play	
		We have access to co m , mu n i	
		We maintain a coordin and recovery from, em	ergency and disa
		Pedestrians, cyclists safely move around Se	Transport rict
	An educate	Ou District provides a education and trainin	Community nities
Econo	A prosperd community	Selwyn has a strong e complements the envir environment of the di	onmental, social strict
	An accessi	We ha ve ea n e ve and acc	Transport
Cultu	A communit values its heritage	Our District provides experiences and facil preserved, shared and	All cal his .

4.3 Linkage with Other Documents

4.3.1 Strategic and Infrastructure Planning

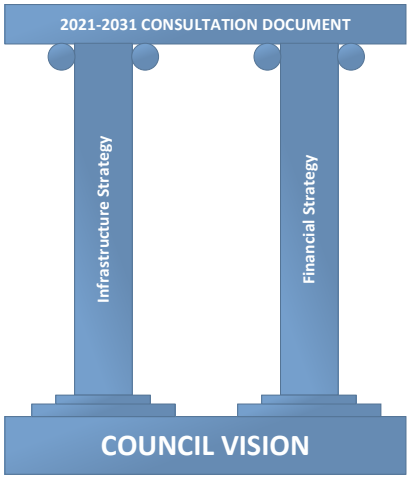
Infrastructure Planning is a key component of Council's planning regime which includes financial planning, land use planning and strategic planning. The Infrastructure Strategy and Financial Strategy underpin the Long Term Plan. For details about the first ten years, the Long Term Plan should be consulted.

Land use planning provides for develop to occur in a sustainable manner, with form appropriate to the district. The District Plan review is well advanced and some change can be expected as this becomes fully operative and further reviews/plan changes proceed.

Financial planning centres around several policies and the Financial Strategy which is a companion to this document.

The Infrastructure Strategy and Financial Strategy form the pillars that support the Consultation Document.

The following diagram illustrates the key linkages for this infrastructure strategy, utilising the asset management systems approach discussed in ISO 55000.



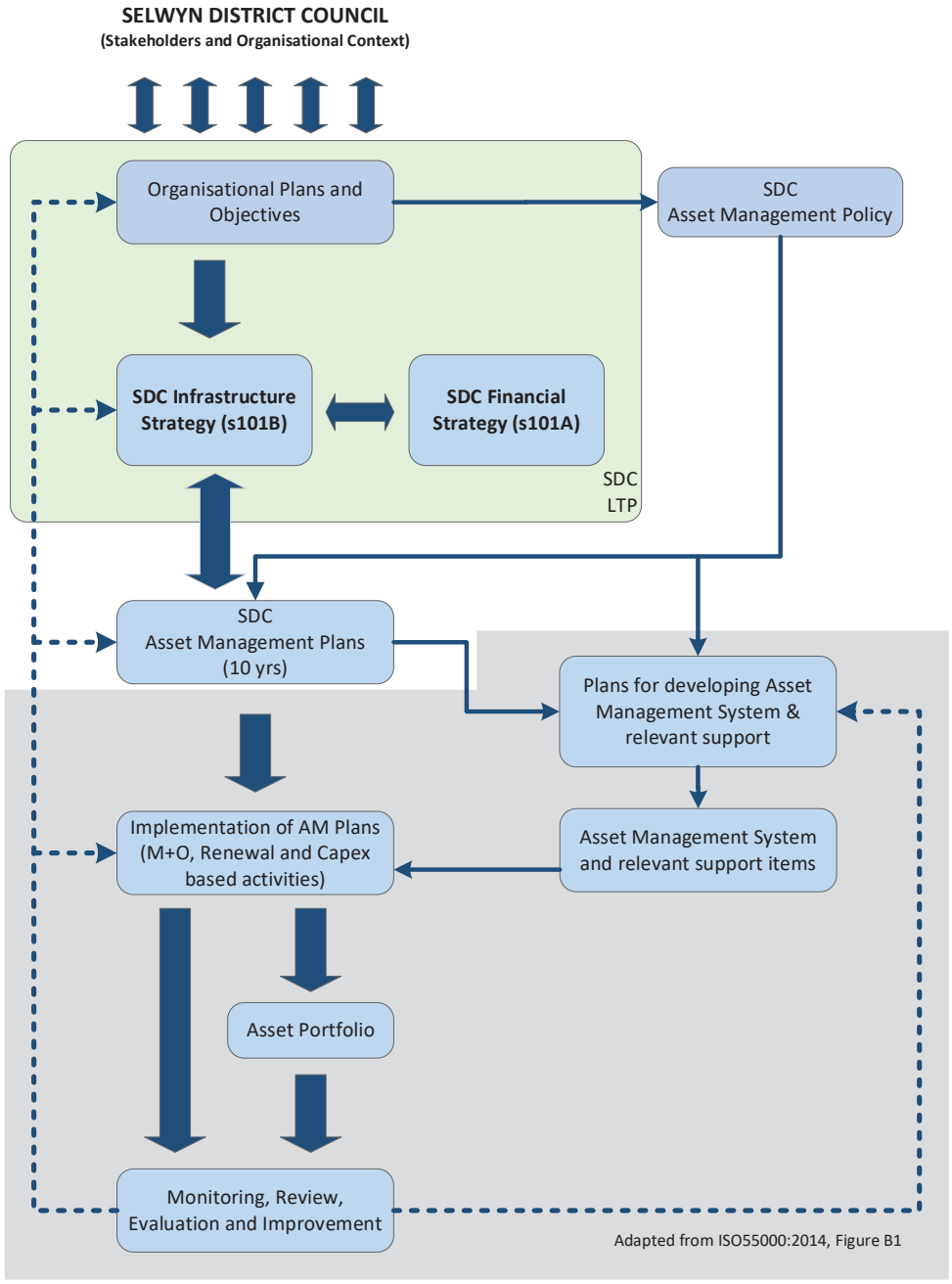
Council's Significance and Engagement Policy
Engagement is a process of relationships and dialogue between decision-makers, partners, communities and stakeholders for the purpose of making better decisions, policies or programmes. Public input into significant decisions, policies or programmes undertaken by Selwyn District Council is essential to ensure they reflect the aspirations and priorities of communities, Ngāi Tahu and interested groups throughout the Selwyn district and wider Canterbury region.

The Significance and Engagement Policy aims to enable a flexible but focused approach to engagement that:

- recognises the importance of involving Selwyn's diverse communities in the Council's work
- provides a range of options and methods for engagement with different groups and communities and for issues, decisions and proposals with different degrees of significance
- demonstrates our commitment to building and maintaining ongoing constructive relationships with Selwyn communities and developing greater understanding of community views and preferences

This Infrastructure Strategy is part of the Long Term Plan suite of documents that is available to the community.

Figure 4.1: Infrastructure Strategy- Linkages with other Documents



Involvement of Māori in decision making
While the Local Government Act 2002 sets out provisions relating to all Māori, it is recognized that within the Canterbury region, Ngāi Tahu are the tangata whenua. They have a special status in terms of the Council's resource management activities, and are not just another interest group. Selwyn District Council has previously adopted a policy on Development of Māori Capacity to contribute to the Council's Decision Making Processes, to assist the Council in meeting its obligations under Section 81 of the Act.

In Te Wai Pounamu (the South Island) one tribe, Ngāi Tahu occupies all but the most northern part of the island. The entire Selwyn District lies within the rohe (area) of Ngāi Tahu. Ngāi Tahu Whanui is Tangata Whenua within the rohe of Ngāi Tahu. Ngāi Tahu Whanui represented by Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu, comprises people of Ngāi Tahu, Ngati Mamoe and Whaitaha descent and holds customary tribal authority over an area that includes the entire Selwyn District. Descendants of Ngāi Tūāhuriri and Te Taumutu have resided in the area now known as Selwyn District for over 40 generations. This rich Ngāi Tahu history and tribal authority is underpinned by spiritual and whakapapa connections, occupation, land, resource use and management thereof. The territorial area governed by Selwyn District Council sits within the takiwā (territory) of Te Taumutu Rūnanga and Ngāi Tūāhuriri which are two of 18 Ngāi Tahu regional papatipu rūnanga, constituted under the Te Rūnanga o Ngāi Tahu Act 1996 to represent mana whenua interests.

Financial Strategy
The financial strategy guides the way the Council makes decisions over revenue, expenditure, borrowing and investments. It helps explain how it plans to balance the books and summarises the implications of these plans for ratepayers. In doing so it links the decisions the Council makes on what services to provide and how they will be paid for.

Infrastructure Strategy & AMPs
The Activity Management Plans (AMPs) developed for each activity are detailed analysis of issues and actions proposed to ensure appropriate levels of service are provided to the community. These are the base information for the Infrastructure Strategy. Council has established a level of Asset Management Policy to ensure AMPs developed are fit for purpose in the Selwyn context.

Procurement Strategy
Council has a procurement strategy endorsed in November 2019 by NZTA for Transportation activities. Council took the opportunity to develop the Strategy to cover all infrastructure activities through discussing options for procurement and the reasons for these approaches.

Council own a Council Controlled organisation SICON, who operate in the civil engineering, parks & reserves and facility management services sphere.

They purchased another contracting company Blakely Construction Limited in recent years, which provided additional expertise and market standing notably in the land development sector (Blakely has since been amalgamated with SICON).

SICON have water services, parks and reserves and solid waste contracts with Council and two roading contracts with Waimakariri and Hurunui Districts.
Council has a desire to support the local economy and SICON have a modest dividend requirement enabling them to price work on leaner margins for ratepayer work.

The Procurement Policy (2019) states:
"SICON (Council CCO)
In all procurement, consideration should be made as to whether the work can be negotiated with SICON.

Considerations should be as to their capability and capacity to deliver the work, and such shall be documented in the procurement plan"

For all Waka Kotahi (NZTA) subsidised work, or where the capability and capacity requirement is not achieved, the work will be externally tendered. This approach works well as it gives Council greater security in terms of access to contractors and allows for the development and retention of knowledge and expertise.

4.4 Consultation information

The Long Term Plan and Activity Management Plans are living documents. While published in line with statutory timeframes, they are kept continuously updated and under review.

Accordingly, the issues raised through each Annual Plan and Long Term Plan process feeds into the understanding of community issues and priorities. Similarly, Levels of Service monitoring provide direction to where interventions are required.

For this Long Term Plan, Council undertook 'pre-consultation' on specific issues. This is summarised below.

Early Consultation Undertaken by Research First, November 2020
Early community feedback informs Council decision-making on

- work priorities and
- funding strategies



In particular, direction was sought on:

- Council's level of service and investment
- Trade-offs
- Ratepayers' willingness to pay

Overall key findings
Importance of Selwyn retaining its distinct rural character.

Most important Council's activities over the next decade were identified as:

1. Providing and maintaining safe and quality roads (social and economic wellbeings)
2. Providing and maintaining a clean and consistent water supply (environmental wellbeing)

The majority of respondents want the same level of Council spend and service on all except two areas (safe intersections and cycleways).

There is a willingness to pay more (e.g. rate increase or user charge) for some activities, but respondents also want Council to look for other funding sources (especially for roading-related activities).

Most-identified specific activities where Council should increase investment:

1. Safe intersections
2. Safe drinking water
3. Quality roads
4. Roading connections between townships
5. Providing facilities and services for teenagers

Focus on roads
Of the five roading-related activities, safe intersections ranked highest for more funding:

Safe intersections	
Quality of roads	
Roading connections between townships	
Availability of cycleways	less
Footpaths in urban areas	less

For 'safe intersections', 40% of respondents were happy to pay more.

Focus on water
Slightly less desire for Council to invest in water-related activities than roading, but still high overall

Safe drinking water supply	
Wastewater (sewerage) system	
Urban stormwater network	
Land drainage network	less
Water races	less

For ‘safe drinking water’ 51% of respondents were happy to pay more.

Focus on community services and facilities
Of all the activities, desire to invest in community services and facilities-related activities was lowest

Facilities and services for teenagers	
Parks, sports fields, and playgrounds	
Local community centres and halls	less
Swimming pools	less
Libraries	less

For ‘Facilities and services for teenagers’ 37% of respondents were happy to pay more.

Focus on the four wellbeings

View of making positive progress:	Economic wellbeing (54%)
	Social wellbeing (52%)
View of making poor progress:	Environmental wellbeing (22%)
	Cultural wellbeing (15%)

The wellbeings where participants thought progress was poor is vital for Council to address. Initiatives will be progressed through the LTP in this regard.

Greater Christchurch 2050 survey results for Selwyn
Biggest challenges - in terms of greater Christchurch issues - were seen as being:
- Traffic congestion is getting worse (62%)
- There are pollution and waste management issues (58%)
- We are not doing enough to offset the impacts of climate change (48%)
- We are losing our natural ecosystems and indigenous biodiversity (45%)
- It’s costly and difficult to access health services (44%)

2021 Long Term Plan Consultation:
As part of the 2021-30 Long Term, Plan, “nine big decisions” were posed seeking community opinion. The result of this consultation has been progressed through the following sections of this strategy. There are summarised below.

Table 4.2: 2021 Long Term Plan Consultation Results

Decision	Position	Action
What is your view on how we should keep our drinking water supply safe?	Ratepayers' preference is to avoid chlorination. Staff will, over the next 12 months, engage with Taumata Arowai in respect to requirements for mandatory disinfection. Depending on the outcome to those discussions, we will review cost and rating options prior to the development of our Draft 22/23 Annual Plan.	Progress option as discussed
What is your view on how we pay for drinking water supply?	Strong support for increasing the volumetric charge and recommend that we proceed to put this option in place.	Implement higher lift in volumetric charging.
What is your view on developing a new wastewater system in Darfield and Kirwee?	The community are generally supportive of the scheme, but there are differing views on staging on implementation.	Progress staged approach: Stage 1: Complete the pipeline to the pines and require all new developments to connect immediately. Design the Main St of Darfield in 2022/2023 for proposed construction in 2023/2024 Stage 2: Work with Ecan to determine risk areas around consented and non-consented septic tanks. Develop a construction timeframe based on this outcome. Confirm funding arrangements and options for existing township: 2021-2023 Stage 3: Installation of reticulation to high risk areas, (probably those areas with no consents in the older parts of townships). Timeframe 2025-2030 Stage 4: Installation of reticulation to non-high risk areas, (probably the newer areas of townships with existing discharge consents). Timeframe 2031-2035
What is your view on funding for maintaining our roads?	Submitters are supportive Council's preferred option to increase the level of general rate-funded maintenance. This additional funding is needed to supplement NZTA funding to preserve levels of service and deal with issues of ongoing growth across the district.	No change to programme required
What is your view on the future roading and transportation projects?	There were some comments suggesting the programme as proposed be varied, there were no specific suggestions on how that would be done.	Progress Council's preferred option which justifies the proposed programme as identified in the Consultation Document. It is noted that this programme continues to be reviewed on an annual basis through the Draft Annual Plan process.
What is your view on the future of the new Prebbleton Community Centre?	Submitters' support for this project albeit noting that this project is five years way before construction (25/26).	Staff will continue with appropriate feasibility discussions with interested parties and will report outcomes to Council together with suggested construction and location options.

Decision	Position	Action
What is your view on the future of the Leeston Library and Community Centre?	There were a range of views with no strong preference identified.	Continue to engage with the local community and will also work on the programme to achieve and deliver on the points above through Masterplan for the reserve. The timing of this project will now be spread over the first two years of the Long Term Plan with construction occurring in 24/25.
What is your view on the future of the Hororata Community Centre?	The issues between Go Hororata and the Hororata Community Trust have been well-captured through the submission/ hearing process.	Staff to re-engage with the Hororata Groups to finalise community preference
Changes to policies	The majority of submitters support the proposed changes to Council's Significance and Engagement Policy, and Financial Policies, and recommend that Council adopt these as presented.	Proceed with the preferred option

5.0 CORE INFRASTRUCTURE

5.1 Asset Description

Selwyn district's assets are split between older townships and the newer growth areas. The rural areas are also changing with irrigation and intensive farming. With rapid growth over the last twenty years Selwyn District's portfolio of assets is newer than many authorities. This means that the renewal challenge is pushed further-out beyond the 30 year horizon for growing communities, but will be more significant.

Community facilities now represent a sizable portion of Councils activities, so these are discussed in similar detail to other core infrastructure.

Service Life of Facilities and Networks
The service life of a network, asset or facility can be influenced by factors outside the actual expected lives of the individual assets. But in general, core infrastructure has no stated end of service life. The influences associated with the service life are:

- The role of Council in providing a continuous service indefinitely
- Resource consents: Major consents are usually 20 to 35 years but the infrastructure that are associated with these consents may have a different service life (e.g. wastewater treatment plant may have a life of 50 to 75 years);
- Receiving environment (social/culture).
- Demand for the service (e.g. sports facilities where particular sports may lose popularity and the facility become surplus).

5.1.1 Water

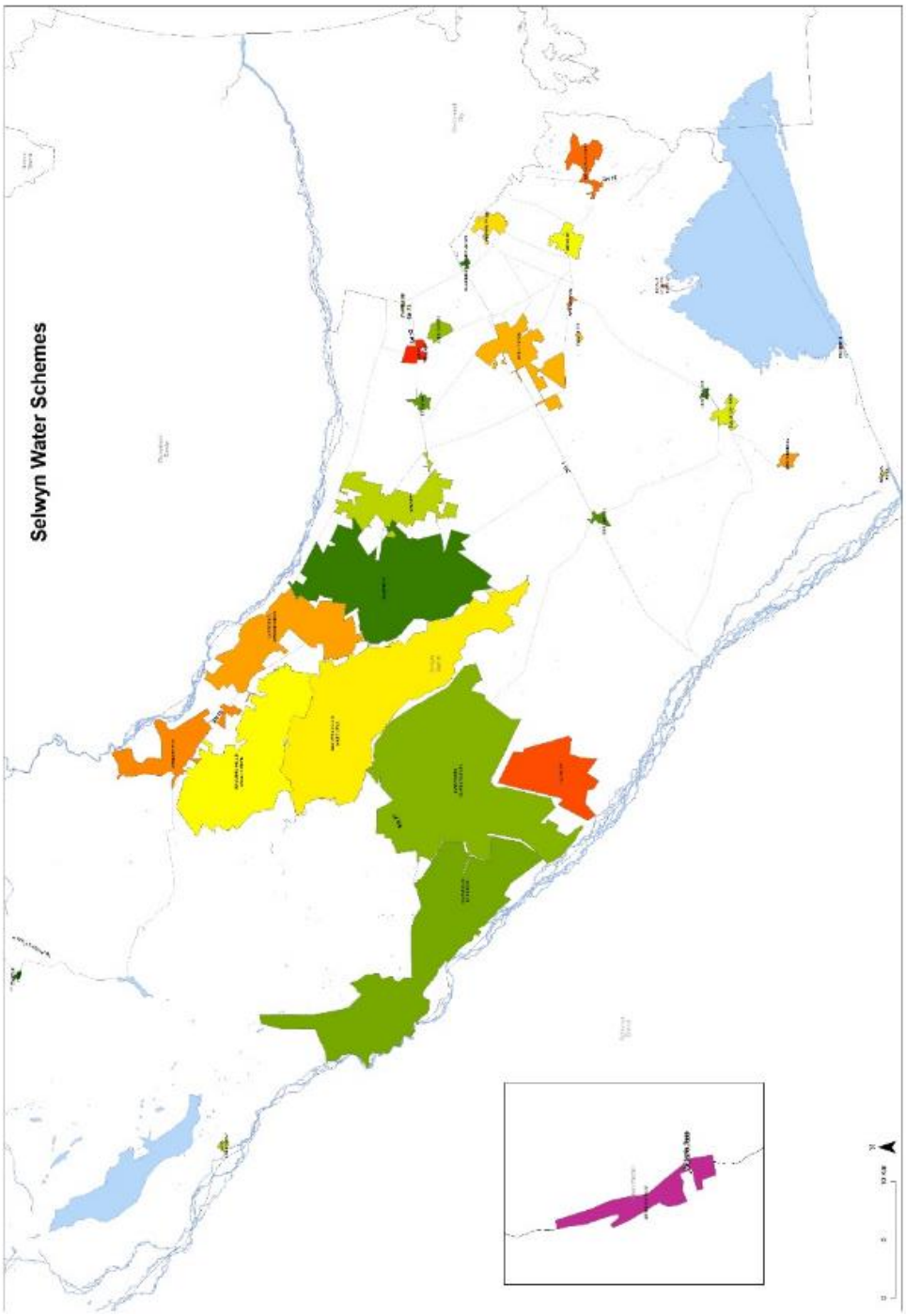
Council manages 27 water supplies, located between the main divide - Arthurs Pass and Pacific coast – Taumutu. They supply water for public needs including household, gardens, and public reserves. The water supplies service 78% of residential properties within the district.

The sources of water for the schemes are surface water weir intakes, river galleries or deep groundwater bores. The level of treatment required differs depending on the quality of the source water.

All schemes have been upgraded over time to meet the requirements of the New Zealand Drinking Water Standards, and Water Safety Plans are in place for all schemes.

Demand has generally grown in line with population and industrial growth. This has put pressure on resource consent abstraction limits and network infrastructure.

Figure 5.1: Selwyn Water Schemes



Currently there are different levels and forms of water treatment across the district schemes as illustrated below.

Key

✓ Existing

🔨 Upgrade proposed

Table 5.1: Levels and Forms of Water Treatment Across the District Schemes

Scheme	Pop served	Source	Water Treatment Device		
			Filtration	UV	Chlorination
Arthur's Pass Water Supply	357	Gallery/River	✓	✓	✓
Castle Hill Water Supply	406	Gallery/River	🔨	🔨	✓
Claremont Water Supply	163	Deep Groundwater		✓	
Darfield Water Supply	3,846	Deep Groundwater	🔨	🔨	
Dunsandel Water Supply	511	Deep Groundwater	🔨	✓	
Hororata-Acheron Water	920	Gallery/River	✓	✓	✓
- Glentunnel (Hororata) - Acheron	240	Gallery/River	🔨	🔨	✓
Jowers Road Water Supply	53	Deep Groundwater		🔨	
Kirwee Water Supply	1,326	Deep Groundwater	🔨	✓	
Lake Coleridge Water Supply	172	Gallery/River	✓	✓	
Leeston/Doyleston Water Supply	3,057	Deep Groundwater		✓	
Lincoln Water Supply	7,442	Deep Groundwater		🔨	
Malvern Hills Rural Water	1,493	Gallery/River	✓	✓	✓
- Hartleys - Dalethorpe	191	Gallery/River	✓	✓	✓
Prebbleton Water Supply	4,655	Deep Groundwater		🔨	
Rakaia Huts Water Supply	331	Deep Groundwater	✓	✓	
Raven Drive Water Supply	35	Deep Groundwater		✓	
Rolleston Water Supply	19,198	Deep Groundwater		✓	
Sheffield/Waddington Water Supply	592	Gallery/River	✓	✓	✓
Southbridge Water Supply	1,027	Deep Groundwater		✓	
Springfield Water Supply	601	Gallery/River	✓	✓	✓
Springston Water Supply	549	Deep Groundwater		✓	
Tai Tapu/Otahuna Water Supply	615	Deep Groundwater		✓	
Taumutu Water Supply	25	Previously Deep Groundwater	🔨	🔨	
Te Pirita Water Supply	30	Deep Groundwater		✓	
Upper Selwyn Huts Water Supply	80	Previously Deep Groundwater		✓	✓
West Melton Water Supply	2,552	Deep Groundwater	✓	✓	

Water Supply Upgrades
The proposed budget provides for the continued upgrading of Council's water supplies to provide:

- a higher level of treatment
- provision for redundancy,
- security of supply,
- to meet increasingly stringent water safety plan requirements.

It is predicted that the security and quality of groundwater will gradually decline over the next ten year period. This is already been observed in places like West Melton and Rolleston. The budget also provides for significant funding of growth related upgrades to ensure the continued high level of service for our growing communities. A well staging exercise has been completed as part of Selwyn's water master planning. The development of any new sources will be funded by development contributions.

5.1.2 Sewerage

The Council is responsible for 14 reticulated wastewater schemes that service 62% of properties within the district. Reticulated community systems have been provided where there are medium-large urban towns or sale of crown operations to Council required that a reticulated scheme be provided, for example Arthurs Pass and Lake Coleridge. There are seven wastewater treatment plants, all of which dispose of treated wastewater to land.

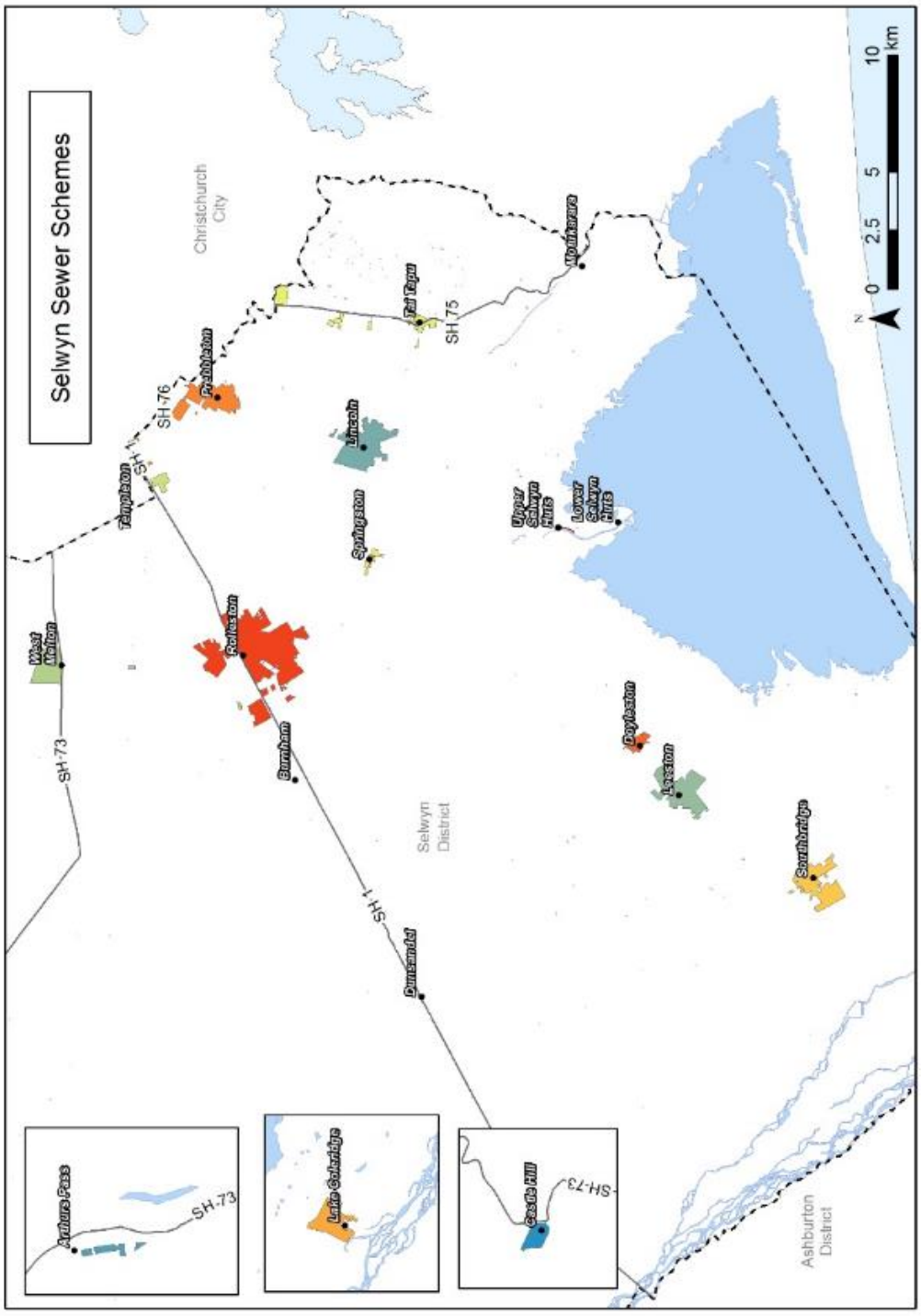
The Eastern Selwyn Sewer Scheme serves the townships of Rolleston, Lincoln, Prebbleton, Springston, West Melton and Burnham Military Camp. Wastewater from these communities is treated at Pines wastewater treatment plant. The Ellesmere wastewater treatment plant serves Leeston, Doyleston and Southbridge.

Wastewater from Tai Tapu township is pumped to Christchurch City reticulation, where it is combined with City Council wastewater and treated.

Eastern Selwyn Sewerage Scheme (ESSS)
The Pines WWTP has been designed to be modular, allowing the plant to be upgraded in stages to match population growth. The current Pines WWTP will have capacity to treat wastewater from 60,000 Population Equivalents (PE). A masterplan has been developed for the treatment plant to see what is required to expand the ultimate treatment capacity to 120,000 PE. In the 2021 – 2031 LTP, Council are proposing to connect the communities of Darfield and Kirwee to Pines WWTP.

Ellesmere Sewerage Scheme
The Ellesmere WWTP serves the communities of Leeston, Southbridge and Doyleston. These communities are forecast to experience moderate growth, with an additional 516 people expected in the catchment by 2031 (total population of 4,401 people in 2031). In the 2021 – 2031 LTP, Council are proposing to connect the Ellesmere WWTP to Pines WWTP.

Figure 5.2: Selwyn Sewer Schemes



5.1.3 Stormwater

Council manages 22 stormwater management areas within the Selwyn District. These areas are all urban in nature and have infrastructure in place to collect, convey and dispose of surface water. Many areas also manage stormwater in terms of water quality and quantity.

The use of low impact urban design including swales and natural treatment methods are becoming more common. A protocol has been established to ensure there is integration between Roading, Stormwater and Parks management.

5.1.4 Land Drainage

Council manages 10 land drainage schemes covering 22,472 hectares within the Selwyn. These schemes are in place to drain groundwater (primary function) and convey stormwater (secondary function). One scheme is specifically for the purpose of flood protection, Bealey River stopbanks/flood water diversion, and another is for willow control on a section of waterway along the Hororata River. The remaining nine schemes are primarily land drainage.

Council manages and maintains nine classified Land Drainage schemes with the support of local land drainage committees:

- Osbornes Drain Land Drainage scheme,
- Greenpark Land Drainage scheme,
- L2 Land Drainage scheme,
- Ellesmere Land Drainage scheme,
- Leeston Land Drainage scheme,
- Taumutu Land Drainage scheme and Culverts,
- Wairiri Valley Land Drainage scheme,
- Hororata River Drainage,
- Bealey River flood protection.

Key issues and constraints
There are a number of emerging issues for Land drainage schemes. These are:

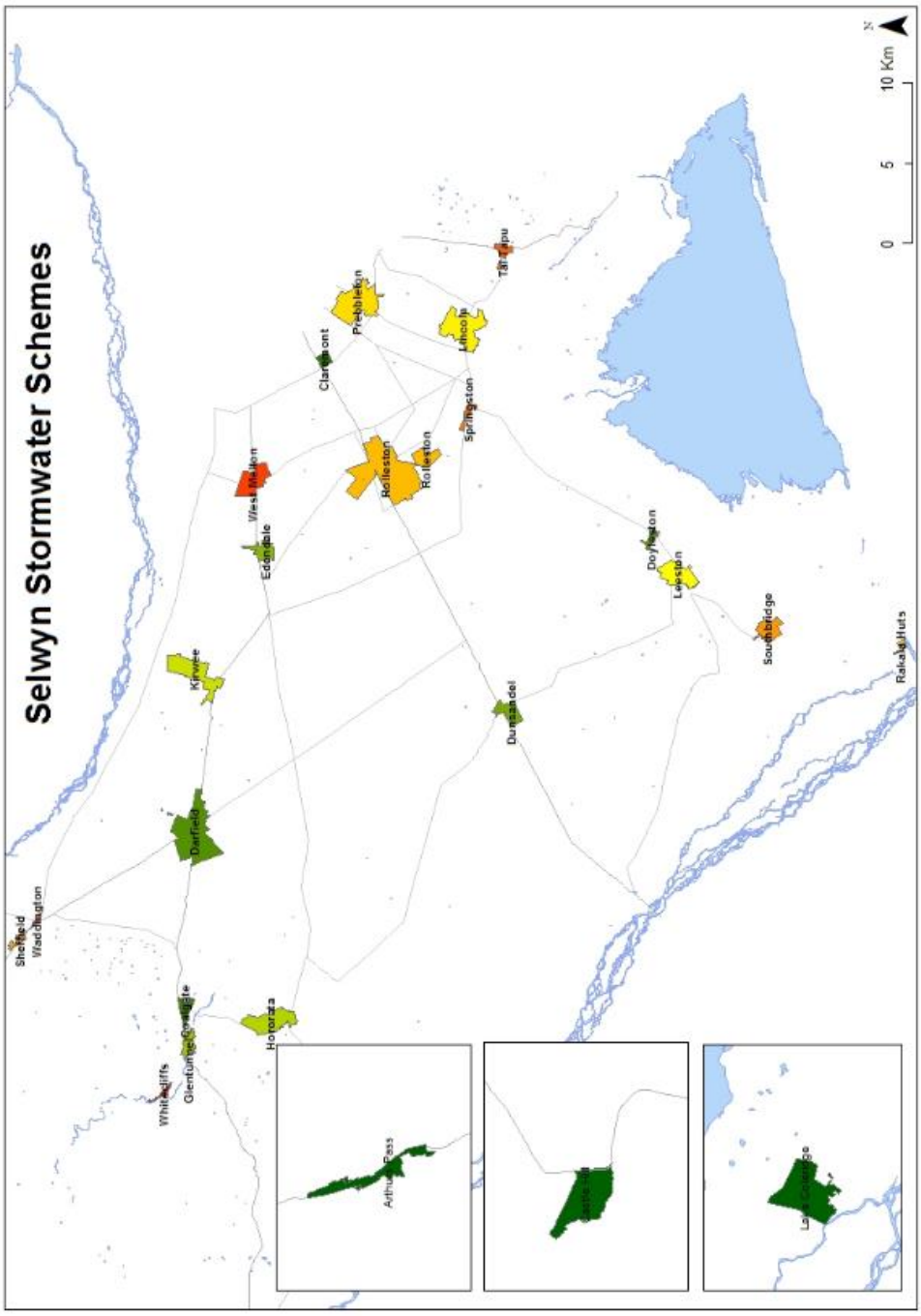
- Increased resource consent complexity;
- Increased H&S Requirements;
- Move towards environmental outcome focus;
- Increasing Iwi interest and involvement;
- Increasing LoS expectations; and
- Increased environmental monitoring and reporting.

5.1.5 Water Races

Council has been operating the water race system for approximately 130 years. The water race network is fed from six river intakes and serves a network of open channels totalling 1600 km. Of this, 600 km is marked as ‘council cleaned’. It is Selwyn District Council’s responsibility to keep these clean and clear. The remaining 1000 km is marked as ‘private cleaned’ and remain individual land owners responsibility.

There are presently three water race schemes within the district: Ellesmere, Malvern and Paparoa; these generally service the plains areas of the old County Councils (pre-1989 amalgamation). The Selwyn scheme with its intake on the Selwyn River was closed in 2009.

Figure 5.3: Selwyn Stormwater Schemes



5.1.6 Transportation (Roads & Footpaths)

The Selwyn District Roading network is significant. The total network has a length of over 2,600 kilometres of which over 13% is situated in urban settings. 1,440km of the network is sealed, 1,129km of roads are unsealed, and 96km are unformed and unmaintained paper roads. All of the urban network is sealed, the rural network is almost evenly split between sealed and unsealed; 49% is unsealed and 51% is sealed.

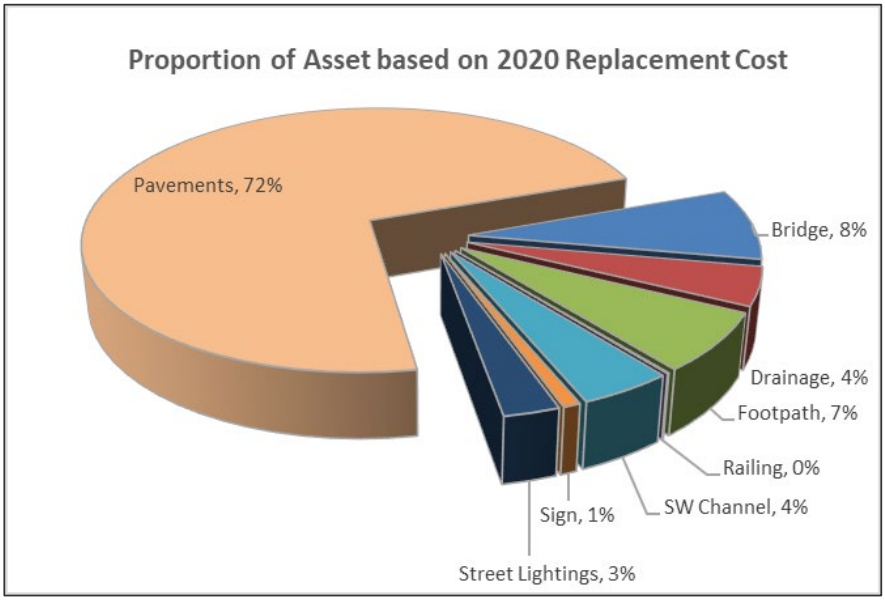
Some key commuter routes such as Springs Road and Shands Road are carrying very high traffic numbers. Traffic patterns are expected to change somewhat as users change their travel patterns to include the new motorway into Christchurch city (CSM2) and associated linkages.

The transportation network includes:

- Pavements (sealed and unsealed)
- Bridges
- Drainage
- Stormwater Channels (including sumps and culverts)
- Footpaths and cycleways
- Railings
- Signs, Pavement Markings and Traffic Signals
- Street Lights

In 2020 the Replacement Cost for these assets totalled some $829 million. Annual depreciation of the asset is around $15 million. On average the asset value is growing by 3% each year.

Figure 5.4: Proportion of Asset Based on 2020 Replacement Cost



The ONRC road hierarchy allows further classification of the elements that make up the Selwyn District Council network by traffic volume, function and use. The composition of the network by ONRC category - in terms of length and VKT - give an indication of how journeys are distributed across the network. Nearly one-third of trips made on the Selwyn network are made on just 3% of the routes.

Figure 5.5: Network Percentage Length and Journey's Travelled

ONRC Category	Urban (Km)	Rural (Km)	TOTAL LENGTH (Km)	Urban Journeys	Rural Journeys	ANNUAL TOTAL JOURNEYS TRAVELLED (M Veh Km)
Arterial	6	34	40	16	66	82
Primary Collector	25	191	216	28	119	148
Secondary Collector	67	555	622	22	91	113
Access	44	650	694	4	25	29
Low Volume	156	863	1,019	5	8	13
TOTAL NETWORK	**297**	**2,294**	**2,591**	**76**	**308**	**385**

Table 1: Network Statistics for network length (km) and journeys travelled (Million vehicle km) by ONRC Class - Sourced from ONRC performance measures reporting tool

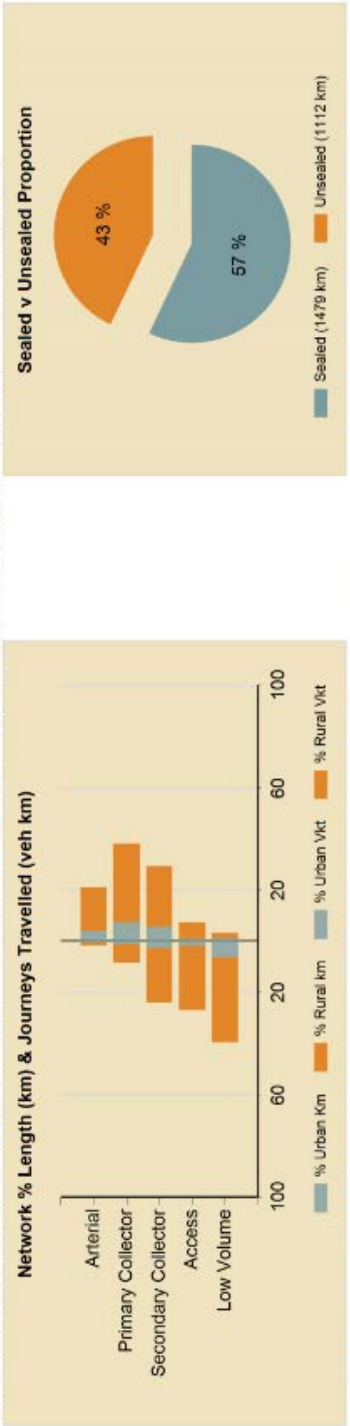


Figure 1: Network Percentage Length and Journeys Travelled - Sourced from ONRC performance measures reporting tool

Figure 2: Sealed v Unsealed - Sourced from ONRC performance measures reporting tool

What am I looking for? The data details the road network length and number of journeys by ONRC category. Journeys travelled are measured by multiplying the volume of traffic on a road by its length. This shows where most customer journeys are made. Primary collector routes make up only 8% of the network by length but carry 38% of the amount of travel undertaken in the district due to the higher traffic volumes.

With the arterial and primary collector routes carrying significantly more traffic than the access and low volume routes, the deterioration of these pavements occurs at a greater speed and the maintenance of these routes needs to be undertaken more regularly to ensure they last. However, a fine balance needs to be struck in the approach to maintenance, particularly with respect to the arterial routes, as the upheaval that temporary works represents will impact the largest proportion of commuters on these routes.

The arterial routes carry over ten times the proportion of all journeys (21%) when considered in terms of the proportion of the network (40km, or 1.5%) they make up. 60% of all journeys on Selwyn district roads are distributed across just the arterial and primary collector routes. These numbers are boosted further by significant volumes of heavy construction and freight traffic moving between construction depots and work sites in the city, or to and from the industrial areas. Often the increase in traffic volumes and journeys has been rapid, with routes being classified higher within the ONRC hierarchy, which had previously been used much less frequently.

5.1.7 Liveability Assets (Community Facilities)

The Community Facilities Activities have a major impact on both the social and cultural quality of life for the District's residents while contributing to the creation of an attractive living environment, preserving natural areas and protecting heritage features. The Community Facilities Activity includes a diverse range of Council services aimed at providing places for recreation, leisure and community activities as well as supporting the accommodation needs of other Council services.



The Open Space Strategy 2015 provides the overall direction for parks and reserves, while the Community Facilities Activity Management Plan encompasses detail for the following service areas:

Recreation	30 Main Sport and Recreation R 30 Nature Reserves (447 Ha) 18 Ecological Linkages (15 Ha)	
Cemeteries	19 Cemeteries (2 closed) 50+ years capacity in all cemeteries exce (project to extend Springston i	
Public Toi	4 Grade I Public Toilets 14 Grade II Public Toilets 12 Grade III Public Toilets	
Community Halls (inc Sports Cent	26 facilities in LCO, RC, CK (RSC Co keystone facility by Te Ara Ātea once opened) Te Ara Ātea (under construction) Selwyn Sports Centre	
Swimming (including Centre)	1 District Aquatic Centre 2 Seasonal Aquatic Centre 4 Community Pools (Darfield, Sou Leeston, Prebbleton, Sheffield, Killinchy, Hal 2020/21 season)	
Property including buildings, Te Ara Ātea and Commercial	Heritage Librar	Prebbleton Cottage Lyttelton Cottage Pioneer Hall Coronation Library Darfield Jail Darfield Railway Hut Glentunnel Library Malvern Museum Whitecliffs Railway Hut Lake Coleridge Post Office Tai Tapu Library Brookside Hall Library Bankside Depot
	Communit	Darfield Library & Ser Leeston Council Office Building, Rolleston Library Te Ara Atea (under construction) Lincoln Library & Service Centre Selwyn District Counci
	Commerci	Sicon Offices and Work Global Bus Buildings Lincoln Country Club Health Hub (under construction) Darfield Depot Worksho
	Miscella	Darfield Medical Centre Lincoln Playcentre Lincoln Plunket Lincoln Toy Library Glentunnel Holiday Par
	Strategi	Breach Block, Rollesto Raeburn Farm, Darfield Vege Block, Lincoln Wrights Block, Kirwee
	Other Pr Land	Vacant land areas (fre Small residential prop
Rental Hou	15 houses – 20 (2 currently including 3 EPH 3 houses planned for disposal i	

Gravel Res	225 current or former gravel re 25 active gravel pits (as listed below whe planned) 207,000 m3 of material remainin
Forestry	55 identified forestry sites ac Total of 122.2 ha of landhacuirsreinntlfyoruessetd cover Total of 39 ha of land previously used for 96% of the current forest is pl
Township R Streetscape	3 Civic Spaces (1 Ha) 264 Neighbourhood Reserves land parcels (8 242 Recreation and Ecological Linkages (2 10 Culture and Heritage sites (2.3 Ha) 5 Township Nature Reserves (11

5.1.8 Solid Waste Management

The Council provides the majority of waste and diverted material/recovery services and facilities in the District.

Collection Services include four main streams of materials from the bulk of waste collected within the District:

- Council Kerbside collection of residual waste from households and businesses.
- Council Kerbside collection of diverted material (recycling and organics) from households and businesses.
- Private provider collection of residual waste from households and businesses.
- Private provider collection of recycling from households and businesses.

Disposal and Diversion Infrastructure includes six main avenues for the management of waste materials from the District:

- Council's Pines Resource Recovery Park near Rolleston.
- Christchurch based transfer stations or recovery parks (a mixture of Christchurch City Council and private company transfer stations).
- Cleanfill facilities/sites (Council or privately owned).
- Recycling processing plants: EcoCentral Ltd in Christchurch for Council kerbside recyclables and private company Material Recovery Facilities (for commercial recycling collections such as cardboard from businesses).
- Organics processing – Council's plant at Pines Resource Recovery Park and other private compost operations.
- Alternative disposal such as farm waste pits or burning.

The Resource Recovery Park is the key asset, and kerbside bins are provided as part of the collection service.

Selwyn District Council provides a kerbside collection service covering all of the urban areas and some rural areas. As at June 2021, there are approximately 60,000 bins in place throughout the District. This is made up of 23,000 residual waste bins, 12,500 organics bins and over 25,000 recycling bins.

The remainder of the waste, recycling and organics is taken directly by residents and businesses to the Pines Resource Recovery Park near Rolleston.

The Waste Minimisation Act 2008 legislated for all local authorities to improve the efficiency of resource use and reduce the amount of residual waste in the waste stream.

Residual waste (rubbish) is sent to the Kate Valley Regional Landfill, which has capacity and resource consent for another twenty years. A regional approach is expected to addressing waste disposal after 2040, as several Council including Christchurch City utilise Kate Valley.

5.2 Assumptions and Risk

Selwyn District Council has established a process for early development of assumptions for planning purposes. This involves discussion with activity managers, leadership team and elected representatives. The set of assumptions are adopted by Council for the purposes of developing the LTP and supporting documents, then reviewed as part of the LTP statement of proposal.

The following assumptions are regarded as most relevant to this thirty-year strategy. The complete list of assumptions is published in the Long Term Plan.

Table 5.2: Key Assumptions for 2021 – 2051 Infrastructure Strategy

Activity	Assumption area	Source of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
Asset Management Area: Financial						
All	Asset lives and depreciation	NAMS	It is assumed asset lives will be as set out in the statement of accounting policies	Moderate	There is a risk that assets will wear out more quickly than forecast and require replacement earlier than planned	If assets require replacement more quickly than forecast, renewal or capital expenditure projects may need to be brought forward. The Council will consider the funding implications of any early replacements as they occur. Early replacement will result in a write off of the book value of the asset, increasing expenditure in the year it occurs
All	Inflation	SOLGM/BERL forecasts	The level of prices is assumed to increase over the period of the Long Term Plan for each activity area as forecast by BERL. The level of increase assumed in the Long Term Plan is set out in the Table 2 below. The assumed increases include general prices, pay costs and construction costs	Moderate	There is a risk that price level changes will be greater or lower than those assumed and that costs and revenues will be higher or lower than forecast	Should the price level change differ from those assumed, expenditure, capital costs and revenues may differ from those forecast. The Council mitigates this risk by setting its rates and fees and charges each year based on its forecast costs for the following year
All	Insurance		That an appropriate level of insurance will be secured by Council for its property and 5 waters infrastructure assets. That the premiums to be paid are affordable. That Central Government will provide a sufficient share for post event works as per the National Civil Defence Emergency Management Plan Underground assets will be partly self- insured and that sufficient emergency funding will be available from NZTA for damage to roading assets caused by extraordinary events. That increases in Insurance Premiums will be similar to CPI	Moderate	There is a risk that insurance will be difficult to secure and that NZTA will not provide adequate emergency funding to reinstate damaged services. There is a risk that insurance premiums will rise more rapidly than expected	Council's assets may not be able to be insured in a similar manner to the current approach and different options may need to be considered. This includes increasing reserve funds and higher excess sums. Premiums will exceed budget allocation and savings will be required in insurance policies or funds will need to be reallocated from other areas of expenditure
Transportation	NZTA revenue	The Council	It is assumed that the level of financial assistance received from NZTA for eligible roading and transport activities will remain at 51% for the 2021-31 period. Works associated with nationally and regionally significant state highway projects will be fully funded by NZTA funding (e.g. Southern Motorway further extensions).	Moderate	There is a risk that sufficient funds will not be available to pay for the planned capital projects. For example, because growth does not provide sufficient funding from development contributions or the community considers that required rate rises are not affordable.	The Council will assess the availability of NZTA funds as part of the annual budget process and if funds are not available, it may revise its roading and transport programme that is set out in the Long Term Plan

Activity	Assumption area	Source of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
			Funding Assistance for large Capital transport works would be achieved on a case by case basis through a Business Case approach with NZTA. Some capital projects could attract a Targeted Enhanced Financial Assistance Rate (TEFAR) on a case basis by the NZTA. NLTP Funding is provided by the NZTA in 3 year periods and that the following 7 years will be funded in a similar manner		The full range of funding expected initially in a NLTP may be reduced during its period if NZTA face significant national cost increases requiring a reprioritisation of NZTA funding which may result in capital projects being deferred for funding	
All	Resource consents	The Council	Resource consents will continue to be able to be processed in statutory timeframe	Low	There is a risk that the consent are delayed or that consent will not be obtained for the Council projects.	If consent conditions change, expenditure may increase to comply with the conditions and this may have an impact on rate levels. If consents cannot be obtained for planned projects, the project may be delayed or may not go ahead
All	Return on investments	The Council in conjunction with its financial advisors	It is assumed that the Council's cash investments will generate an average return of 1.5% p.a	Moderate	There is a risk that returns on investments will be higher or lower than forecast because actual investment balances and interest rates may vary from those used in the forecast	If investments returns are lower than those assumed, the Council may need to increase its rates or reduce expenditure. Conversely, higher investment returns mean rates may be lower than they would otherwise have been
All	Selwyn 2031 (District Wide Strategy)	The Council	No significant changes in the management of infrastructure assets, reserves and community facilities are expected in the short term. Actions required in the 2021-24 period can be accommodated within current forecasts	Low	There is a risk that the visions and initiatives identified through the District wide strategy process cannot be accommodated through current planning, funding and delivery mechanisms.	Changes in service (demand, performance, condition, resourcing) may be required as a result of decisions resulting from the Strategy. Changes to Activity Planning including funding may be required.
All	Timing and level of capital expenditure	The Council	The Long Term Plan assumes that the timing and cost of capital projects and associated operating costs are as determined through the Council's activity management planning process.	High	There is a risk that capital projects may not occur as planned. This may have an impact on the costs of the project. There is also the risk that actual project costs will vary from those forecasts. Transport projects seeking subsidy will need to be developed through a Business Case approach to NZTA which may change originally anticipated outcomes	If projects do not occur as planned, capital expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.

Activity	Assumption area	Source of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
Asset Management Area: Growth						
All	Population Change	The Council and Statistics New Zealand	The Selwyn District population will continue to grow at a medium-high rate, similar to that experienced over the past ten years. Growth will be focused in Rolleston and the Eastern Selwyn area, with moderate rates elsewhere. Some more remote communities will only experience limited growth as has been the case for a number of years. Total population will grow to nearly 90,000 in 2031 and 122,000 in 2051. The numbers of persons per house will vary between townships, with a decrease over time Details of the population and household numbers are included in the appendix to this report	Moderate	There is a risk that the level of population growth will be higher or lower than the projections and that the timing of population growth will differ from that in the model	The Council has based its plans for the management and expansion of its infrastructure on the population projections. Should growth occur at different rates, it can respond by accelerating, delaying or revising planned capital works. The level of revenue from development contributions will vary from that forecast if actual growth differs from the projections, but any variation will tend to mirror the need for capital expenditure, thereby mitigating the risk to the Council of any shortfall. If growth occurs at a different rate from the projections, the forecasts for the cost of service provision will differ from the actual. Any impact on the Council's financial performance will be mitigated because the change in forecast revenue from rates and fees and charges will tend to mirror the change in the cost of service provision
Transportation	Traffic Growth -General -Heavy -Passenger Transport -Walking and cycling	The Council	There will be a growth in traffic on state highways and local networks within Selwyn district. While this will vary across the district, but generally be consistent with projected population growth rates with an emphasis on the Greater Christchurch areas of the District. Heavy vehicle traffic growth will be higher than general growth with concentrations around industry and freight transport hubs, including the Rolleston inland ports. Passenger public transport growth will progressively increase in the Selwyn district. There will be a continuing effort to encourage walking and cycling as a viable transport alternative in urban areas	Moderate	There is a risk that traffic numbers and composition will increase at a rate beyond that expected. Without investment in new and improved walking and cycling facilities, public transport services and infrastructure, the rate of uptake or shifting to those modes will be adversely effected. Without investment and engagement in travel demand measures (TDM) to stem traffic growth from new developments this may lead to increased traffic congestion	Roads and infrastructure may deteriorate faster than expected through increased use. If Council is required to fund and undertake transport activities or works that are not expected or planned based on growth or unexpected extra use; this will put budgets under pressure, or the extent of activities or works that can be undertaken will be restricted by budget available. Council may not be able to contribute to wider outcomes to provide a more sustainable transport system that also uses alternative modes like walking, cycling and public transport to manage demands and contribute to climate change goals

Activity	Assumption area	Source of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
Asset Management Area: Lifecycle						
All	Central Plains Irrigation Scheme	The Council	Following on from the successful completion of Stage 1 of the Central Plains Water Ltd Scheme supplying surface water to 23,000 Ha in the Te Pirata Area; Infrastructure is being constructed to irrigate 20,000 Ha in the Darfield area (Stage 2), and 4300 Ha in the Sheffield/Springfield area. Water races with be closed at the rate predicted by Council	Low	There is a risk that the demand for the water race network will become fragmented as farmers receive water from CPW and other sources	If races are closed at a faster or slower rate than predicted, rates will need to be adjusted on an annual basis to suit
All	No major adverse events	The Council	It assumed that there will be no major impact from an adverse event, should one occur during the period covered by the Long Term Plan, for example, earthquake, pandemic or flood. While events may occur at any time, Council's planning will focus on operational resilience and Emergency Management	High	There is a risk that a major adverse event will occur and result in damage to assets and additional costs to the Council	Any major adverse event will have a significant impact on the Council and the community. The Council seeks to mitigate this risk through its Civil Defence, Risk Management and Insurance Policies
All	Amalgamation	The Council	It is assumed that the Council will not be amalgamated in whole or part with other local authorities	Low	There is a risk that the Council could be amalgamated with other local authorities	Assets & liabilities of Council would be transferred to another body and the financial forecasts and capital programme outlined in this document would be the responsibility of the new body
All	Water Reform	The Council	It is assumed that the Council's water activity will not be amalgamated into another body. (See further information below)	High	There is a risk that there will be significant reform of the three Waters Service Delivery area, which would have an impact on the Council's asset base and revenue streams	Assets & liabilities of the Council's three waters activity would be transferred to another body and financial forecasts and capital programme outlined in this document would be the responsibility of the new body
Asset Management Area: Levels of Service						
All	Community Expectations	The Council	The expectations of the Selwyn Community for the provision of services provided by Council will remain similar	Moderate	There is a risk that there is a change in expectation for services and that the targeted level of service becomes inappropriate	If there is an increase or reduction in the expectation of service/level of service provision, the cost and delivery model may need to be revised
All	Community Outcomes	The Council	The Community Outcomes which link to Levels of Service will not change, apart from minor clarification. Funding to deliver the LoS will therefore occur in accordance with the communities stated priorities	Low	Planning and service delivery is poorly aligned with community expectations	Increase in customer dissatisfaction. Reporting targets and LOS will require revision

Activity	Assumption area	Source of Information	Stated Assumption	Level of Uncertainty	Risk	Potential Impact/Consequence if Assumption Wrong
Asset Management Area: Sustainability						
All	Climate Change	Ministry for the Environment The Council	It is assumed that climate change is happening and that this will impact on SDC's roles and responsibilities, both from an emissions mitigation and climate change adaptation perspective. Adapting to the challenges and opportunities of climate change is a significant issue for Council and it will take into account the predicted impacts of climate change as it plans, builds and renews its infrastructure. To achieve a coherent response to the impact of climate change on its infrastructure, Council has integrated the Climate change adaptation and mitigation planning process to the District's long term planning process. Climate change impact assessment is an iterative exercise and Council has been pursuing it actively ("Impact of Climate Cycles and Trends on Selwyn District Water Assets" - Aqualinc , 2016 and 2020) The current assessments of climate change impact on SDC's infrastructure and activities shows that there will be a low to minor impact within the period covered by the Long Term Plan. The expansion/renewal of infrastructure at Selwyn Huts will consider both climate change projections and community views in decision-making. This will be informed by studies including "Impact of Climate Cycles and Trends on Selwyn District Water Assets" (Aqualinc , 2016 and 2020)	Moderate	There is a risk that climate change will happen more quickly or much later than expected or that the impact will be different to those predicted. Council's business units may not recognise climate change adequately in the delivery of their services	If climate change happens more quickly or impacts services differently, the Council may need to carry out work on its infrastructure assets or could result in early capital spend. Decisions made now without considerations may have intergeneration effects on land use decisions, environmental policy and infrastructure decisions e.g. relying on unsuitable assets and resources in highly vulnerable parts of the district

Cumulative Inflation assumptions used in the preparation of the prospective financial statements
For the Purposes of the Infrastructure Strategy the following inflation estimates from 2031:

Roading	5 Waters	Property	Staff	Other
2.9%	3.1%	2.4%	2.6%	2.7%

Population by Township

Township	LTP 2021 - 2031													
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rolleston	19,720	20,618	21,516	22,189	22,862	23,534	24,207	24,879	25,820	26,760	27,707	28,650	29,591	30,511
Lincoln	7,783	8,153	8,524	8,865	9,206	9,547	9,887	10,228	10,283	10,337	10,553	10,769	10,985	11,196
Prebbleton	4,977	5,228	5,478	5,697	5,916	6,136	6,355	6,574	6,674	6,773	6,918	7,063	7,207	7,349
West Melton	2,420	2,581	2,743	2,733	2,722	2,712	2,702	2,692	2,680	2,668	2,762	2,855	2,948	3,039
Leeston	2,592	2,647	2,703	2,739	2,775	2,812	2,848	2,884	2,873	2,861	2,953	3,044	3,136	3,225
Darfield	3,374	3,461	3,549	3,619	3,689	3,760	3,830	3,900	3,967	4,033	4,122	4,211	4,300	4,387
Burnham	867	867	866	862	859	855	851	848	844	840	840	840	840	840
Tai Tapu	531	546	562	567	573	579	584	590	588	586	596	607	617	627
Springston	506	509	512	511	510	509	508	507	506	504	507	510	513	516
Castle Hill	371	393	415	434	453	471	490	509	540	571	573	575	576	578
Coalgate / Glentunnel / Whitecliffs	1,194	1,232	1,271	1,291	1,311	1,330	1,350	1,370	1,403	1,436	1,443	1,451	1,459	1,467
Doyleston	310	315	320	322	324	326	329	331	335	339	339	338	338	338
Dunsandel	477	481	485	487	489	491	493	495	497	499	501	504	507	509
Hororata	574	589	605	610	615	620	625	630	638	646	649	652	655	658
Kirwee	999	1,020	1,042	1,043	1,045	1,046	1,047	1,049	1,052	1,055	1,071	1,088	1,105	1,121
Lake Coleridge	168	172	176	179	182	185	188	190	195	200	201	202	203	204
Rakaia Huts	308	308	308	306	305	304	303	302	300	299	300	300	300	301
Sheffield / Waddington	471	490	510	520	529	539	549	559	574	590	593	596	600	603
Southbridge	983	1,006	1,029	1,040	1,052	1,063	1,075	1,086	1,098	1,109	1,110	1,111	1,113	1,114
Springfield	475	479	483	486	489	492	494	497	502	508	511	514	518	521
Rural	22,372	22,745	23,119	23,402	23,686	23,969	24,252	24,536	24,876	25,215	25,348	25,483	25,621	25,756
Total	71,471	73,843	76,215	77,904	79,592	81,280	82,968	84,656	86,243	87,829	89,596	91,363	93,130	94,861
Annual Change		2,372	2,372	1,688	1,688	1,688	1,688	1,688	1,587	1,587	1,767	1,767	1,767	1,731

Households by Township

Township	LTP 2021 - 2031													
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rolleston	6,755	7,067	7,380	7,647	7,914	8,181	8,448	8,715	9,095	9,475	9,859	10,242	10,626	11,004
Lincoln	2,666	2,795	2,924	3,056	3,188	3,319	3,451	3,583	3,620	3,657	3,749	3,841	3,933	4,024
Prebbleton	1,705	1,792	1,879	1,964	2,049	2,133	2,218	2,303	2,350	2,397	2,458	2,520	2,581	2,641
West Melton	829	885	941	941	942	942	942	943	943	944	982	1,020	1,059	1,097
Leeston	888	907	927	944	960	977	994	1,010	1,011	1,012	1,050	1,089	1,127	1,165
Darfield	1,156	1,186	1,217	1,247	1,277	1,307	1,336	1,366	1,397	1,427	1,466	1,504	1,542	1,580
Burnham	297	297	297	297	297	297	297	297	297	297	297	297	297	297
Tai Tapu	182	187	193	195	198	201	204	207	207	207	212	217	221	226
Springston	173	175	176	176	177	177	177	178	178	178	180	182	184	186
Castle Hill	127	135	142	150	157	164	171	178	190	202	203	205	206	207
Coalgate / Glentunnel / Whitecliffs	409	422	436	445	454	462	471	480	494	508	513	517	522	527
Doyleston	106	108	110	111	112	113	115	116	118	120	120	121	121	121
Dunsandel	163	165	166	168	169	171	172	173	175	176	178	180	182	183
Hororata	196	202	207	210	213	215	218	221	225	228	230	232	234	236
Kirwee	342	350	357	359	361	363	365	367	370	373	381	389	396	404
Lake Coleridge	58	59	60	62	63	64	65	67	69	71	71	72	73	73
Rakaia Huts	105	105	105	106	106	106	106	106	106	106	106	107	108	108
Sheffield / Waddington	161	168	175	179	183	187	192	196	202	209	211	213	214	216
Southbridge	337	345	353	358	364	369	375	381	386	392	394	396	398	400
Springfield	163	164	166	167	169	171	172	174	177	180	182	184	186	187
Rural	7,662	7,796	7,930	8,063	8,196	8,329	8,462	8,595	8,759	8,922	9,006	9,091	9,175	9,257
Total	24,479	25,311	26,142	26,845	27,548	28,250	28,953	29,656	30,369	31,083	31,850	32,617	33,385	34,140
Annual Change		832	832	703	703	703	703	703	713	713	767	767	767	756

Dwellings by Township

Township	LTP 2021 - 2031													
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rolleston	7,501	7,849	8,196	8,493	8,789	9,086	9,383	9,679	10,101	10,523	10,949	11,375	11,801	12,221
Lincoln	2,960	3,104	3,247	3,394	3,540	3,686	3,833	3,979	4,020	4,061	4,164	4,266	4,368	4,469
Prebbleton	1,893	1,990	2,087	2,181	2,275	2,369	2,463	2,558	2,610	2,662	2,730	2,798	2,866	2,933
West Melton	920	983	1,045	1,045	1,046	1,046	1,047	1,047	1,048	1,048	1,091	1,133	1,176	1,218
Leeston	986	1,008	1,030	1,048	1,067	1,085	1,104	1,122	1,123	1,124	1,166	1,209	1,251	1,293
Darfield	1,283	1,318	1,352	1,385	1,418	1,451	1,484	1,517	1,551	1,585	1,628	1,670	1,713	1,755
Burnham	330	330	330	330	330	330	330	330	330	330	330	330	330	330
Tai Tapu	202	208	214	217	220	223	226	230	230	230	235	241	246	251
Springston	193	194	195	196	196	196	197	197	198	198	200	202	204	206
Castle Hill	141	150	158	166	174	182	190	198	211	225	226	227	229	230
Coalgate / Glentunnel / Whitecliffs	454	469	484	494	504	513	523	533	549	564	569	575	580	585
Doyleston	118	120	122	123	125	126	127	129	131	133	134	134	134	135
Dunsandel	181	183	185	186	188	190	191	193	194	196	198	200	202	204
Hororata	218	224	230	233	236	239	242	245	249	254	256	258	260	263
Kirwee	380	388	397	399	401	404	406	408	411	414	423	432	440	449
Lake Coleridge	64	66	67	69	70	71	73	74	76	79	79	80	81	81
Rakaia Huts	117	117	117	117	117	117	117	117	117	118	118	119	120	120
Sheffield / Waddington	179	187	194	199	203	208	213	217	225	232	234	236	238	240
Southbridge	374	383	392	398	404	410	416	423	429	436	438	440	442	444
Springfield	181	182	184	186	188	190	192	193	196	199	202	204	206	208
Rural	8,509	8,658	8,807	8,954	9,102	9,250	9,398	9,546	9,727	9,909	10,002	10,096	10,189	10,281
Total	27,186	28,109	29,033	29,813	30,594	31,374	32,155	32,935	33,727	34,520	35,372	36,224	37,076	37,915
Annual Change		924	924	780	780	780	780	780	792	792	852	852	852	839

LTP 2031 - 2051															
2035	**2036**	**2037**	**2038**	**2039**	**2040**	**2041**	**2042**	**2043**	**2044**	**2045**	**2046**	**2047**	**2048**	**2049**	**2050**
31,430	32,346	33,260	34,172	35,070	35,966	36,861	37,754	38,646	39,492	40,338	41,182	42,026	42,869	43,655	44,441
11,407	11,618	11,829	12,039	12,247	12,454	12,661	12,868	13,075	13,274	13,473	13,672	13,870	14,069	14,255	14,441
7,490	7,631	7,773	7,914	8,053	8,191	8,330	8,469	8,607	8,740	8,873	9,006	9,139	9,271	9,395	9,520
3,130	3,220	3,311	3,401	3,490	3,579	3,667	3,756	3,844	3,928	4,012	4,096	4,180	4,264	4,343	4,421
3,315	3,404	3,493	3,583	3,670	3,758	3,846	3,933	4,021	4,104	4,188	4,271	4,354	4,438	4,516	4,594
4,474	4,561	4,648	4,735	4,821	4,906	4,992	5,077	5,163	5,245	5,328	5,410	5,493	5,575	5,652	5,729
840	840	840	840	840	840	840	840	840	840	840	840	840	840	840	840
637	647	657	668	678	688	698	708	718	727	737	747	757	767	776	785
519	522	525	528	531	535	538	541	544	548	551	555	558	562	565	569
580	582	584	586	588	590	592	594	596	598	600	602	605	607	609	611
1,475	1,483	1,491	1,499	1,507	1,515	1,524	1,532	1,540	1,549	1,558	1,567	1,575	1,584	1,593	1,601
338	338	338	338	338	338	339	339	339	339	340	340	341	341	342	342
512	515	518	521	523	526	529	532	535	538	541	545	548	551	554	557
661	665	668	671	675	678	681	685	688	692	696	699	703	707	710	714
1,138	1,154	1,171	1,188	1,204	1,220	1,237	1,253	1,270	1,286	1,302	1,318	1,335	1,351	1,366	1,381
205	205	206	207	208	209	210	211	212	213	214	215	217	218	219	220
301	302	302	303	304	304	305	305	306	307	308	309	310	311	312	313
606	609	612	616	619	622	626	629	632	636	639	643	646	650	653	657
1,116	1,117	1,119	1,121	1,122	1,124	1,126	1,128	1,130	1,133	1,136	1,139	1,142	1,144	1,147	1,150
525	528	532	535	539	542	546	549	553	557	561	564	568	572	576	579
25,894	26,034	26,176	26,320	26,462	26,606	26,751	26,898	27,046	27,203	27,360	27,518	27,677	27,837	27,990	28,145
96,592	98,322	100,053	101,784	103,488	105,193	106,898	108,602	110,307	111,951	113,595	115,239	116,883	118,527	120,069	121,610
1,731	1,731	1,731	1,731	1,705	1,705	1,705	1,705	1,705	1,644	1,644	1,644	1,644	1,644	1,541	1,541

LTP 2031 - 2051															
2035	**2036**	**2037**	**2038**	**2039**	**2040**	**2041**	**2042**	**2043**	**2044**	**2045**	**2046**	**2047**	**2048**	**2049**	**2050**
11,382	11,759	12,137	12,515	12,889	13,264	13,638	14,012	14,386	14,728	15,069	15,411	15,753	16,094	16,408	16,721
4,115	4,205	4,296	4,387	4,476	4,566	4,656	4,746	4,836	4,918	5,000	5,082	5,164	5,246	5,321	5,396
2,702	2,762	2,823	2,883	2,943	3,003	3,063	3,123	3,183	3,237	3,292	3,346	3,401	3,456	3,506	3,556
1,134	1,172	1,210	1,248	1,285	1,323	1,360	1,397	1,435	1,469	1,503	1,537	1,571	1,606	1,637	1,668
1,202	1,240	1,278	1,316	1,353	1,391	1,428	1,465	1,503	1,537	1,571	1,605	1,640	1,674	1,705	1,736
1,618	1,656	1,694	1,731	1,769	1,806	1,844	1,881	1,918	1,953	1,987	2,021	2,055	2,089	2,121	2,152
297	297	297	297	297	297	297	297	297	297	297	297	297	297	297	297
230	235	240	244	249	253	258	262	267	271	275	279	283	287	291	295
188	189	191	193	195	197	199	200	202	204	206	207	209	211	212	214
208	209	210	212	213	214	215	216	217	218	219	221	222	223	224	225
531	536	540	545	549	554	558	563	567	571	576	580	584	588	592	595
122	122	123	123	123	124	124	125	125	125	126	126	126	127	127	127
185	187	188	190	192	193	195	197	198	200	201	203	204	206	207	209
238	240	242	244	246	248	250	252	254	256	258	259	261	263	265	266
412	419	427	435	442	450	457	465	473	479	486	493	500	507	513	520
74	74	75	75	76	77	77	78	78	79	79	80	80	81	81	82
109	109	110	111	111	112	112	113	114	114	115	115	116	116	117	117
218	220	222	223	225	227	229	231	232	234	236	237	239	241	242	244
402	403	405	407	409	411	413	414	416	418	420	421	423	424	426	428
189	191	193	195	197	199	201	203	205	207	209	210	212	214	215	217
9,340	9,423	9,506	9,588	9,670	9,752	9,834	9,916	9,998	10,073	10,148	10,223	10,298	10,372	10,441	10,510
34,896	35,651	36,407	37,162	37,911	38,659	39,408	40,156	40,905	41,588	42,271	42,954	43,637	44,320	44,948	45,575
756	756	756	756	749	749	749	749	749	683	683	683	683	683	627	627

LTP 2031 - 2051															
2035	**2036**	**2037**	**2038**	**2039**	**2040**	**2041**	**2042**	**2043**	**2044**	**2045**	**2046**	**2047**	**2048**	**2049**	**2050**
12,640	13,060	13,479	13,899	14,315	14,730	15,146	15,561	15,977	16,356	16,736	17,115	17,494	17,874	18,222	18,570
4,570	4,670	4,771	4,872	4,971	5,071	5,171	5,271	5,370	5,461	5,553	5,644	5,735	5,826	5,909	5,993
3,001	3,068	3,135	3,202	3,268	3,335	3,401	3,468	3,534	3,595	3,656	3,717	3,777	3,838	3,894	3,949
1,260	1,302	1,344	1,386	1,427	1,469	1,510	1,552	1,593	1,631	1,669	1,707	1,745	1,783	1,818	1,853
1,335	1,377	1,419	1,461	1,503	1,544	1,586	1,628	1,669	1,707	1,745	1,783	1,821	1,859	1,894	1,928
1,797	1,839	1,881	1,923	1,964	2,006	2,047	2,089	2,131	2,168	2,206	2,244	2,282	2,320	2,355	2,390
330	330	330	330	330	330	330	330	330	330	330	330	330	330	330	330
256	261	266	271	276	281	286	291	296	301	305	310	315	319	323	328
208	210	212	214	216	219	221	223	225	226	228	230	232	234	236	237
231	232	234	235	236	238	239	240	241	243	244	245	246	247	248	249
590	595	600	605	610	615	620	625	630	635	639	644	648	653	657	661
135	136	136	137	137	137	138	138	139	139	140	140	140	141	141	141
205	207	209	211	213	215	217	218	220	222	224	225	227	229	230	232
265	267	269	271	273	276	278	280	282	284	286	288	290	292	294	296
457	466	474	483	491	500	508	516	525	532	540	548	556	563	570	577
82	82	83	84	84	85	86	86	87	87	88	89	89	90	90	91
121	122	122	123	124	124	125	126	126	127	127	128	129	129	130	130
242	244	246	248	250	252	254	256	258	260	262	264	265	267	269	271
446	448	450	452	454	456	458	460	462	464	466	468	470	471	473	475
210	213	215	217	219	221	223	226	228	230	232	234	236	237	239	241
10,373	10,465	10,557	10,649	10,740	10,831	10,922	11,013	11,104	11,187	11,270	11,353	11,436	11,519	11,596	11,672
38,754	39,594	40,433	41,272	42,103	42,934	43,766	44,597	45,428	46,187	46,945	47,704	48,463	49,221	49,918	50,615
839	839	839	839	831	831	831	831	831	759	759	759	759	759	697	697

6.0 MANAGING CHALLENGES AND EMERGING TRENDS

The task of building, operating and maintaining these infrastructure assets in an **affordable** and **sustainable** manner is becoming increasingly difficult in view of:

- Rapid Growth
- Demographic changes
- Changing Government Priorities and legislation
- National and Regional priorities for Transport
- Climate Change
- Environmental Impacts, sustainability and Compliance requirements
- Infrastructure Resilience
- Aging infrastructure
- Economic Activity
- Affordability
- Tourism
- Progressing Capital Projects
- Impacts of COVID-19
- Rates & Charging Mechanisms
- New Technologies

Council have considered these issues carefully in terms of community wellbeing, and identified the following as the future expectation to be addressed.

Activity	Issues
Transportation	Increasing traffic with growth Changes to vehicles in future Affordability in maintaining the network Public transport improvements and mass rapid transit on the horizon *Investment in maintenance needs to keep up with issues in parts of the district* *Do we need to take bolder steps are drive greater change and efficiencies through our road maintenance?* *Consider different models as current approach involves overspend* *Will disruptive technology change our long term strategy?* *In terms of PT and MRT we need to have nimble and adaptable solutions not locked into hard infrastructure that doesn't suit in the future* *Investment in footpaths – wider and smoother to suit aging population*
Water Supply	Increasing demand and demand management Sourcing to meet demands (quality and quantity) in the future *Should we be more proactive about water use?* *Is water storage part of our long term strategy?* *Water quality and security should be our top priority (Te Mana o Te Wai)* *What is the impact of nitrates on source water quality?* *Water quality management – community against chlorination* Governance and management structures *Small stand-alone schemes unlikely to be sustainable in the long term. Can they continue or should amalgamation be the intention?*

Activity	Issues
Wastewater – Collection, treatment and disposal	Scheme distribution/augmentation across the district Protection of water resources aligns with our top priority - *Water quality and security (Te Mana o Te Wai)* Environmental standards *General support for centralisation; noting consideration of resilience and system failure if combined*
Stormwater and Land Drainage	Managing flood risk; consider climate change storm intensity Protection of water resources aligns with our top priority - *Water quality and security (Te Mana o Te Wai)* Environmental standards Greater responsibility for stormwater consents *What is Council's future role in Te Waihora – will it be greater and what will be involved (action and costs)*
Water Races	The role of water races and future options *Need to move on this for clarity*
Liveability Assets	*The scale and type of facilities required for growing areas.* *The provision of community halls and centres across the district* *The provision of aquatic facilities across the district*
Waste Management	Future community expectations Governance and management structures
General item affecting the others: Land availability and form of development	*Land availability – urban capacity model suggests there is a shortage* *Does more land need to be made available for development or is a change in development appropriate?* *How do we encourage greater variation in development type – will the market be interested?* *Is the current approach producing affordable housing, and affordable long term costs (including rates)* *Is the future of Rolleston as a 'Large Rural Town' or a 'City' with a range of housing types?* *Demographic change – need to be mindful of the type of growth – not just growth. Nationally growth is in the older age groups, this will happen in Selwyn too. Road, footpath and community facilities to suit; access to health facilities - limits growth in smaller centres.*
Financial Pressures	*Balancing urban and rural demand* *Maintaining affordability*

6.1 Rapid Growth

Overview
The Selwyn District is one of the fastest growing districts in New Zealand.

The population of the Selwyn District has grown rapidly over the past thirty years, from 20,520 in 1986 to approximately 65,600 in 2019, an overall increase of 220%. The rate of growth has also increased each decade. This is a substantially greater rate of growth than experienced by either the Canterbury Region (+46%) or total New Zealand (+55%).

This growth has created opportunities, but also placed stress on systems and infrastructure that support and sustain the community's well beings.

It is projected that the population will increase by a further 18,125 people to 89,596 over the 2021-31 period.

Figure 6.1 shows that the majority of growth will occur in the eastern portion of the district.

Figure 6.1: Projected Growth in Selwyn Townships 2021 - 2031

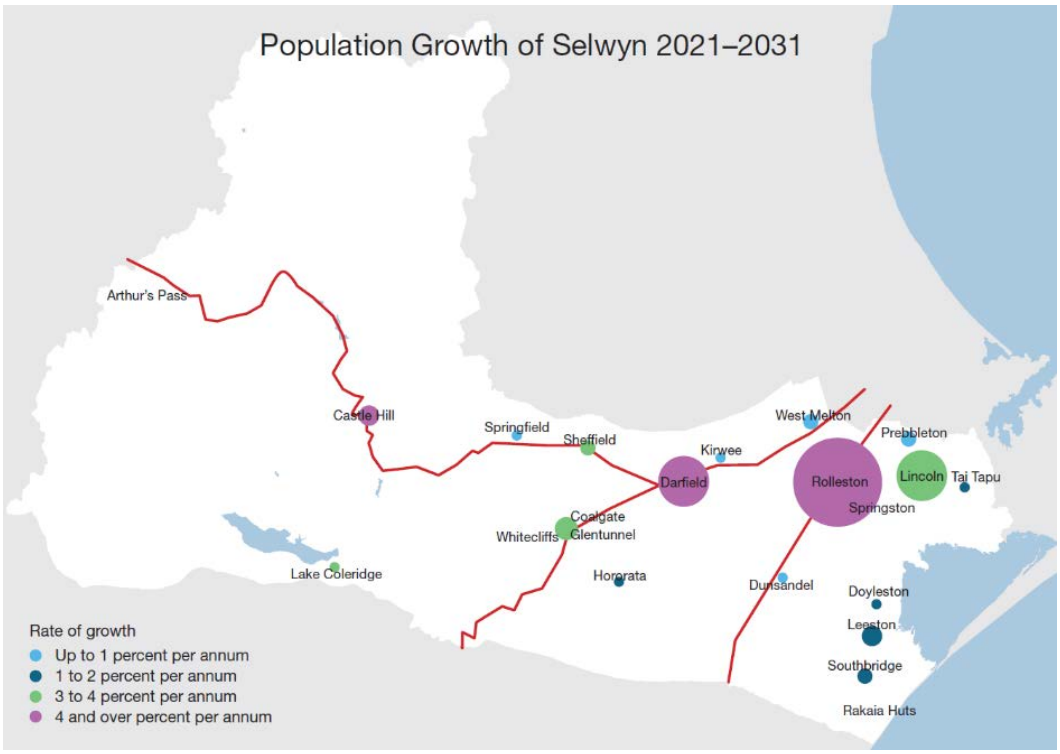


Figure 6.2: Rolleston Growth 1940-2019 (Canterbury Map Viewer, Environment Canterbury)



Projecting Growth Patterns

Council engaged Market Economics to develop the Selwyn Growth Model. This model allocates the dwelling projection to identified capacity within the district based on spatial analysis and planning provisions. This is a constrained model over the period to 2031 and essentially reallocates demand to where there is capacity.

Beyond 2031 the growth forecasts are unconstrained – that is, it is assumed land and infrastructure with be made available to support continued growth. This work is complemented by a review of projections, especially an understanding of internal migration, by Dr Natalie Jackson. The review was rigorous and gives some confidence in the model being used to quantify population projections.

In confirming the capacity within Selwyn District, the assumption was to include land within the Projected Infrastructure Boundary and calculated based on recent developed densities. These projections can be proven wrong at any time as there are a range of influencing factors that would completely change the environment the projections were prepared for.

The Selwyn District population will continue to grow at a medium-high rate, slightly lower than that experienced over the past ten years. The projections are lower because of the implications and uncertainty post-COVID and an anticipated reduction in post-earthquake growth. Growth will continue to be focused in Rolleston and the Eastern Selwyn area, with moderate rates elsewhere. Some more remote communities will only experience limited growth. Total population will grow to over 90,000 in 2031 and nearly 122,000 in 2051. The numbers of persons per house will vary between townships, with a decrease over time.

The translation of population into households depends on demographics and the changing nature of household composition. The relationship between households and dwellings is based on a ratio to incorporate those houses temporarily empty either because they are holiday homes or for sale. As with other parts of New Zealand there is an aging factor, and Selwyn expects a 35% increase in people aged 65 and over.

There is a risk that the level of population growth will be higher or lower than the projections and that the timing of population growth will differ from that in the model.

The Council has based its plans for the management and expansion of its infrastructure on these projections. Should growth occur at different rates, it can respond by accelerating, delaying or revising planned capital works. The level of revenue from development contributions will vary from that forecast if actual growth differs from the projections, but any variation will tend to mirror the need for capital expenditure, thereby mitigating the risk to the Council of any shortfall.

If growth occurs at a different rate from the projections, the forecasts for the cost of service provision will differ from the actual. Any impact on the Council's financial performance will be mitigated because

the change in forecast revenue from rates and fees and charges will tend to mirror the change in the cost of service provision.

Growth - Our Space 2018 - 2048:
Our Space builds on the growth detailed in the LURP, UDS, Regional Policy Statement PC1 and Selwyn District Plan policies and Land Use Zoning. Our Space coordinates growth within Greater Christchurch setting Medium and Long Term growth minimum targets for the territorial authorities.

It is assumed Council will be able to provide sufficient controls on development, and establish any essential strategic infrastructure (as agreed) to facilitate the implementation of Our Space and in accordance with the Regional Policy Statement and national direction on urban development (e.g. National Policy Statement on Urban Development Capacity).

There is a risk that development will be disconnected and/or at a rate faster or slower than expected. If development takes unexpected patterns, or becomes disjointed, the Council will need to review and revise its capital works programmes.

It will also need to revise operations and maintenance budgets and renewals programmes to suit unpredicted demand and disconnected development.

Achieving coordinated development in “brownfield” areas can also be problematic as dealing with multiple landowners with varying degrees of expectations increases the complexity and potentially, the cost of development. The Council will need to continue to work on providing for infill and intensification in appropriate locations.

As with population projections, frameworks and actions to address growth are reliant on many factors and assumptions. The size and rate of growth will remain considerable factors that Council has little control over.

Figure 6.3: Population by Township

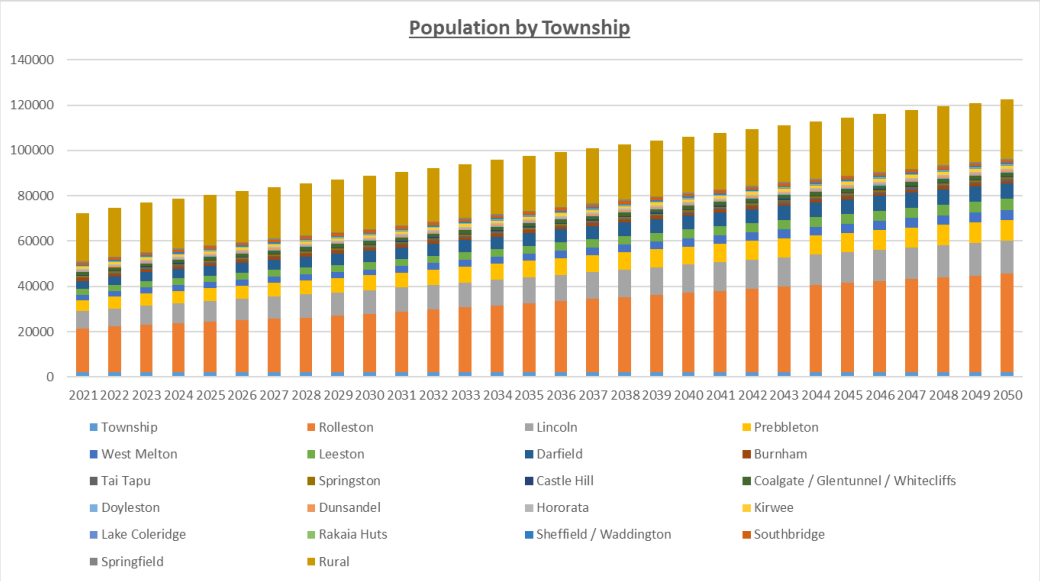
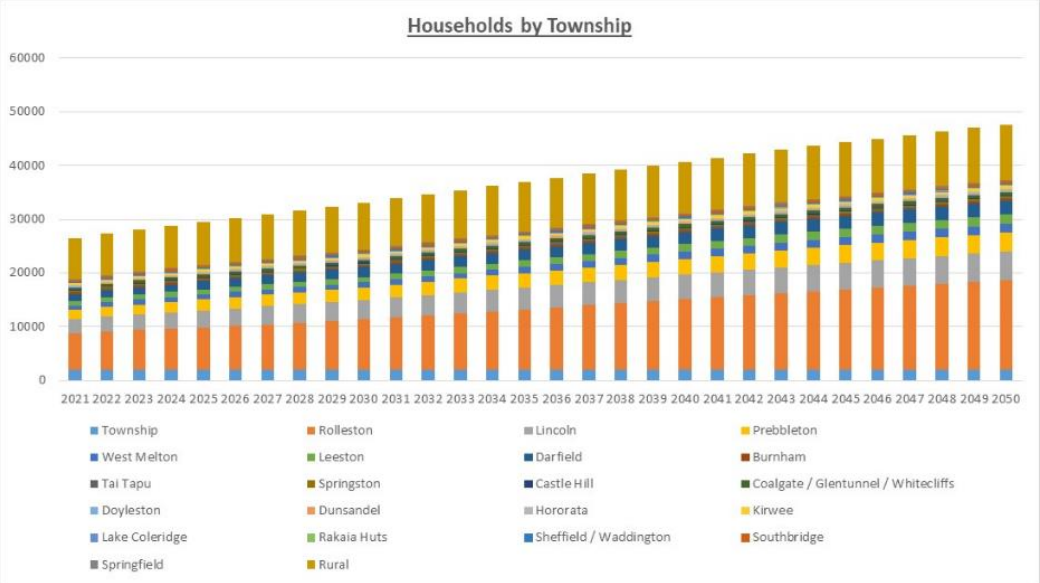


Figure 6.4: Households by Township



Housing Capacity Assessment
As a rapid growth area, Selwyn District Council is required to undertake a Housing Capacity Assessment

Applying the Selwyn growth model, the assessment determined there is a housing capacity shortfall of existing zoned land of around 1,500 dwellings in the greater Christchurch portion of Selwyn District.

Actions to address this include:

- District Plan Review
- Council rezoning future development urban areas
- Update structure plans and further strategic spatial planning
- Private plan changes

From the response to date, it appears private plan changes will be actively promoted.

Table 6.1: Impact of Growth on Core Activities

Impact of Growth on Core Activities	
5 Waters	Although the district is experiencing exceptional growth, the land drainage rating base will remain static while the water races network will likely decline. The water, stormwater and wastewater rating base will increase in the main growth areas of Rolleston and Lincoln. Significant growth is predicted for Darfield, which is not currently served by a wastewater system. Based on current community growth trends, demand for water, wastewater and stormwater, services have the potential to exceed consented allowances in some schemes. This analysis is based on the Council's population information, a detailed review of historical records and forward predictions of use, after factoring in potential climate changes as well as engineering staff / contractor knowledge. Achieving reasonable usage, particularly in the areas of water (human drinking water and stock water) together with wastewater treatment and disposal is a key factor in future planning. In particular, the need to ensure that water is used wisely, sits above all other issues in the operations and maintenance sphere. Council has an active demand management strategy

Impact of Growth on Core Activities	
	for water supplies. The strong relationships between water use and wastewater disposal, stormwater, water race and land drainage systems have been provided for in integrated projects
Transportation	Traffic numbers have increased dramatically in Eastern Selwyn, and this is expected to continue into the future. The motorway extension to Rolleston enables convenient travel into Christchurch City, and improvement in the north-west quadrant will also improve access to the industrial zone, airport and further north. With the establishment of two inland ports and ongoing expansion of Izone and IPort, increases in heavy vehicle numbers will be significant. Agricultural development across the plains will also increase heavy vehicle traffic on rural routes, as trucks cart supplies to farm and product from farms. With three dairy factories processing significant milk quantities, dairy will continue to influence heavy traffic movements. In managing and planning transport services, Council needs to ensure safety and alternative modes of transport are considered. Council has developed a Road Safety Strategy and a comprehensive Walking and Cycling Strategy. Walking and cycling is a key part of mode shift, especially from single occupancy cars. Along with its role as a passenger transport partner, Council is actively pursuing a range of transport options. As the district's towns develop, there is a change in land use to more intensive commercial and residential development. Town centre upgrades better align infrastructure renewals and upgrades with user's expectations. This is seen as a key success factor as Rolleston transforms through the Rolleston Town Centre development. The Lincoln town centre upgrade is also due to proceed in the next three to five years. Further discussion with the community is required to determine the best approach, timing and affordability mix
Community Facilities	The desire for facilities is commensurate with the growth of the district's population. While established communities may have a range of facilities, the areas undergoing rapid growth do not. There is also a threshold level where larger facilities are required, such as indoor sports centres, and aquatic centres. Council is tracking these demands closely and a programme of development is key to this plan. This situation means that further investment in the provision of community facilities to meet current and future demand for both outdoor and indoor recreation and leisure activities. A number of significant projects are indicated in the Community Facilities Activity Management Plan that recognise the need to plan and provide for expanded space and facilities responding to district growth. This includes projects associated with Rolleston Town Centre development, additional space for sports and recreation in some localities and provision of new community centre facilities. In planning for new facilities it is also important to consider trends in recreation and sport and to recognise changes in demand to enable an appropriate response. In preparing this plan, work has been carried out to understand future demand for sport and recreation in the district to inform the provision and timing of investment in facilities needed to meet demand. Prior to the global pandemic situation there had been an annual increase in visitors both passing through and staying in the district. This situation placed demand pressure on existing services and particularly in regard to public conveniences and places to camp (including freedom camping sites). Council has invested in improvements to camping sites and public toilets over the last few years with support from the Tourism Infrastructure Fund. There are no outstanding significant capacity issues identified over the next

Impact of Growth on Core Activities	
	ten years but, as the visitors return, there will be a need to continue to maintain services and the standard of facilities. Preservation of the natural environment and providing opportunities for access to wilderness areas has become an increasingly popular theme. The Community Facilities Activity Management Plan provides for modest investment in this area with work planned at Yarrs Lagoon and the potential to re-create indigenous vegetation areas within the planned Large Scale Park
Solid Waste	The growth in demand for solid waste services closely reflects population growth in the district. Commercial and industrial activity affect the quantity and composition of waste and there is considerable waste from construction during the sustained high levels of construction activity. There is a community desire to reduce residual waste, which is expected to increase in popularity in the future, as resources are viewed more holistically. Community support to expand recycling opportunities is expected. Kerbside collection is a scalable service, and managing changes in demand a key to the contract with the service provider

6.2 Demographic Changes

Along with rapid overall growth, the composition of growth is an important factor.

Currently the Selwyn population has a younger demographic profile than much of rural and provincial New Zealand. Families see Selwyn, particularly Rolleston, as an attractive option and growth is reflected in the number of new schools required.

This is commensurate with the lifestyle Council seeks to keep at the centre of the District's development and the promotion of community wellbeing.

However, aging is expected to follow a similar pattern to the majority of NZ. There is some uncertainty about this as patterns tend to be masked by the high growth rate, and the multi-generational patterns for Selwyn's residents remain unknown.

A reduction in the number of persons per household reflects the census data and the normal pattern of aging populations. Household size varies across the district and it is expected this will continue to reduce to greater numbers of smaller households over time.

6.3 Changing Government Priorities and Legislative Environment

6.3.1 National Infrastructure Plan 2015

The government's objective is that, by 2045, New Zealand's infrastructure should be resilient and coordinated and contribute to growth and increased quality of life. This will be achieved through better use of existing assets and better allocation of new investment, as set out in the New Zealand Infrastructure Plan 2015.

The National Infrastructure Plan 2015 (NIP 2015) is the third National Infrastructure Plan to be released by the Government. That set an overall direction for infrastructure management.

Legislation and policy statements development cascade from the direction set in the National Infrastructure Plan.
Environmental Compliance and progress is reflected through national policy statements and promulgated through regional and district plans.

6.3.2 New Zealand Infrastructure Commission/Te Waihanga Bill 2019

This Bill establishes the New Zealand Infrastructure Commission/Te Waihanga as an autonomous Crown entity. The Commission will be mandated to develop a long-term national infrastructure strategy, working with central and local government as well as the private sector with a view to tackling the systemic problems the sector has faced for many years.

6.3.3 Resource Management Act 1991 (RMA) Review

Within the next few years, the RMA is expected to be repealed and replaced with new legislation. This will change how Selwyn District Council undertakes strategic planning and may affect all existing consents for Council services.

Three new pieces of legislation are proposed:

- Natural and Built Environments Act
- Strategic Planning Act
- Climate Change Adaptation Act

Natural and Built Environments Act
This is the core piece of legislation to replace the RMA. The purpose of this Act is to enhance the quality of the environment to support the wellbeing of present and future generations.

This would be achieved by:

- promoting positive outcomes for both the natural and built environments
- ensuring that use, development and protection of resources only occur within prescribed environmental limits
- ensuring adverse effects of activities on the environment are avoided, remedied or mitigated.

Under the Act, central government's proposed new National Planning Framework will provide a set of mandatory national policies and standards on specified aspects of the new system. These will include environmental natural limits, outcomes and targets.

The Act will recognise the concept of Te Mana o te Taiao, which is an expression of the importance of maintaining the health of air, water, soil and ecosystems and their capacity to sustain life. This rearrangement of priorities is likely to be further solidified by plans prepared under the Strategic Planning Act.

Selwyn District Council can prepare for this possibly significant future change by prioritising the environmental performance of assets wherever possible.

Strategic Planning Act
This Act provides a strategic and long-term approach to how we plan for using land and the coastal marine area.

Long-term spatial strategies in each region would be developed to identify areas that:

- will be suitable for development
- need to be protected or improved
- will need new infrastructure and other social needs
- are vulnerable to climate change effects and natural hazards such as earthquakes.

The regional strategies would enable more efficient land and development markets to improve housing supply, affordability and choice, and climate change mitigation and adaptation.

The Strategic Planning Act will integrate functions under the RMA, Local Government Act 2002, Land Transport Management Act 2003 and the Climate Change Response Act 2002 to enable clearer and more efficient decision-making and investment.

Climate Change Adaptation Act
This Act would support New Zealand's response to the effects of climate change. It would address the complex legal and technical issues associated with managed retreat and funding and financing adaptation.

Managed retreat from coastal areas will be addressed through this legislation.

6.3.4 Climate Change

Climate change action is being promulgated across a range of Legislation and Policy Statements. Along with the pending Climate Change Adaptation Act, the Climate Change Response (Zero Carbon) Amendment Act 2019 is key.

In 2019, the Government amended the Climate Change Response Act 2002 to enable decision makers to take New Zealand's net zero emissions by 2050 target into account. It is reasonably likely that the courts will find that the 2050 target, emissions budgets, and emissions reduction plans (once they are produced) are relevant to a range of central and local government decisions (and potentially a mandatory consideration in some cases).

Council's actions associated with Climate Change are discussed in section 6.5.

6.3.5 Water Management Reform

In preparing the Long Term Plan 2021-31, Council is fully cognisant that there is a potential significant impact arising from:

- *National Policy Statement on Freshwater Management legislation*
- *Higher standards in respect to treatment of 3 Waters, mandated through the Water Services Bill*
- *Reform of Three Waters* Service Delivery

Considerable uncertainty exists as to how potential reform will impact on the ability of Council to plan, upgrade and deliver water services.

As the scale, scope and timing of any reform is unknown, and in particular if any new entity is Asset owning or Asset Managing, predictions are problematic.

The intention therefore is to prepare the Long Term Plan on the presumption of Status Quo, but to note that any significant change in the sector, will require a major amendment to the 2021-31 Long Term Plan.

6.3.5.1 3 Waters Reform

Central Government is driving reform of three waters service delivery nationwide.

Council engaged in the first phase of the reforms, through signing in August 2020 a non-binding Memorandum of Understanding (MoU) with the Government. Selwyn District Council has committed to sharing information on the district's 3 waters networks and services with the Government (administered through DIA) to participate in the first stage of the reform process. Council staff are actively engaged in providing information at both a regional and national level.

It is possible that, within the LTP timeframe, Selwyn District Council will no longer be responsible for the delivery of water, wastewater and stormwater services. These services are potentially going to be delivered by a larger entity, such as a statutory corporation similar to Scottish Water. Economic regulation is likely to be a part of this model. Assets may be vested in the new entity.

Land drainage and water races services are not affected by the reforms.

6.3.5.2 Water Services Bill

The Bill will introduce a new regulatory framework for drinking water supplies.

A new water regulator (Taumata Arowai) has been established to oversee the regulatory regime.

6.3.6 National Policy Statements

National Policy Statement for Urban Development
This provides direction to councils about when and how cities should plan for growth and how to do this well. It aims to remove unnecessary restrictions on development, to allow for growth 'up' and 'out' in locations that have good access to existing services and infrastructure. The final NPS for Urban Development came into effect in August 2020, replacing the NPS – Urban Development Capacity.

The NPS-UD is designed to improve the responsiveness and competitiveness of land and development markets. In particular, it requires local authorities to open up more development capacity, so more homes can be built in response to demand. The NPS-UD provides direction to make sure capacity is provided in accessible places, helping New Zealanders build homes in the places they want – close to jobs, community services, public transport, and other amenities our communities enjoy.

Most of the NPS-UD's provisions contribute to more competitive land markets in some form, but three are key.

- The intensification policies
- The responsive planning policy
- The removal of minimum parking rates in district plans

Tier 1 urban environments include Christchurch (Canterbury Regional Council, Christchurch City Council, Selwyn District Council and Waimakariri District Council)

National Policy Statement for Freshwater Management 2020
The National Policy Statement for Freshwater Management 2020 provides regional councils with updated direction on how they should manage freshwater under the Resource Management Act 1991 (RMA).

The fundamental focus of the National Policy Statement for Freshwater Management 2020 is that the management of all freshwater should give effect to the concept of Te Mana o te Wai.

Te Mana o te Wai refers to the fundamental importance of water and recognises that protecting the health of freshwater protects the health and well-being of the wider environment. The concept seeks to restore and preserve the balance between water, the wider environment and the community.

Inherent to Te Mana o te Wai is a hierarchy of obligations in the statement that prioritises:

- First, the health and well-being of water bodies and freshwater ecosystems
- Second, the health needs of people (e.g. drinking water)
- Third, the ability of people and communities to provide for their social, economic and cultural wellbeing

This is a significant shift in priority, namely prioritising the health and well-being of water bodies and ecosystems above the health needs of people.

The National Policy Statement for Freshwater Management 2020 requires tangata whenua to be actively involved in freshwater management, including decision making processes, to identify and provide for Māori freshwater values. It also seeks to improve degraded water bodies, and maintain or improve all other water bodies.

The National Policy Statement for Freshwater Management 2020 includes new attributes which aim to provide for ecosystem health (such as sediment, dissolve oxygen, macroinvertebrates and fish index of biotic integrity), and more stringent national bottom lines for ammonia and nitrate toxicity. It also introduces two new compulsory values (threatened species and mahinga kai).

The National Policy Statement for Freshwater Management 2020 also specifies that territorial authorities must include objectives, policies, and methods in their district plans to promote positive effects, and avoid, remedy, or mitigate adverse effects (including cumulative effects), of urban development on the health and well-being of water bodies, freshwater ecosystems, and receiving environments.

This may require significant change to how Selwyn District Council deliver five waters services, including:

- Land drainage/waterways management
- Wastewater treatment & disposal
- Water abstraction
- Stormwater discharges

National Environmental Standards for Freshwater 2020

The National Environmental Standards for Freshwater 2020 regulates some activities that pose risks to the health of freshwater and freshwater ecosystems.

The National Environmental Standards for Freshwater 2020 provides standards for farming activities, including feedlots and stockholding areas, agricultural intensification, intensive winter grazing, and the application of synthetic nitrogen fertiliser to pastoral land.

In addition to providing standards for some farming activities, the National Environmental Standards for Freshwater 2020 provides standards for the following related freshwater activities:

- Natural wetlands
- Reclamation of rivers
- Passage of fish affected by structures (for new structures that did not exist at 2 September 2020)

Impact for Selwyn District Council:

- New culverts installed for stormwater and land drainage will have higher costs relating to fish passage and consenting
- May affect the ability to maintain or alter land drainage, water race or stormwater structures
- May affect any new subdivisions proposed for low-lying/historic wetland areas

6.4 Transportation - National and Regional Alignment

Government Policy Statement on Land Transport 2021
Government policy has substantially shifted in recent years towards efforts to reduce transport emissions and improve transport safety. The Government has signalled a desire to reduce both emissions and road fatalities to zero. This will be a particular challenge for transport assets and operations, given that transport is the largest contributor to greenhouse gas emissions in the Christchurch district; and more than one hundred people are killed or seriously injured on greater Christchurch roads each year.

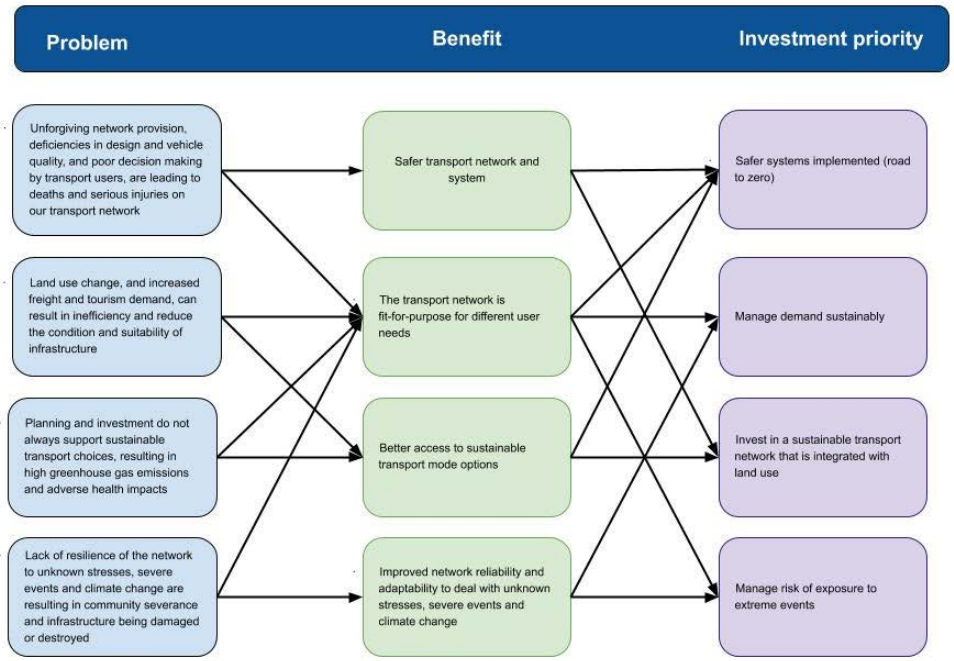
Arataki is the Transport Agency's 10-year view of what is needed to deliver on the government's current priorities and long-term objectives for the land transport system. Arataki outlines the context for change, the step changes in existing responses that it believes are needed, and the levers the Transport Agency will use, in partnership with others, to shape change. It includes national, pan-regional and regional summaries.

Canterbury Regional Land Transport Plan
The Canterbury Regional Land Transport Plan (RLTP) is a combination of the programmes developed by the road controlling authorities in Canterbury, and is created to reflect both the problems and needs of the districts within Canterbury and the outcomes set out in the GPS. The Canterbury RLTP sets out to guide future investment and planning in the land transport system, and outlines the current state, the challenges, and the priorities for future investment.
The plan sets out:

- the context in which the transport system operates,
- the vision and strategic objectives for the transport system,
- the priorities for investment – key areas where further investment is required in order to achieve the vision and objectives, and
- A prioritised regional programme of transport activities.

Problem statements are established in the Canterbury RLTP, and an investment logic map used to show the benefits that are realised in addressing the problems, and how these problems and benefits align with the investment outcomes identified in the plan. The investment outcomes are prioritised in line with the GPS.

Figure 6.5: Canterbury RLTP Investment Logic Map (Environment Canterbury)



6.5 Climate Change

Climate change is considered as a critical consideration in the Council's long term planning. Selwyn District Council uses guidance from the New Zealand Government, based upon the best available climate science, to support the planning.

Advice from the Office of the Auditor General proposed:

- Councils need to be transparent with their communities about their current understanding of the risks posed by climate change effects and what this means for future decision-making – noting that their understanding will evolve over time
- Councils need to acknowledge their information gaps, identify programmes to address these gaps – a particular focus should be on better understanding the performance and condition of their most critical assets
- Councils need to think about the level of uncertainty in their assumptions and therefore how robust their financial forecasting is – and be transparent about this
- Councils need to be having a comprehensive discussion of resilience and climate change issues with their community. This discussion needs to include financial and non-financial effects

To avoid a rise in global warming of more than 1.5°C, global emissions need to fall by around 45 per cent from 2010 levels by 2030 (reaching net zero by around 2050). As a step in that direction, on 2 December 2020, NZ Parliament declared 'Climate Emergency' committing to urgent actions on reducing emissions.

The National Climate Change Risk Assessment for New Zealand was published by the Ministry for the Environment in August 2020. This is a key resource for planning Selwyn District Council's responses and mitigation of Climate Change impacts. Council has integrated the climate change adaptation and mitigation planning process to the District's long term planning process.

Regional Coordination
The Canterbury Climate Change Working Party is coordinating planning and reposed at a regional level. The following points have been identified for planning guidance.

Threats & opportunities:
Adaptation to climate change is something that our community needs to start planning for. Climate change will lead to threats to our built infrastructure and way of living but also opportunities that come through a warmer climate. A recent report from the Ministry for the Environment highlights climate changes already observed in many people's lifetime and the NIWA projections for Canterbury indicate significant changes in rainfall patterns, increased evapotranspiration and rising sea levels affecting infrastructure close to the coast. Adapting to these climate changes requires long-term planning to allow for changes in behaviour and infrastructure locations. This is not always negative; we also need to be planning for new opportunities from being able to grow food differently and new businesses as a result.

Programmes:
Through the Canterbury Mayoral Forum all Canterbury Councils have contributed to an initial climate change risk screening and this is being followed up with a more in-depth risk assessment (due June 2021). During 2020/21 there is a Canterbury-wide engagement programme running to raise awareness of climate change with our communities.

Local Coordination
In terms of mitigation (making a positive contribution), Council should identify what approach it intends to take (e.g. carbon footprint assessment and goal setting).

Acknowledging climate change adaptation action is not sufficient, Council will need to consider community engagement, adaptation options and mitigation actions.

Resilience is a key issue for Council and this is exacerbated by climate change, as both the likelihood and severity of extreme events are forecasted to increase.

Council's general position has been established prior to developing the 2021-31 Long Term Plan, leading the development of a Climate Change Policy and actions identified through the Long Term Plan. This is contained in the planning assumption around climate change:

It is assumed that climate change is happening and that this will impact on Selwyn District Council's roles and responsibilities, both from an emissions mitigation and climate change adaptation perspective.

Adapting to the challenges and opportunities of climate change is a significant issue for Council and it will take into account the predicted impacts of climate change as it plans, builds and renews its infrastructure. To achieve a coherent response to the impact of climate change on its infrastructure, Council has integrated the climate change adaptation and mitigation planning process to the District's long term planning process.

Climate change impact assessment is an iterative exercise and Council has been pursuing it actively ("Impact of Climate Cycles and Trends on Selwyn District Water Assets" -Aqualinc, 2016 and 2020)

The current assessments of climate change impact on Selwyn District Council's infrastructure and activities shows that there will be a low to minor impact within the period covered by the Long Term Plan.
(National Climate Change Risk Assessment)

As one of the earliest signatories of New Zealand Local Government Leaders' Climate Change Declaration 2017, the Council is committed to:

- Develop and implement ambitious action plans that reduce greenhouse gas emissions and support resilience within our own Council and for our local communities

- Work towards improving the resource efficiency and health of homes, businesses and infrastructure in our district
- Work with its communities to understand, prepare for and respond to the physical impacts of Climate Change
- Work with central government to deliver on national emission reduction targets and support resilience in our communities

Climate Change Policy for Selwyn District Council
Council adopted a climate Change Policy in December 2020 as follows.

Climate Change response forms an integral part of the Council's decision-making process. This policy has been developed to encapsulate both the moral and legal responsibilities of the Council in relation to incorporating Climate Change response into its day to day business and the decision making for its communities and businesses.

To achieve a comprehensive Climate Change response at Selwyn District Council,

- *Council will align its activities to reduce carbon emissions across all its areas of influence to create the conditions for a smart, innovative, low-carbon economy that meet or exceed the targets set within the Climate Change Response (Zero Carbon) Amendment Act -2019*
- *Council will carry out regular risk/opportunities assessment related to Climate Change and its impact/benefits to the Council's assets, businesses and its communities*
- *Council will make Climate Change mitigation and adaptation a core component of its planning and decision making and mainstream it into the Council's function and activities*
- *Council will provide consistent and timely information related to Climate Change across its key processes like long term financial planning, assets development and management, strategic planning, service delivery, emergency response, governance, communication, and other community engagement functions, and provide required resources to implement the actions planned to mitigate/adapt to the impacts, harvest the opportunities, and to increase long-term resilience to Climate Change*
- *Council will engage with our Iwi (Te Rūnanga o Ngāi Tahu), the local hapū(s) and Tangata Whenua to exchange knowledge of Climate Change, develop understanding of Māori perspective in relation to climate risks/opportunities and collaborate on works related to Climate Change response and community resilience. This recognises the requirement to consult with Māori in relations to 'Te Tiriti O Waitangi'*
- *Council will engage with its communities to increase awareness of Climate Change impacts and opportunities and lead the community resilience planning and Climate Change adaptation*
- *Council will engage with the regional and national level authorities, Climate Change forums, workgroups and other stakeholders to actively contribute to the Climate Change related understanding and work, at the local, regional and national level*

Climate Change

The Earth's atmosphere is made up of oxygen, a large amount of nitrogen, and a small percentage of so-called 'greenhouse gases' (GHGs) such as carbon dioxide (CO2) and methane (CH4).
GHGs act like a blanket around the Earth. They trap warmth from the sun and make life possible. Without them, too much heat would escape and the surface of the planet would freeze. However, increases in the volume and concentration of emissions have caused the Earth to heat more and its climate to change.

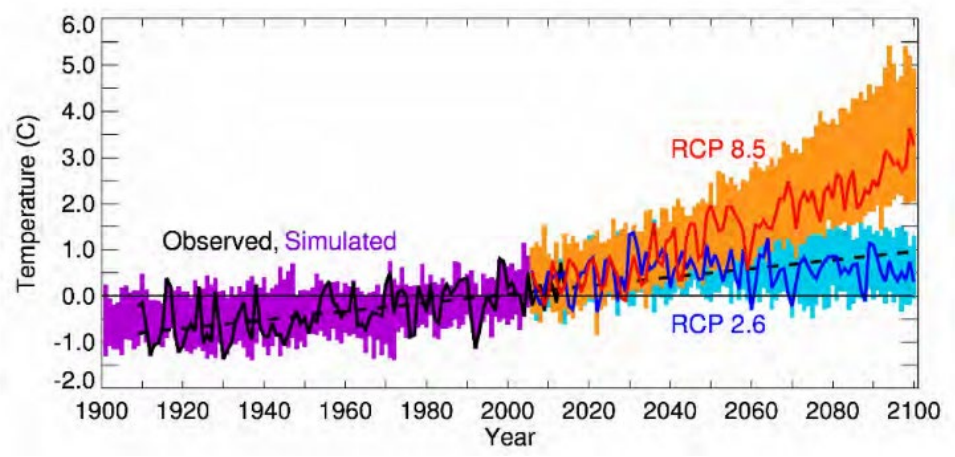
This process is often called global warming but it's better to think of it as Climate Change. This is because while warming is the main effect, other aspects of the climate also change including more frequent extreme events such as floods, storms, cyclones, and droughts.

Projected Impact on Climate Change on 5 Waters Activities

Selwyn District Council commissioned a study from Aqualinc Research Ltd ("Impact of Climate Cycles and Trends on Selwyn District Water Assets", 2016) to assess the impact of climate trends and cycles on the district's five water assets, from the present day to 2050.

The environmental factors that were identified as having the greatest impact were:

- Groundwater levels
- Annual rainfall
- Extreme rainfall
- Alpine and foothill river flows (floods and low flows)
- Evapotranspiration
- Sea level rise



From Climate change projections for the Canterbury Region Prepared for Environment Canterbury (NIWA, February 2020)

Climate change will likely have a minor impact on most aspects of Selwyn District Council's five water services over the next 30 years. The key impacts identified were:

Water	Higher evapotranspiration may mean 1-2% higher peak water demands. Higher alpine flood flows may have some impact on Arthurs Pass, Castle Hill and Lake Coleridge water supply intakes.
Wastewater	Higher alpine rainfall and flood flows may result in an increase in stormwater inflows for the Arthurs Pass, Castle Hill and Lake Coleridge wastewater systems. An increase in sea level of up to 0.28 m may have an impact on Upper Selwyn Huts and Rakaia Huts wastewater systems.
Stormwater	Higher alpine rainfall and flood flows may result in an increased occurrence of surface flooding at Arthurs Pass, Castle Hill and Lake Coleridge. An increase in sea level of up to 0.28 m may have a minor impact on stormwater drainage systems at Rakaia Huts.
Land Drainage	An increase in sea level of up to 0.28 m may impact on Lake Ellesmere/Te Waihora levels and parts of the land drainage network. A projected 6-8% increase in flood flows may impact on Arthurs Pass Bealey River flood protection systems.
Water Races	An increase in alpine flood flows could result in a small increase in flood damage to intakes. Conversely higher alpine flows would improve reliability of supply. A potential minor reduction in flows in the Kowai River might have a small impact on reliability.

Projected Impact on other Activities

Canterbury's climate is changing, and these changes are highly likely to continue for the foreseeable future. It is internationally accepted that human greenhouse gas emissions are the dominant cause of recent global climate change, and that further changes will result from increasing amounts of greenhouse gases in the atmosphere. The rate of future climate change depends on how fast greenhouse gas concentrations increase.

Environment Canterbury commissioned NIWA to analyse projected climate changes for the Canterbury Region. This report addresses expected changes for various climate variables out to 2100, drawing heavily on climate model simulations from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report. In addition, hydrological and sea-level rise impacts of climate change were assessed. The following bullet points outline some key findings of this report.

- *The projected Canterbury temperature changes increase with time and increasing greenhouse gas concentrations. Future annual average warming spans a wide range: 0.5-1.5°C by 2040, and 0.5-3.5°C by 2090*
- *The average number of hot days (days ≥25°C) is expected to increase with time and emission scenario. (summarised)*
- *Projected changes in rainfall show variability across the Canterbury region. Small changes to annual rainfall of ±5% are projected for most of the region by 2040 and 2090. Seasonally the largest increases are projected during winter, with 15-40% more rainfall projected in many eastern, western and southern parts (by 2090 under RCP8.5)*
- *The future amount of accumulated PED (Potential Evapotranspiration Deficit) is projected to increase across most of Canterbury, therefore drought potential is projected to increase*
- *Mean annual low flow generally decreases by late century, with decreases exceeding 20% in many areas of the region*
- *Floods (characterised by the Mean Annual Flood; MAF) are expected to become larger for many parts of Canterbury, with some increases exceeding 100%*
- *Sea-level rise will continually lift the base mean sea level on which the tide rides, which means there will be an increasing percentage of normal high tides which exceed a given present-day elevation*

National Climate Change Risk Assessment (NIWA, August 2020)
The report identifies New Zealand's 10 most significant climate change risks, based on urgency.

Domain	Risk	Rating	
		Consequence	Urgency (44–94)
Natural environment	Risks to coastal ecosystems, including the intertidal zone, estuaries, dunes, coastal lakes and wetlands, due to ongoing sea-level rise and extreme weather events.	Major	78
	Risks to indigenous ecosystems and species from the enhanced spread, survival and establishment of invasive species due to climate change.	Major	73
Human	Risks to social cohesion and community wellbeing from displacement of individuals, families and communities due to climate change impacts.	Extreme	88
	Risks of exacerbating existing inequities and creating new and additional inequities due to differential distribution of climate change impacts.	Extreme	85
Economy	Risks to governments from economic costs associated with lost productivity, disaster relief expenditure and unfunded contingent liabilities due to extreme events and ongoing, gradual changes.	Extreme	90
	Risks to the financial system from instability due to extreme weather events and ongoing, gradual changes.	Major	83
Built environment	Risk to potable water supplies (availability and quality) due to changes in rainfall, temperature, drought, extreme weather events and ongoing sea-level rise.	Extreme	93
	Risks to buildings due to extreme weather events, drought, increased fire weather and ongoing sea-level rise.	Extreme	90
Governance	Risk of maladaptation[1] across all domains due to practices, processes and tools that do not account for uncertainty and change over long timeframes.	Extreme	83
	Risk that climate change impacts across all domains will be exacerbated because current institutional arrangements are not fit for adaptation. Institutional arrangements include legislative and decision-making frameworks, coordination within and across levels of government, and funding mechanisms.	Extreme	80

These are all of relevance to Selwyn, with a particular concern on water security and availability.

6.6 Environmental Impacts, Sustainability and Compliance Requirements

Increased requirements in maintaining environmental compliance for Council's infrastructure activities remain a significant challenge. As existing consents expire and new facilities are developed, new consents – and the associated planning and infrastructure costs - are required to meet the demands of growing populations. Council is required to implement a 'sustainable development' approach, and this

is part of Councils planning philosophy. Sustainability principles have been developed and are a core consideration in infrastructure and strategic planning.

The 5 Waters activities are mutually interdependent, and the Council will provide the extent and quality of service demanded by the community and legislation. This involves prudently managing the acquisition, maintenance, operation, renewal and disposal of water assets in ways that optimise the value of services delivered to the community.

Testing and monitoring regimes will need to increase to achieve the outcomes sought through the National Policy Statements and Standards, as well as Regional Council rules associated with activities.

Chlorination of Supplies
As Council continues to work through the Water Safety Plan process, other water supply schemes may require either temporary or permanent chlorination. Council are seeking approval for the Rolleston water supply to be chlorine-free.

In late 2019, Council commissioned a report on Best Practice for Non-chlorinated Drinking Water Supplies. The key finding of this report was that the total cost of implementing all actions required for chlorine-free water is approximately $30 million. In addition there will be increased ongoing operational costs to maintain water supplies at this best practice level. Based on interim feedback from the new regulator (Taumata Arowai), it may be practically impossible to gain an exemption allowing water supplies to remain chlorine-free.

Although Selwyn District Council water supplies are in relatively good condition compared to other NZ schemes, further work would be required to meet international best practice for chlorine-free water, including:

- All water sources would need to be equipped with UV and other treatment methods (this work is nearing completion)
- Additional inline UV treatment may be required for untreated schemes with long reticulation lengths
- Borehead protection will be required for all groundwater sources (where not already in place)
- Implement a comprehensive leakage reduction programme, with established targets
- Improve water metering
- Address airborne contamination for borehead vents, air release valves and vents at reservoirs
- Install additional & advanced pressure monitoring within the network
- Further protect reservoirs from infiltration
- Monitor and enhance backflow prevention across the district
- Reduce pipe breakage rates
- Use a branched network layout for new installations
- Upskill contractors and improve public awareness
- Improve groundwater protection

6.7 Infrastructure Resilience

Planning for the long terms means taking risks seriously. The likelihood and consequence of an occurrence of natural hazards and other risks over a 30 year term brings such events into focus. Those to be considered include:

- Earthquake (e.g. AF8 and others)
- Fire
- Flood
- Wind

Loss of service of core infrastructure (e.g. arterial road bridge) would affect the wellbeing of residents and visitors. A structured approach is needed to make progressive improvements that represent long term solutions.

Council adopted the following assumption in terms natural hazards and events.

Lifecycle - No major adverse events:
"It assumed that there will be no major impact from adverse events during the period covered by the Long Term Plan, for example, earthquake, pandemic or flood. While events may occur at any time, Council's planning will focus on operational resilience and Emergency Management."

There is a risk that a major adverse event will occur and result in damage to assets and additional costs to the Council.

Any major adverse event will have a significant impact on the Council and the community. The Council seeks to mitigate this risk through its Civil Defence, Risk Management, Insurance Policies and access to emergency reinstatement funding available from the NZ Transport Agency for roading works.

This assumption has been updated to reflect the COVID-19 fallout, and reflects the assumption that there will be no major impact on the Council as a result of COVID19. Council is not planning for any other major adverse events but will continue to build infrastructure with appropriate resilience, imply planning controls and manage its Civil Defence and Emergency Management preparedness to a high level.

Customers have a high expectation of continuing functionality and service delivery. Resilience is based on a design philosophy which acknowledges that failure will occur. Resilience requires early detection and recovery, but not necessarily through re-establishing the failed system.

Council considers the management and mitigation of the risks to, and the resilience of, the community's infrastructure assets from natural disasters. This is achieved by establishing the requirements for resilient transport and lifeline utilities networks.

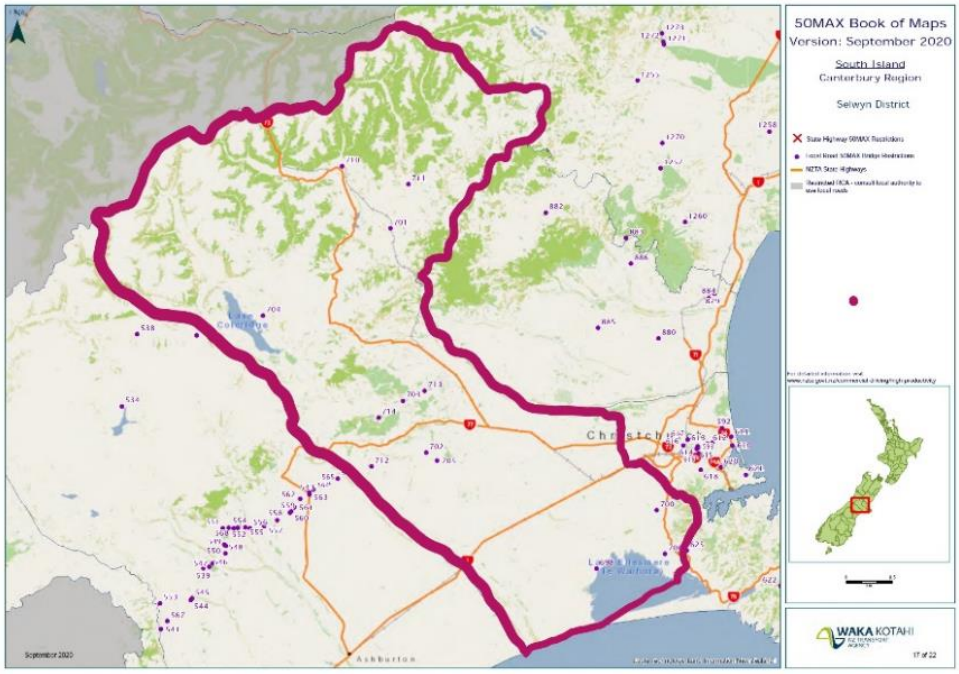
Districts greatest threats are earthquake, flooding and storms. Alpine Fault earthquake magnitude 8 (AF8) is a regional/national programme to prepare for a significant quake. Council and the Canterbury Civil Defence and Emergency Management (CDEM) Group is actively involved in the initiative.

6.7.1 Transportation Critical Assets and Lifelines

Selwyn is a vast district with a roading network coverage that is relatively sparse outside the peri-urban centres. In these settings, the management of critical connections is vitally important. There is sufficient redundancy on many parts of the network, while options elsewhere are limited.

In the rural settings the criticality of assets is related to their function as critical links. These assets may be routes that serve as the primary connections to or between rural townships, or critical bridges that serve as the only river crossing points. Telegraph Road, Leeston Road, Old West Coast Road, and Ellesmere Junction Road are critically important as they serve as the most direct links between townships in the wider district. Telegraph Road is particularly important for its ability to link the Synlait and Fonterra plants with the wider agricultural operations of the district. The Waimakariri Gorge Road Bridge provides one of very few opportunities to directly cross the Waimakariri River, and Bealey Road provides a critical crossing over the Selwyn River. Reliable provision for heavy traffic (particularly HPMVs) is key to supporting economic activity such as dairy. The network of bridges has been assessed to ensure the network performs adequately when there are disruptions such as flooding and vehicle crashes. Figure 6.6 shows the bridges within the district which have restrictions preventing trucks with 50MAX configurations, these restrictions place further pressure on the rural critical assets as there are fewer alternatives for the largest and most destructive traffic on the network.

Figure 6.6: 50MAX Bridge Restrictions within the Selwyn District (Waka Kotahi NZTA)



There are other routes that are identified as critical due to the sheer volume of traffic. These routes connect the townships of Rolleston, Lincoln, and Prebbleton to one another and to Christchurch city. While some of the travel patterns are changing with the completion of CSM2, several of the Rolleston-Lincoln-Christchurch routes are regarded as critical. A formal criticality assessment is not complete at this stage, it will be completed once a better understanding of CSM2 traffic patterns are understood. Currently the peri-urban critical assets include Jones Road, Lincoln Rolleston Road, Springston Rolleston Road, Selwyn Road, Springs Road and Shands Road.

Figure 6.7: Critical Assets



Urban connections are shown in purple and rural connections are shown in green (RAMM).

6.7.2 5Waters Critical Assets and Community Facilities Critical Assets

The asset criticality model is built on 8 factors that are scored. These scores are then classified into a criticality description (Low, Medium-Low, Medium, Medium-High and High).

The exception is the 'CDEM Function' factor. When an asset has any non-zero score for that factor, then it is classified as Critical. Having a CDEM function is the only way for an asset to be classified as critical.

These factors are as follows:

1. *CDEM Function: Asset will be used for Civil Defence purposes.*
2. *Environmental: Failure of the asset has an environmental impact.*
3. *Reputation: Failure of the asset results in a loss of reputation for SDC.*
4. *Loss of Income: Failure of the asset results in a loss of income for SDC.*
5. *Health & Safety: Failure of the asset has an impact on the health & safety of its users.*
6. *Loss of Service: Failure of the asset results in a loss of service to its users.*
7. *Cost: Failure of the asset has a cost impact on SDC.*
8. *Legal: Failure of the asset has a legal impact for SDC.*

In general, failure of the highest criticality assets could be expected to have severe adverse impacts on SDC's customers and stakeholders, affecting outcomes such as public health and safety, economic wellbeing, and environmental sustainability. Availability of suitable alternatives is limited. At the other end of the scale, failure of the lowest level of criticality would have little to no adverse impacts on customers, the local economy or the environment.

Managing 5Waters Critical Assets

The failure of a critical asset suggests that maintenance, refurbishment or asset renewal should be carried out at an earlier stage in the asset lifecycle than would be the case for a non-critical asset. Typically, the risk of asset failure increases as its condition deteriorates, so for a critical asset the intervention should be programmed before the condition reaches a pre-determined threshold in order to minimise the risk of asset failure.

For non-critical assets, where the consequence of failure is minimal, a possible asset management strategy is to allow the asset to "run to failure". For example a non-essential pump which can easily and quickly be replaced without disrupting the service provided to customers can be left to replaced when it fails to operate.

The integration of criticality into the day to day operation and management of the 5Waters is an integral part of the 5Waters strategy with the following:

- *Criticality assessments of assets within the 5Waters allows all staff involved in the management, administration and operation of the services to have the ability to ascertain via GIS, AMS or handhelds the location and relevant details of critical assets*
- *Priority will be given to ensuring that data confidence ratings for high criticality assets are high*
- *Priority will also be given to managing the assets better. The Maintenance Contract C1170 Variation (June 2014) includes requirements for inspection of assets that vary with criticality for facilities, mains, hydrants, air valves, manholes etc. Inspections will also improve data confidence in the quality of asset data*
- *Renewal strategy that facilitates the renewal of critical assets in a proactive manner*
- *Condition assessments will be dependent on asset criticality and the percentage of life expectancy still attributed to the asset*
- *Workshops for operational staff on the background and requirements of criticality*

Managing Community Facilities Critical Assets
The criticality identification process also enables the development of targeted maintenance and condition inspection programmes based on overall criticality.

Application of Criticality Rating		
Criticality Rating	**Maintenance Inspections**	**Condition Inspections**
High	At least monthly	Annually
Medium-High	At least quarterly	Annually
Medium	At least annually	Every 3 years
Medium-Low	At least biennially	Every 3 years
Low	At least triennially	Every 3 years

Council is required to have an Emergency Operations Centre (EOC) and a welfare centre built to IL4 standard to meet Civil Defence Emergency Management requirements.. Recent works have been completed on the Council's HQ building to bring part of this to IL4 standard for use as an EOC. The new Prebbleton Community Centre planned for 2025/26 will be built to IL4 standard so it can be used as an emergency welfare centre.

6.8 Aging infrastructure

The infrastructure is aging and the district is approaching an important period to ensure that its infrastructure assets continue to meet the needs of the community in the future.

Selwyn District Council apply a 'just in time' philosophy and defer renewals through pro-active maintenance measures. While much of the infrastructure in Selwyn district is relatively new, there is infrastructure in older townships that requires attentions. Council needs to balance this with meeting the needs of growth.

Currently Council prepares a renewal programme for infrastructural assets for thirty years in the respective Activity Management Plan. This is compared to the depreciation calculation for the valued assets to verify the appropriateness of the renewal programme.

Along with older infrastructure, Council's portfolio is increasing quickly with development. Council is aware of this as a future renewal issue.

Council has developed comprehensive renewal plans based on asset condition, performance and models of those results. For 5Waters, renewal profiles of up the 120 years have been developed to fully understand the assets and the investment that will be required.

Transportation assets require considerable investment in renewal (resurfacing and rehabilitation) as these lifecycles are shorter than other infrastructure. Deterioration modelling is undertaken to project what programmes will be required to deliver the appropriate level of service in the most cost effective manner.

Community facilities assets are regularly surveyed to ascertain their condition and if the performance is fit for purpose. It is also important with these facilities to understand the community's opinion on how their expectations are met and if the facilities are a satisfactory match.

6.9 Economic Activity

Selwyn District has been economically buoyant for a long period of time. Activity in the district is becoming more diversified over time. The construction sector is a key part of that activity.

Discussion on the impact of COVID-19 is included in section 6.13.

Growth, particularly residential housing is the key issue for Council to respond to and manage prudently. The following comment from Infometrics (November 2020) suggests this housing demand remains strong with steady supply available.

Housing market
One of the most unexpected aspects of the COVID-19 recession has been the resilience of the New Zealand housing market. Nationally, this has meant strong house price growth. However, in Selwyn, housing market resilience has supported strong growth in new house construction while house prices have grown only modestly, although the increases have been greater in late 2020 and early 2021.

Over the year to September 2020, house prices in the District increased by 2.0%, well behind the 10.1% rise nationally. The number of houses sold in Selwyn grew by 16.1%, compared to 1.1% nationally.

6.10 Affordability

Affordability is a key issue for residents and businesses in Selwyn District. Affordability and Council's funding model have a significant impact on housing affordability. The components for affordability are robust forward planning, efficient and effective service delivery, and ensuring the costs associated with growth are borne fairly.

This is discussed further in the financial strategy.

6.11 Tourism

Tourism is a significant industry supported and encouraged by the Council. Tourist numbers have continued to grow nationally and within the Canterbury region. The growing trend to independent travellers has become more common in recent years.

A number of the small settlements such as Arthurs Pass, Rakaia, Castle Hill, and Lake Coleridge are popular places for holiday homes and recreational facilities. Arthurs Pass, Darfield and Springfield in particular support summer and winter-sports in the Craigieburn Basin, Arthurs Pass National Park, Lake Coleridge, the Rakaia Basin and Mt Hutt. These settlements also service long-distance traffic and provide tourist facilities on main tourist routes.

Route 72, the Inland Scenic Route provides an inter-district connection between tourism and recreational facilities in Selwyn and those in the adjoining Ashburton and Waimakariri Districts and beyond to the Mackenzie Basin / Mt Cook and Hanmer Springs / Kaikoura. It offers an increasingly attractive, and sometimes more direct, alternative to the utilitarian State Highway 1. These tourist facilities are supplemented by the major golf course and other recreational and visitor facilities at Terrace Downs.

6.12 Progressing Capital Projects

With rapid growth and large infrastructure projects in Selwyn and Greater Christchurch, work programmes need to be managed well. Council has established a Procurement Strategy for the Infrastructure Group which assess the supplier market and provides a framework for procurement processes.

There are financial and levels of service impacts from not completing projects as planned, and project management requires adequate resources to facilitate the programme.

Council has adopted the following assumption:

Financial - Timing and level of capital expenditure:
The Long Term Plan assumes that the timing and cost of capital projects and associated operating costs are as determined through the Council's activity management planning process.

There is a risk that capital projects may not occur as planned. This may have an impact on the costs of the respective project. There is also the risk that actual project costs will vary from those forecast. Transport projects seeking subsidy will need to be developed through a Business Case approach relative to the scale of the project to NZTA which may change originally anticipated outcomes.

If projects do not occur as planned, capital expenditure in any year may differ from that forecast and delay may also change the cost of individual projects. The Council will consider the impact of any change as part of the annual budget process and consider the funding implications of any cost changes.

This assumption discussed Council's ability to actually fund and implement works as envisaged. Changes are likely to occur that will affect the timing, nature and cost of proposals. While some projects may be relatively straight-forward, completion could be affected by resource consents or similar processes.

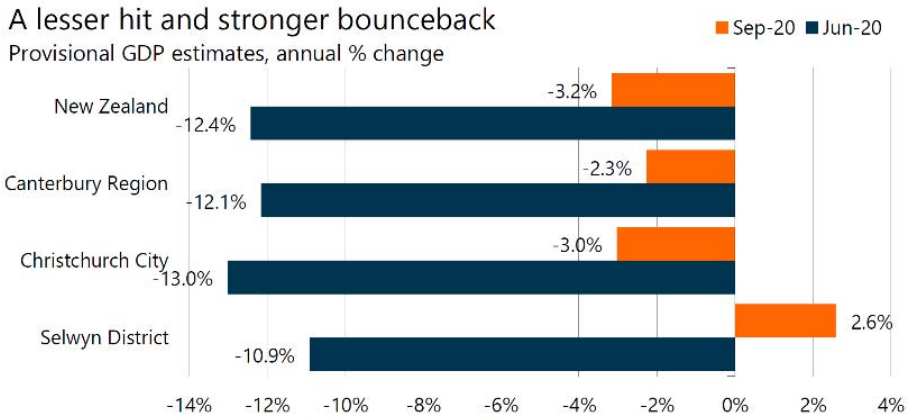
6.13 Impacts of COVID-19

It is particularly difficult to interpret the immediate and long term impacts of the COVID-19 Pandemic. Even after the effects reduce, there is the risk of a similar event. Infometrics have provided Selwyn District Council with an overview of the Economic impacts of the COVID-19 pandemic on the Selwyn District which has been considered by Activity Managers in developing options and programmes.

Economic Impacts of COVID-19 on the Selwyn District – Revised Estimates for Selwyn District Council (Infometrics, November 2020)

The COVID-19 pandemic brought about the sharpest decline in economic activity in history. Nationally, GDP in the June 2020 quarter declined by 12.4% compared to the June 2019 quarter.

In Selwyn, GDP in the June 2020 quarter is estimated to have declined by 10.9% compared to the June 2019 quarter. In the September 2020 quarter, as the country moved to COVID-19 Alert Level 1 and activity in most industries resumed, the District's economy rebounded, ending up 2.6% larger than in the September 2019 quarter.

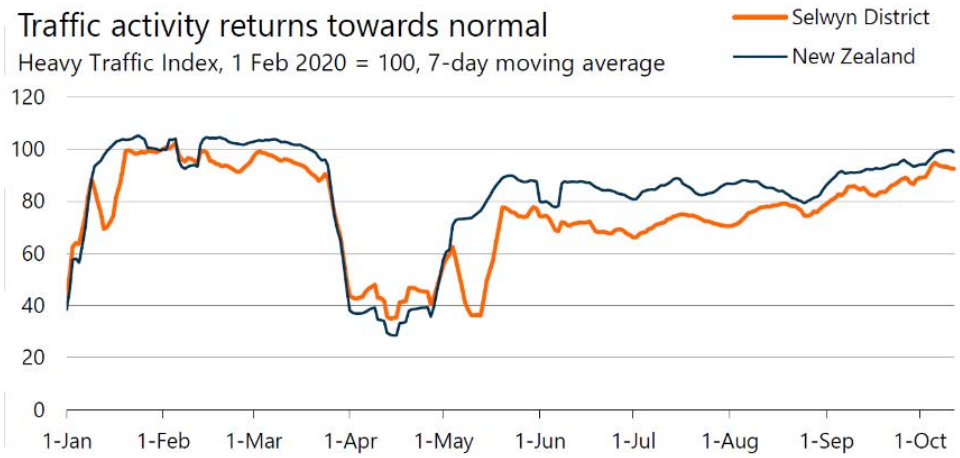


Contrary to initial expectations, Selwyn appears to have created more jobs than have been lost over the year to September 2020, with a net increase in filled jobs in the District of 2.3% or 640 jobs. This figure is somewhat at odds with the increase in Jobseeker Support and COVID Income Relief Payment (CIRP) benefit recipients. Over the year to October 2020, the combined number of Jobseeker and CIRP recipients in Selwyn increased by 117%, reaching a high of 1,179 individuals in August 2020.

We expect approximately 100 jobs to be lost in Selwyn by March 2021, and a further 1,100 by March 2022. Job losses will push the unemployment rate to 3.7% from its current rate of 2.3% - still well below the national average.

Around $92m in earnings is expected to be lost due to job losses in Selwyn over the two years to March 2022.
Selwyn's construction sector is operating at record levels at present, however, we expect workloads to start easing in 2021, contributing to the bulk of job losses in the district.

Traffic flows yet to return to normal
Traffic flows in Selwyn have are still below normal levels since lockdown. According to NZTA Data, traffic flows since February have been lower than the corresponding months in 2019. Infometrics heavy traffic index is based on NZTA monitoring sites in Springfield and Dunsandel. Heavy traffic between Selwyn and Christchurch may well have increased over this period.

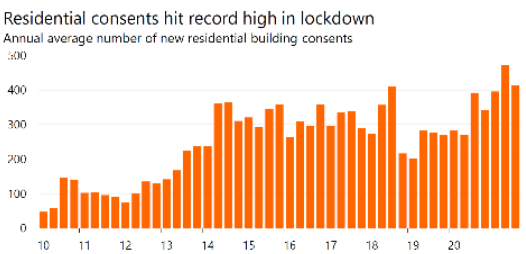


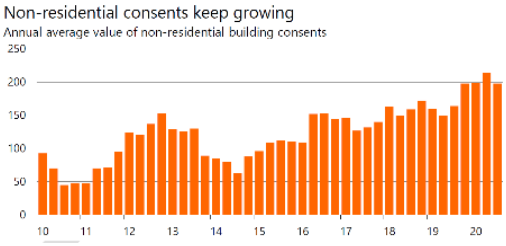
For the year to September 2020, traffic flows in Selwyn declined by 11.7%, compared to a decrease of 10.5% across New Zealand.

Construction activity remains very strong
Construction activity in Selwyn has been booming since the 2010-11 earthquakes, and remains strong even after the June 2020 quarter lockdown.

The number of residential building consents issued in Selwyn has grown strongly over the past decade, with strong growth recorded over 2012-14, and reaching record highs in the June and September 2020 quarters.

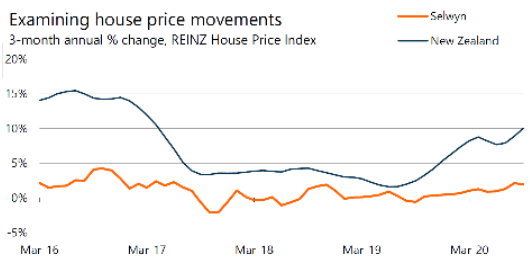
Non-residential construction in the district has been strong too, albeit growing slower than residential construction.





(x-axis shows quarterly activity)

Housing market slow and steady
One of the most unexpected aspects of the COVID-19 recession has been the resilience of the New Zealand housing market. Nationally, this has meant strong house price growth. However, in Selwyn, housing market resilience has supported strong growth in new house construction while house prices have grown only modestly.



Over the year to September 2020, house prices in the District increased by 2.0%, well behind the 10.1% rise nationally. The number of houses sold in Selwyn grew by 16.1%, compared to 1.1% nationally.

Austerity is a non-starter
The 2008 Global Financial Crisis provided some stark lessons regarding the negative consequences that can arise from increased austerity on the part of central and local governments, in the face of declining employment and earnings. Thus far, New Zealand's approach to the COVID-19 recession suggests that these lessons have been absorbed. Government spending on direct support measures such as the wage subsidy and CIRP has proven effective in minimising some of the worst effects of the recession. More indirect measures such as the Funding for Lending Programme are likely to rein in the cost of private sector debt, despite contributing to rising house prices.

In this environment, we would reiterate the need for local governments to, wherever possible, continue providing impetus to local economic activity through their planned operational and capital expenditure programmes.

We also maintain that a balanced approach between rates increases and the maintenance of services on the one hand, and consideration of increasing financial stress in the community on the other, will provide the best chance for Councils and their communities to recover from the recession.

Wellbeing will come back into focus
As local economies begin to recover from the COVID-19 recession, issues of community wellbeing are likely to reappear on the radar of national and local government. The mental health toll of the Level 3 and 4 lockdowns, as well as of job losses, reduced earnings, business closures and reduced future employment opportunities is yet to become clearly visible in our communities. Similarly, declining housing and rental affordability is likely to result in negative wellbeing outcomes in almost all regions.

We therefore foresee a need for central and local government, DHBs and their community development partners, to allocate resources towards effectively addressing these and other wellbeing issues, that are likely to emerge or be worsened as a result of COVID-19.
COVID-19[1]

In the wake of the COVID-19 pandemic, economies across the country are expecting to slow. The New Zealand economy is forecast to shrink by 4.1% this fiscal year (to March 2021) with unemployment reaching 8.5% by March 2022. The Selwyn economy is expected to weather the impact slightly more optimistically than the national average, forecasting only a 0.9% contraction in the economy and a 3.7% unemployment rate (from 2.3% currently) in the same periods.

This slightly more positive outlook can be attributed in part to the resilience afforded by the diversity of the Selwyn economy. Exports of food products remain strong with meat, fruit, and dairy export volumes all up on 2019 levels. Selwyn's largest industry is the agricultural forestry and fishing sector. Continued primary export strength is likely to support the district's economy. The strength of the dairy sector in the district further bolsters the district's position, as food production is continuing at a similar rate.

Selwyn's relative resilience can also be attributed to the comparatively low exposure to international tourism. In 2019, tourism contributed around 2% to the District's GDP. Only 32% of the normal tourism spend in the district is from foreign tourists, and domestic tourism spending is expected to hold up much better than international.

The construction sector will take the largest hit of the industries in Selwyn, with a forecast decline of 25% as a percentage of GDP between 2020 and 2022. Increases in unemployment across construction industries are still forecast, but the previous forecasts of house prices falling have defied expectations. In August's forecasting, the percentage drop in the construction sector was 36% and 47% for non-residential and residential activity. November's forecasts put these reductions at 22% and 3% respectively.

A combination of (relatively) affordable property prices, high quality communications infrastructure and reasonable travel connectivity to major centres, is likely to provide regions with a competitive advantage in attracting domestic migrants, or the much-discussed and seemingly growing group of returning New Zealanders.

[1] *Economic Impacts of COVID-19 on the Selwyn District – Revised Estimates*, Infometrics, November 2020

Initiatives such as the New Zealand Upgrade Programme, along with central government financial support for regional infrastructure development projects, will play a key role in stimulating the recovery of local economies. Councils will need to collaborate with their local construction industries, to accelerate to implementation of infrastructure development programmes, and ensure optimum allocation of available resources across different projects and different construction types.

In the residential construction sector, we see opportunities for local government interventions on the supply side of the housing market, for example through increasing the availability of land for residential construction, consenting residential development and providing the necessary infrastructure. These processes will once again need to be planned and implemented in collaboration with relevant stakeholders such as local property developers, and local residential and non-residential construction firms.

The financial impacts of COVID-19 in the district, while less than some other areas of New Zealand, will none the less also tighten budgets in Selwyn for at least the next year or two. It is likely that these reductions to Selwyn's economy will reduce the Council's revenue and in the wake of this, it becomes vitally important to ensure investments are targeted to return maximum value.

6.14 Impact of Covid-19 on the delivery of services and capital projects

It is still too early to conclude on the full impact of the pandemic on the delivery of the Council's services and capital programme. To date there have been relatively minor impact on capital projects due to slower delivery of some components and materials, but this impact has not caused significant delays. The Council's close relationship with its subsidiary company Sicon Limited and strong working relationship with its road maintenance contractor has helped minimise any impact on day to day maintenance activities. Based on our experience in late 2020 and early 2021 we do not foresee a major impact of the pandemic on the delivery of services and capital projects, but will remain aware of the risk and seek to mitigate any future impact.

6.15 New Technologies

New technologies affect the community at large as well as the manner in which Council provides services.

The new technologies that Council expects that will have an impact on service delivery include:

- Communications – high speed broadband, mobile communications and data acquisition and control techniques
- Level of service creep – customer expectations for services and the format in which they are delivered will require ongoing monitoring and response
- Changing transportation patterns including modal shift, 'smart' vehicles along with alternative fuel use (especially electric) and transportation funding

Looking out beyond ten years there are disruptive technologies that we anticipate will come to fruition. Smart homes and vehicles are becoming commonplace. If realised, some of these will have a significant impact.

- Autonomous vehicles – the introduction self-drive cars and trucks. This will change the requirements for traffic services in particular (signage and markings) as well as the way road works are undertaken
- Transport as a service – the need to own one or more vehicles is likely to change when transport can be purchased as a service. This could become quite common with ride sharing and commuting. This is on note as Selwyn has one of the highest vehicle rates per household in New Zealand
- More virtual meetings and high-speed communications should reduce the need for travel; school and universities along with workplaces and social meetings would be more flexible and traffic congestion should reduce as 'rush hour' is less of an issue
- Residents and businesses may choose to become more self-sufficient in terms of energy production (e.g. solar and wind power). This would be typical of more self-responsibility actions and interaction with the environment

- Wastewater treatment at source – while reticulated wastewater systems with centralised treatment have been the preferred method for over a century, there is a potential to move to new decentralised technology. While such systems are not feasible at this stage, it is quite possible this will occur within thirty years
- Water will be regarded differently to today. If groundwater quality and quantity declines, and climate change causes droughts and storms, planning and management of the water resource can be expected to be more deliberate and regulated. Council may not be able to source water as easily as it currently does; and more controls on use (and wastage) are likely

6.16 Rates & Charging Mechanisms

With a large number of water and wastewater schemes with different characteristics - along with community facilities that serving a wide range of the population - standardising rates, fees and charges is favoured. This enables implementation of infrastructural programmes differently as there is a broader base from which to programme expenditure and to support smaller communities. The details of the charging methodology are described in the financial strategy.

Selwyn District must carefully manage its investment in infrastructure to ensure it gets value for every dollar and provide infrastructure in a lawful, functional and affordable manner.

7.0 THIRTY YEAR STRATEGY

In its role as Local Authority Selwyn District Council will comply with the relevant New Zealand legislation, while the following Strategic Statements will guide decision-making over the next 30 years. These statements have been developed through Council workshops and derived from Council's Outcome Statements and Draft Long Term Plan.

7.1 Applying the Strategic Statements to Infrastructure Planning

A CLEAN ENVIRONMENT

Air, land, water and general environment to be kept in a healthy condition.

To support this strategic statement the Council will:

- Establish and maintain policies and strategies which protect the environment and advocate to other relevant organisations that they do likewise.
- Provide sewerage systems that minimise the negative effects of the activity
- Provide a service to collect and dispose of solid waste in a manner that minimises any potential harm to people and to the environment and maximises the efficient use of resources
- Ensure services are available for the effective and affordable collection, processing and marketing or beneficial use of diverted materials.

The water and wastewater activities make key contributions to the achievement of these objectives.

A DISTRICT WITH A RURAL IDENTITY

A living environment where the rural identity of Selwyn is maintained.

To support this strategic statement the Council will:

- Provide a District Plan which recognises, protects and enhances the natural environment while allowing a strategic approach to managing development

The water and wastewater activities make key contributions to the achievement of these objectives.

A HEALTHY COMMUNITY

Selwyn people have access to appropriate health, social and community services.
To support this strategic statement:

- Advocate to ensure appropriate health and social services are accessible to Selwyn residents
- Facilitate and provide opportunities for Selwyn residents to enjoy healthy, active lifestyles including provision of recreational open space and community facilities

We have access to drinking water that helps protect their health.

- Provide water systems that meet relevant standards.

We have access to an effective and efficient refuse service.

- Provide a service to collect and dispose of refuse in a manner that minimises any potential harm to public health

The water and wastewater activities make key contributions to the achievement of these objectives.

A SAFE PLACE IN WHICH TO LIVE, WORK AND PLAY

We are safe at home and in the community.

To support this strategic statement:

- Encourage neighbourhood support and other community support groups
- Provide a place for people to be throughout the various stages of life. Family friendly district. Fulfil their dreams within the district.
- Ensure that all buildings constructed in the District are safe, durable, accessible and fit for their intended purpose

We have access to, and participate in, community life

- Encourage and support volunteers' & volunteering

We maintain a coordinated and effective response to, and recovery from, emergency and disaster events.

- Provide and maintain a Civil Defence Emergency organisation.
- Encourage and support community involvement & personal/household responsibility in emergency management.

Pedestrians, cyclists and motor vehicle users can safely move around Selwyn District.

- Maintain, operate and upgrade the transportation network and work with key stakeholders and the community to reduce fatal and injury crashes.

The transportation and community facilities activities make key contributions to the achievement of these objectives.

AN EDUCATED COMMUNITY

Our District provides a range of quality, lifelong education and training opportunities.

To support this strategic statement:

- Advocate for improvements to educational & learning opportunities within the District
- Provide lifelong learning opportunities through its Libraries

The community facilities activity makes key contributions to the achievement of these objectives.

A PROSPEROUS COMMUNITY.

Selwyn has a strong economy which fits within and complements the environmental, social and cultural environment of the district.

- Implement a 'business friendly' approach in its policies and practices
- Promote & support Selwyn as a business, tourism & lifestyle destination
- Support local businesses and the education sector to ensure training matches local business needs
- Advocate for improvements to telecommunications (e.g. broadband and other internet access options)
- Support the District's strong existing agricultural and other land based sectors.

AN ACCESSIBLE DISTRICT

Effective and accessible transport system

To support this strategic statement:

- Provide a well-maintained, operated and affordable land transport system
- Advocate for improvements to state highways (NZ Transport Agency) and public transport services (ECan)
- Promote walking and cycling as a safe, viable mode of transport and recreation.

The transportation activity makes key contributions to the achievement of these objectives.

A COMMUNITY WHICH VALUES ITS CULTURE AND HERITAGE

Our District provides a range of arts and cultural experiences and facilities, and our heritage is preserved and shared.

To support this strategic statement:

- Provide information, cultural and learning opportunities through its network and Libraries. Recognise & promote the role of community in contributing to identifying exploring, sharing & promoting our local history
- Provide support to local arts and cultural organisations & arts cultural & heritage activities & events
- Provide support to the Canterbury Museum Trust
- Recognise and protect sites, buildings and significant trees with cultural or heritage values
- Work with Te Taumutu Rununga to ensure our commitments to the Treaty of Waitangi are met

The community facilities activity makes key contributions to the achievement of these objectives.

The organisations priorities are discussed in Section 3.1

7.2 Asset and Service Management Strategy

In providing services to residents and visitors through the use of infrastructural assets, the Council's Asset and Service Management Strategy is to:

- maintain the existing networks (including 'routine' renewals)
- implement upgrades required to meet legislative and regulatory compliance
- undertake asset renewals through coordinated programmes
- consider the level of demand for services and plan infrastructure response accordingly
- ensure vested assets are appropriate and of the standard required

This approach recognises the relatively new assets that comprise Selwyn's networks, and that the proportion of assets requiring renewal in the near future is relatively small.

The performance of assets is generally satisfactory and maintaining these is the priority so that services to the community are not compromised. Monitoring the condition and performance of assets remains important while the emphasis is on responding to growth, to ensure that assets are not deteriorating prematurely and renewal plans remain appropriate.

Level of Asset Management Planning
Council has established an asset management policy. This defines the appropriate level of asset management planning in line with the discussion contained in the International Infrastructure Management Manual (2015). The policy definitions were reviewed early in 2021 and are as follows:

Water	Intermediate
Sewerage	Intermediate
Stormwater	Core
Transportation (Roads & Footpaths)	Intermediate
Other Infrastructure	Core

In order to manage infrastructural assets that support the wellbeing of the district it is essential that there is a logical system of good asset management practice. This includes inventory, asset condition, performance required and performance delivered, and risks that affect service delivery records.

7.3 Sustainable Service Delivery

7.3.1 Response to Four Wellbeings

Sustainable service delivery considers the manner in which services are delivered and their impact on the four wellbeings.

The Local Government (Community Well-being) Act moved away from the previous efficient, effective and appropriate service delivery focus by restoring the four community well-beings of:

- Cultural
- Economic
- Environmental
- Social

The wellbeings are considered in all decision making by Council with an assessment in each Council Report.

7.3.2 Cost Effective Delivery of Services

In terms of section 10 (Purpose of local government) there is a clear requirement to meet the current and future needs of communities for good-quality local infrastructure, local public services in a way that is most cost-effective for households and businesses.

(2) In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are— (a) efficient; and
(b) effective; and
(c) appropriate to present and anticipated future circumstances

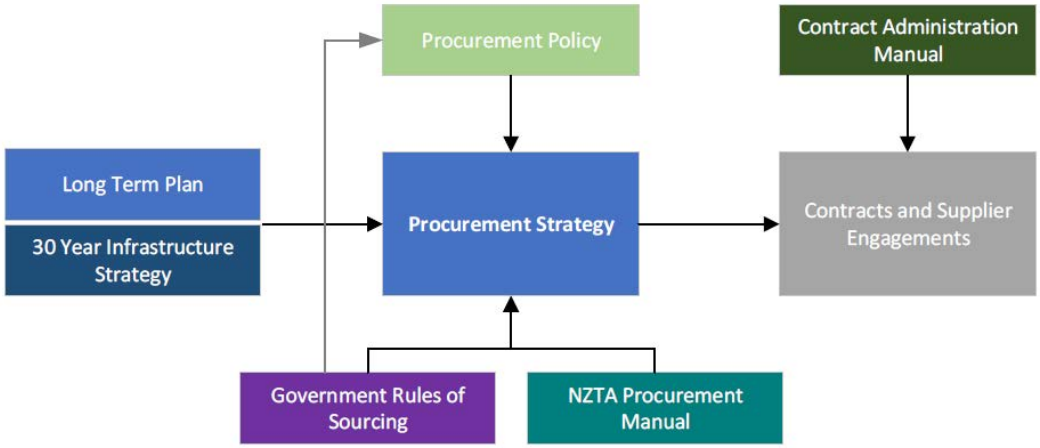
In order to demonstrate that the delivery of services are efficient, effective and appropriate; Selwyn District Council has developed and implemented a procurement strategy across the delivery of infrastructure-based services. Value for money is a key objective of this strategy.

Council has undertaken service delivery review: to examine the efficiency and effectiveness of service delivery. In summary the findings were supportive of the current models.

It is noted that transport services are delivered at a cost per km rate among the lowest in New Zealand, while outcome results are some of the best.

Council has an endorsed procurement strategy to ensure that procurement for subsidised roading works is in line with the expectations set out by Waka Kotahi NZTA to achieve the best value for money from investment. The endorsed procurement strategy ensures competitive and efficient markets are maintained through encouraging competition among suppliers, and expects transparency, accountability, and fairness in assessing procurement options.

Figure 7.1: Procurement Strategy in the Wider Planning Framework (Selwyn Procurement Strategy)



Impact of Covid-19 on the delivery of services and capital projects
It is still too early to conclude on the full impact of the pandemic on the delivery of the Council's services and capital programme. To date there have been relatively minor impact on capital projects due to slower delivery of some components and materials, but this impact has not caused significant delays. The Council's close relationship with its subsidiary company Sicon Limited and strong working relationship with its road maintenance contractor has helped minimise any impact on day to day maintenance activities. Based on our experience in late 2020 and early 2021 we do not foresee a major impact of the pandemic on the delivery of services and capital projects, but will remain aware of the risk and seek to mitigate any future impact.

7.3.3 Response to Affordability

Affordability is a key issue discussed in the Financial Strategy.

7.3.4 Response to Environmental wellbeing

Each of the activities is undertaken in line with the outcomes the community expect. Some portions of activities are subject to resource consents, and council is committed to a high level of performance in this area.

Looking forward sustainability and climate change response are priorities. Sustainability includes a broader view of growth that doesn't not have a negative impact on the environment, while limiting the effects of existing activities. Examples include transitioning to stormwater treatment systems that replicate natural processes. Climate change mitigation involves Council will establishing a benchmark of emissions and progress an action plan to reduce these. Climate change adaptation will ensure a greater degree of resilience to the effects of climate change, both in the short and long term.

7.3.5 Response to the Cultural wellbeing

Legislative changes are bring the relationship with Ngā Runaga into greater focus and this provides an opportunity for Council to build on the existing relationships. Acknowledging the history of the district and engaging meaningfully is for of the District's future.

7.3.6 Response to the Social wellbeing

The Selwyn lifestyle continues to attach residents and businesses to the district. This is part of the cultural fabric that needs to be retained and nurtured. Along with appropriate infrastructure provision, Council has number of programmes designed at building community.

7.4 Addressing Resilience

Both physical and system resilience are crucial. This means:
Design and construction standards (where cost effective) that ensure infrastructure is able to withstand natural hazards and long term changes in circumstances such as those resulting from climate change.

Organisations and networks of organisations with the ability to identify hazards must share information, assess vulnerabilities, and plan for and respond to emergencies.

Acknowledging the value of adaptability and redundancy in the network to improve business confidence.

Identifying and managing cross-sectoral dependencies, such as power supply for communications infrastructure. Engineering Lifelines groups have already undertaken work in this area (NIP 2011)

Infrastructure resilience is discussed in section 6.7. It is also important to consider community resilience. This is the ability of the community to adapt and progress through challenging times. The rapid growth and the Canterbury earthquakes have placed Council and the Selwyn community under stress and the result has been rapid recovery and a desire to make Selwyn a better place to live.

Council has acknowledged that events may occur at any time, and that Council's planning will focus on operational resilience and Emergency Management. Operational resilience will include 'building in' capacity in systems where this is achieved at a marginal cost and considering sustainability outcomes in the decision-making process.

These actions include:

- Actively participate in CDEM planning and activities, at both regional and local levels
- Investigate options for alternative service provision and system redundancy
- Identify critical assets and ensure mitigation methods are developed
- Obtain insurance where this is deemed to be the most cost effective approach

Allowance for these items has been included in LTP budgets. Council has acknowledged that regular allocations to an emergency reserve fund would be desirable, but this is not a priority for the next ten years when compared with growth response.

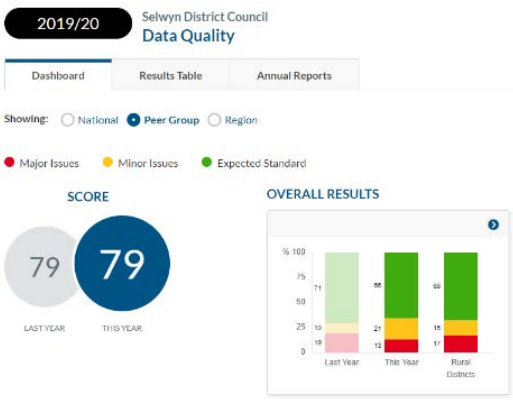
7.5 Evidence Base

Council acknowledges there are limitations with its data that affect decision-making. A commitment to improving data collection and analysis is indicated below.

A considerable portion of the infrastructure portfolio is relatively new, so good data is available. Council has had data collection and management programmes in place for many years and so data reliability is moderately high. Road and footpath data is comprehensive and the culmination of over fifteen years of through data collection and management programme. 5Waters data is also extensive with well-established practices. Demand management would be better understood with universal metering in place. Community facilities information is less robust but mostly fit for purpose, improvements are proposed to support decision making.

Transportation - Data Confidence
Selwyn placed a strong focus on quality data collection and management early, and have been rewarded with excellent data quality reviews from the outset. These high standards are delivered effectively through the Professional Services for Transportation Asset Information Services contract. The contract is currently held by Beca, and they have held this contract for many years. Beca have consistently delivered exemplary work over their tenure as professional services consultant. One of the main contract deliverables is the collection of High-Speed Data, which gives a more comprehensive representation of the condition of the network. Another contract deliverable is the annual table reviews to ensure that the data captured and stored in RAMM is accurate and realistic. Through these main deliverables along with a number of other contract outputs, have ensured that the collection and management of asset data for the Selwyn road network has been remarkable for a number of years and continues to improve.

Figure 7.2: PMRT Provisional 2019/20 Data Quality Assessment (ONRC Performance Measures Reporting Tool)



ONRC Data Quality Assessments
The performance measures reporting tool also assesses the quality of data supplied, and tracks the changes to quality over time. The quality is assessed overall and assessments are further broken down into individual categories and dimensions. These individual assessments help direct efforts to improve areas where data quality is lower, ensuring that the system remains reliable and robust. Selwyn has had consistently strong data quality results since the scores were initially released in FY 2016/17

5Waters – Data Confidence
The 2019 Infrastructure valuation provides a commentary on data quality.

Asset Group	Asset Sub-Group	Quantity	Attributes	Unit Costs	ORC	Rem Life	ODRC
Land Drainage	Linear	A	B	B	B	A	B
	Plant and Equipment	A	C	B	B	B	B
	Consents	A	A	B	B	A	B
Sewer	Linear	A	A	B	B	A	B
	Plant and Equipment	A	B	B	B	B	B
	Consents	A	A	B	B	A	B
Stormwater	Linear	A	B	B	B	B	B
	Plant and Equipment	A	B	B	B	B	B
	Consents	A	A	B	B	A	B
Water Races	Linear	A	B	B	B	A	B
	Plant and Equipment	A	C	B	B	B	B
	Consents	A	A	B	B	A	B
Water	Linear	A	A	B	B	A	B
	Plant and Equipment	A	B	B	B	B	B
	Consents	A	A	B	B	A	B

Based on the quality of the information provided, we have assessed the valuation to have an overall confidence rating of B (i.e. ±10% - 15%) for the 2019 values.

The critical assets section of the AMP notes that improving data quality is aligned with asset criticality.

Community Facilities – Data Confidence
An assessment of the data used to underpin this AM Plan has been undertaken. Accuracy grades suggested in the International Infrastructure Management Manual (IIMM) have been used for this process and are defined in the table below.

Table 7.1: Data Accuracy Grades

Grade	Description	Accuracy
1	Accurate	± 2%
2	Minor inaccuracies	± 10%
3	50% estimated	± 20%
4	Significant data estimated	± 30%
5	All data estimated	± 40%

The Data Accuracy Assessment is summarised below, where the grading is less than '2', the implications for Asset Management and Planning are discussed in the AMP.

Table 7.2: Data Accuracy Assessment

Data Set	Accuracy Grade
Asset Inventory	2/3
Spatial	2/3
Condition Information	2/3
Performance Information	2/3
Population Projections	2

Data Set	Accuracy Grade
Demand: Capacity, Utilisation, Growth	2/3
Asset Age	3/4
Maintenance history	3
Valuation	1/2/4

Solid Waste Management
There are no significant assets requiring data quality processes.

Information Gaps
The some extent there will always be some gaps in the information available. The Council-level assumptions and uncertainties report address the information gaps and risks at the high level, in this section the discussion focuses on information gaps at a finer granularity.

A full risk register is included in the IIMM-style Activity Management Plan document, discussing all knowledge gaps and planning and operation risks at length. The critical information gaps to be mindful of when assessing the evidence for investment include:

- The unknown difference in the modelled and actual traffic volumes, and how this impacts the growth models
- How changes to amounts of traffic demand will change the nature of demand
- How changes in government will affect the legislative and policy frameworks that decisions are made under, and what the implications of these changes will be on decisions made under previous frameworks
- How the performance indicators correspond to customer experience and whether the level of service goals and actual performance still adequately correlate
- How future technology will change and what the implications of these changes will be on user behaviour, planning, and funding environments

These information gaps have the potential to change the outcomes of proposals, but assessments of the risks have been made and mitigations have been proposed to minimise the impact of the knowledge gaps. The residual risks of the unknowns has been deemed negligible, as more information will become available closer to the time that the impact of the risks may be felt.

A commitment to improving data collection and analysis is indicated below.

Table 7.3: Data Improvements

Activity	Data to be collected	Data to be analysed	Value this data provides
Water Supply	Zone and universal metering	Water demands	Universal metering provides a comprehensive data set that helps understand peak demands
Transportation	Asset condition	Deterioration modes and rates	Modelling for renewal planning in line with changes in demand patterns
Community Facilities	More detailed capital planning	Population and demographics Expectations	With rapid growth the communities' expectations can change quickly, provision of fit for purpose facilities should be continually assessed

The approach to data collection and management will be discussed in the respective asset management plans and budgets included where appropriate.

7.6 Significant Decisions Required

Key Decisions for Council

The real value of the infrastructure strategy is raising issues and discussing community focussed solutions. Many of the issues will not be translated into immediate action, but are identified for a point in the future. These either required further information, or will be driven by changes and demands over time. Some changes (such as the management of water supplies) will be due to the legislative/regulatory environment and could be unexpected; while others will become more urgent over time.

The key decisions identified for discussion or noting in the 2021-2051 Infrastructure Strategy include:

i. Wastewater Centralisation
   Would it be best to combine wastewater treatment in one location, when environmental and cost factors are considered?
   Is treatment to a higher level to allow for reuse (e.g. parks irrigation) viable?
ii. Stormwater and drainage impact on water quality
   What level of treatment is desirable/will be required?
iii. Water quality and safety
   What level is treatment is required, or palatable by the community; will we have the choice?
iv. Water races
   What is their future – social and environment benefit?
   Perhaps as a biodiversity corridor?
   If there is a shift from benefiting consumers, is users pays appropriate?
v. Road Maintenance
   What level of service is required, and affordable?
   How should funding be allocated across the network?
vi. Passenger transport
   As part of the Greater Christchurch partnership, what services are appropriate and when?
vii. Community facilities
   What community facilities will serve the population best – centralised and specialised, or distributed
   New and newer events centres suit the market better than old community halls?
   How many do we need, and where should they be?
viii. Future renewals
   Selwyn is fortunate that much of its infrastructure is new.
   But in thirty years' time we will be facing a future renewals bow wave. When do we need to plan for this in earnest?

Core Activity Decisions Sought from Council over the next thirty years

Water Supply

- Continual implementation of best practice water management and to seek ratepayers willingness for future rate increases to avoid chlorination should this become an option
- The proposal to lift the volumetric water charge at a greater rate than the annual charge to promote sustainable water use
- Support the clearing of reserve accounts for water and wastewater

Wastewater

- The proposal to connect the Ellesmere wastewater system to the Pines WWTP
- Connection of the Upper Selwyn Huts to the above pipeline
- Progress with Pines 120k and the final stages of Pines 60k to ensure Council meets the opportunity of future growth demand
- Construction of a wastewater pipeline between Darfield & Kirwee and Pines WWTP

Land Drainage

- Consult on the proposed District Wide Rating Structure for Land Drainage including the public good rate
- Consult on the proposal to transition to a new Management and Governance structure
- Amend the Land Drainage areas in Lincoln and Leeston
- Name change from ‘Land Drainage’ to ‘Drainage and Waterways Management’

Water Races

- The proposal to increase the Water Race public good rate to $45 to ensure key strategic water races remain open for biodiversity and amenity.

Stormwater

- Continued investment in flood protection works across the district

The following table outlines the decisions in planning blocks.

What decisions will Council face? When should that be?

Activity	Years 1 to 3 (2021/22 to 2023/24)	Years 4 to 10 (2024/25 to 2030/31)	Years 11 to 20 (2031/32 to 2040/41)	Years 21 to 30 (2041/42 to 2050/51)
Transportation	**Road Maintenance** What level of service is required, and affordable? *What options are there for service delivery?* How should funding network? **Passenger transport** As part of the Greater ... what services are ...	*What can be done to encourage 'higher' densities near transport hubs to ... encourage PT use and ... of housing stock?*	*For MRT, what adaption can be made to use what we have, ... infrastructure?*	
Water Supply	**Water quality and safety** What level is treatment is required, ... the community willing to pay; have ... *Do we understand the impact of nitrates on source water and the treatment required for human use*	*What isolated schemes should be combined with others, and how?*	... the choices?	... palatable by
Wastewater collection and disposal	**Wastewater Centralisation** Would it be best to combine wastewater treatment in one location, ... factors are considered? *What is the situation with wastewater for Darfield and Leeston?* Is treatment to a higher level to allow for reuse (e.g. park use? irrigation)	*Centralisation supported by the majority of councillors; what is required to move this along?*	... and cost	
Stormwater and	**Impact on water quality** What and ... required?	*What is required to support an improvement in biodiversity?* *Are our stormwater and flood control system adequate for long term community resilience?*		

Activity	Years 1 to 3 (2021/22–2023/24)	Years 4 to 10 (2024/25–2030/31)	Years 11 to 20 (2031/32–2040/41)	Years 21 to 30 (2041/42–2050/51)
Water Races	**What is their future** – social and benefit? *What is the future plan?* Perhaps as a biodiv If there is a shift users pays appropri	*What is required to support an* *emp* *syi* *etm* *yent indio* *odiv* *ersity* *a or ?* t from beneficiting consumers, is		
Waste Management	**Kerbside Collection** Contract		Kate Valley consent until	**Regional Landfill** l 2039.
Community facil	**What community facilities will serve the population best?** eentralised and specia Newwsewer eventsce than old community How many do we need be?	- *Implement key planning* *documents that will help to* *determine: How many any?* *What kind?* *Where?* ed, or distributed *including the Community entres* *and Libraries Network Plan, the* *Aquatic Facilities Plan, The* Selwyn Community Spaces Plan the Open Spaces Strategic Plan	*Market halls* Selwyn Council they better	
Future renewals Selwyn is that much of its infrastructure is new. But in thirty years' time we will facing the start of a future renew bow wave. When do we need to plan for this in ear		*What is an appropriate funding plan for* *long-term renewals requirements?*		

8.0 SIGNIFICANT INFRASTRUCTURE ISSUES

The Local Government Act 2002 Section 101B – Infrastructure Strategy states:

(2) The purpose of the infrastructure strategy is to—

"(a) identify significant infrastructure issues for the local authority over the period covered by the strategy; and

"(b) identify the principal options for managing those issues and the implications of those options.

In developing this 30 Year Strategy Council identified the anticipated significant infrastructure issues over the 30 years and considered each significant action and the benefits of the action. The significant infrastructure issues faced by Selwyn District Council - with the assessed benefits and costs - are discussed below. The items listed in the summary tables reflect projects - or combinations of projects - with a level of investment exceeding $1M and are shown in 2021 inflated dollars.

These will be addressed in the Long Term Plan for the next 10 years – and many are directly addressed within this consultation document - and all will continue to be addressed over the coming 30 years.

8.1 Water

8.1.1 Overview

Goal
Council's goal for the water activity is:

'To provide water services that meet all relevant standards with a level of service the public can afford and have confidence in, both now and moving forward into the future'.

Council contribution to community outcomes
Five waters activities contribute to the following community outcomes:

- *A clean environment*
- *A district with a rural identity*
- *A healthy community*
- *A safe place to in to which live, work and play*
- *An educated community*
- *A prosperous community*
- *An accessible district; and*
- *A community which values its culture and heritage*

In developing this infrastructure strategy the following specific issues have been identified:

Water quality and safety	What level is treatment is required, or palatable by the community; will we have the choice?
	Should Council advance any Chlorination projects?
Water rates	Do we shift to a volumetric charging structure? (20% increase 2022 & 2023)

8.1.2 Infrastructure Sustainability

The 5 Waters activities are mutually inter-dependent, and the Council will provide the extent and quality of service demanded by the community and legislation. This involves prudently managing the

acquisition, maintenance, operation, renewal and disposal of water assets in ways that optimise the value of services delivered to the community.

Infrastructure sustainability is a core part of the Council's vision for successful asset management. This will be achieved through ensuring that:

- Growth and demand is monitored to ensure a timely provision of infrastructure
- Vested assets are fit for immediate and long term community needs
- Assets are maintained and renewed to meet the needs of current and future generations
- Natural resources are managed responsibly and sustainably

8.1.3 Resource Consents

Council holds a significant number of resource consents for water supply. Renewal of this is an ongoing process, coordinating demand and utilisation requirements with consent expiry.

Expiry for Resource Consents held is summarised below in five year blocks.

Work programmes and forecasts include renewal processes and expected actions.

2026-2030	*2031-2035*	*2036-2040*	*2041-2045*	*2046-2050*
Gallipoli Street, LEESTON *Old West Coast Road, DARFIELD* *ROLLESTON - Helpet & Overbury* *Upper & Lower Kowai River, etc* *WEST MELTON - Ridgeland Way*	*19 St John Street, Southbridge* *Arthurs Pass Township, ARTHURS PASS* *Castle Hill Village, CASTLE HILL* *cnr Sh1 & Hororata Dundanel Roads And Cnr Tramway* *cnr Te Pirita & Sharland Roads, HORORATA* *Cnr Wairiri & Homebush Roads, GLENTUNNEL* *Days Road And Spackman Avenue, SPRINGSTON* *Dry Acheron, Colleridge Road, RAKAIA* *Ellesmere Junction Road, SPRINGSTON* *Fishermans Point, TAUMUTU* *George and Moore Streets, Rolleston* *Hoskyns Road, KIRWEE DOMAIN* *Jollies Rd, RAKAIA HUTS* *Lake Coleridge Township Water Supply, LAKE COLERIDGE* *Liffey Domain, Coles Street and Eastfield Drive* *Liffey Domain, Coles Street, Eastfield Drive & Bur*	*Dalethorpe Road, SHEFFIELD* *Genesis Drive, West Melton* *Izone Drive, ROLLESTON* *Johnson Road, West Melton* *Jowers Road, West Melton* *North Belt, LINCOLN* *PREBBLETON* *Roecombe Road, SHEFFIELD* *Waimakariri River Bed, BLEAK HOUSE ROAD*	*Bangor Road, DARFIELD* *Hartleys Road, WHITECLIFFS*	*Weedons Ross Road and Halkett Road* *Weedons Ross Road and Halkett Road, WEST MELTON*

2026-2030	2031-2035	2036-2040	2041-2045	2046-2050
	LINCOLN - West Belt & Kakahi St *Moore Street, ROLLESTON* *Perymans Road, TAI TAPU* *Raven Drive Goulds Road, SPRINGSTON* *Springfield Township, SPRINGFIELD* *Tosswill Road, PREBBLETON* *Wards Rd, ROLLESTON* *Waterholes Road, TEMPLETON*			

8.1.4 Service Delivery

Services are delivered through a negotiated contract with SICON Ltd. This may change as part of the Water Reforms, but this is unclear at this stage.

From 2021 the service delivery contract reflects the latest Water Safety Plans.

8.1.5 Demand and Asset Management

Based on current community growth trends, demand for potable water supply services have the potential to exceed consented allowances in some schemes in the future. This analysis is based on the Council's population information, a detailed review of historical records and forward predictions of use, after factoring in potential climate changes as well as engineering staff / contractor knowledge.

Achieving reasonable usage, particularly in the areas of potable water and stock water supply, is a key factor in this Long Term Plan. In particular, the need to ensure that water is used wisely, sits above all other issues in the operations and maintenance sphere. The strong relationships between water use and wastewater disposal, stormwater, water race and land drainage systems have been provided for through integrated project planning.

Projects which assist in passive (e.g. education), and active demand management are identified. The outcome sought is to meet environmentally driven consent constraints while providing an appropriate service.

8.1.6 Industry Benchmarking

Council participates in the Water New Zealand National Performance Review. In 2020, Selwyn District Council's average residential water charge for 200m^3/year was $327. This is lower than most of our neighbouring districts and the national average, as follows:

- Christchurch City Council $290 (note, this is a capital charge regime)
- Waimakariri District Council $388
- Ashburton District Council $417
- NZ national average $454

Council's volumetric charge of $0.50/$m^3$ is extremely low compared to other Councils around NZ.

8.1.7 Operations Expenditure

Expenditure for water services constantly trend in line with growth, with additional spending to meet increasing water quality/security requirements, over the next ten years.

8.1.8 Projects

The exemption criteria for chlorination is yet to be confirmed by the new regulator. Costs to comply are expected to be in the order of $30 million. This would translate into a $100 rise in individual annual rates.

There are 60 major projects (>$100k) for water in the LTP budget. Many of the projects have been triggered by the need to update and seek CDHB approval for Water Safety Plans. A graph showing the budget for all water supply projects is provided in Figure 8.1. 'Projects' are typically desktop in nature and 'Capital projects' are physical construction.

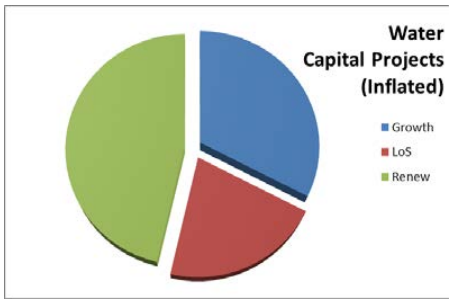
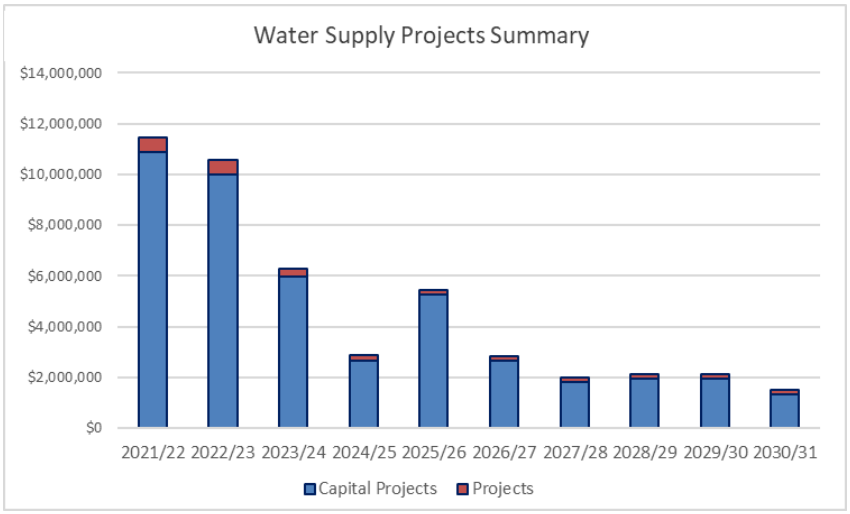


Figure 8.1: Water Projects 2021-2031



8.1.9 Renewals

The renewal profile has been taken from the 2019 5 Waters Valuation with minor smoothing and optimisation of expenditure.

Council's approach is to fund renewals through the targeted rate. The amount to be collected through the rate each year is the annual average cost of the renewals required over the next 30 years. The amount collected is increased for inflation each year and is reviewed every three years to reflect the updated renewal programme. This infrastructure strategy means large renewal projects are funded over a longer period.

8.2 Sewerage

8.2.1 Overview

Goal
Council's goal for the sewerage activity is:

'To provide water services that meet all relevant standards with a level of service the public can afford and have confidence in, both now and moving forward into the future'.

Council contribution to community outcomes
Five waters activities contribute to the following community outcomes:

- *A clean environment*
- *A district with a rural identity*
- *A healthy community*
- *A safe place to live, work and play*
- *An educated community*
- *A prosperous community*
- *An accessible district; and*
- *A community which values its culture* and heritage.

In developing this infrastructure strategy the following specific issues have been identified:

Wastewater provision	Would it be best to combine wastewater treatment in one location, when environmental and cost factors are considered? How can service coverage be expanded? Should we connect Darfield, Ellesmere and Upper Selwyn Huts wastewater to Pines WWTP?

8.2.2 Infrastructure Sustainability

The 5 Waters activities are mutually inter-dependent, and the Council will provide the extent and quality of service demanded by the community and legislation. This involves prudently managing the acquisition, maintenance, operation, renewal and disposal of water assets in ways that optimise the value of services delivered to the community.

Infrastructure sustainability is a core part of the Councils vision for successful asset management. This will be achieved through ensuring that:

- Growth and demand is monitored to ensure a timely provision of infrastructure
- Vested assets are fit for immediate and long term community needs
- Assets are maintained and renewed to meet the needs of current and future generations
- Natural resources are managed responsibly and sustainably

8.2.3 Resource Consents

Council holds a significant number of resource consents for water supply. Renewal of this is an ongoing issue, coordinating demand and utilisation requirements with consent expiry. The number of comments involved is illustrated below.

Expiry for Resource Consents held is summarised below in five year blocks.

Consent for Ellesmere WWTP are due to expire in 2029, discussion on options associated with this plant follow. Options for Upper Selwyn Huts are also discussed.

Work programmes and forecasts include renewal processes and expected actions.

Expired	2026-2030	2031-35	2036-40	2041-45
Bleakhouse Road, KIMBERLEY corner of Derretts Road & Ardlui Road, HORORATA Upper Selwyn Huts	Arthurs Pass Beethams Road And Station Street, LEESTON Lake Coleridge Leeston Rolleston	Castle Hill Claremont (Templeton) Glentunnel	ESSS	Coes Ford, The Lake Road, Leeston ESSS

8.2.4 Service Delivery

Services are delivered through a negotiated contract with SICON Ltd. This may change as part of the Water Reforms, but this is unclear at this stage.

8.2.5 Demand and Asset Management

Based on current community growth trends, demand for wastewater services have the potential to exceed consented allowances in some schemes in the future. This analysis is based on the Council's population information, a detailed review of historical records and forward predictions of use, after factoring in potential climate changes as well as engineering staff / contractor knowledge.

Achieving reasonable usage, particularly in providing the expected service levels for wastewater treatment and disposal, is a key factor in this Long Term Plan. In particular, the need to ensure that water is used wisely and is disposed of appropriately sits above all other issues in the operations and maintenance sphere. The strong relationships between water use and wastewater disposal, stormwater, water race and land drainage systems have been provided for in integrated projects.

Projects which assist in passive (e.g. education), and active demand management are identified. The outcome sought is to meet environmentally-driven consent constraints while providing an appropriate service.

8.2.6 Issue – Eastern Selwyn Sewerage Scheme Treatment Capacity

The ESSS is a modular system, designed to be extended in line with the growth of demand.
Two options were considered for "Pines 120" (i.e. upgrading Pines WWTP to serve 120,000 PE), as summarised in Table 8.1 below:

Table 8.1: Options considered for the future of Pines WWTP (Pines 120)

Parameter	Fully Aerobic System (similar to current plant)	Primary Treatment + Anaerobic Digestion
Capital Cost	$38.3M	$33.4M
Operations	Higher operational cost. More aeration (blowers, diffusers) required. Ongoing MBR replacement costs. Ongoing MBR power requirements	Lower operational cost. Opportunities for income from resource recovery. Anaerobic digestion produces methane and power / heat for reuse within the WWTP. Improved sludge digestion and removal. Reduced exposure to fluctuations in the cost of power

Parameter	Fully Aerobic System (similar to current plant)	Primary Treatment + Anaerobic Digestion
Sludge	Sludge quantities increasing proportionally to existing status quo (ignores improvements through proposed new thickener)	Anaerobic digestion reduces the amount of sludge generated and requiring disposal
Effluent quality	Lower solids in treated wastewater due to membrane separation	Solids quality meets existing treatment requirements

Aerobic (option 1) has less up-front cost (up to 80,000 PE), but is more expensive in the long run.

Council staff recommend proceeding with Option 2 (anaerobic), as this is less costly in the long term and creates a number of opportunities for resource recovery.

Timing of upgrades to Pines WWTP
Master planning has forecasted when upgrades would be required to the Pines WWTP, based on the population growth predicted by SDC.

Table 8.2: Upgrades required to Pines WWTP based on connected population

Population milestone (population equivalents)	35,000	40,000	45,000	52,000	60,000	80,000	100,000 – 120,000
Pines WWTP upgrade cost	$6.70M	$5.37M	$5.15M	$14.43M	$8.26M	$28.46M	$15.65M

(preliminary figures subject to change)
Council currently has 485 ha of land for wastewater treatment and disposal.

ESSS Resilience assessment
In 2019, Selwyn District Council engaged two consultants (WSP & Stantec) to do a resilience assessment for the Eastern Selwyn Sewerage Scheme. The consultants and Council staff identified the critical assets within the scheme, including pipelines, pumps and the Pines WWTP.

The model shows that the ESSS would perform well under most of the scenarios. There is significant storage built into the network, which prevents overflows in most cases. The consultants recommended a number of actions to improve the resilience of the scheme. These action items have been budgeted for, with a total cost of less than $150,000 in addition to staff time.

8.2.7 Ellesmere WWTP

The Ellesmere WWTP serves the communities of Leeston, Southbridge and Doyleston. These communities are forecast to experience moderate growth, with an additional 516 people expected in the catchment by 2031 (total population of 4,401 people in 2031).

Wastewater treatment plant constraints
The Ellesmere WWTP is affected by four significant constraints:

1. Beca recently found that the treatment process is operating beyond its intended design capacity (Beca, September 2020). Upgrades are required to meet consent conditions now and in future, including catering for future growth. Treatment improvements are required to reduce nitrogen in the treated effluent.
2. Lowe Environmental Impact found that nitrogen loss for the scheme is dominated by winter drainage, and that the irrigation fields sometime struggle to cope with the hydraulic loading of wastewater being applied. Thus hydraulic loading is often more of a constraint than nitrogen loading.
3. The site is also subject to periodic flooding (Figures 4.4 & 4.5), disrupting the ability to discharge wastewater to land.
4. Aqualinc ("*Impact of Climate Cycles and Trends on Selwyn District Water Assets: 2020 Update*") found that Ellesmere WWTP would be expected to not be able to discharge to land

because of high groundwater, roughly every year, usually for 4 – 5 days at a time but up to 12 days/year at times. This reinforces the need for extended storage at Ellesmere WWTP.

Detail of preferred option: pipe wastewater to Pines WWTP
Partially treated wastewater would be pumped from the Ellesmere WWTP to the Pines WWTP. The preferred pipeline route is 21km long and crosses the Selwyn River at the bridge on Leeston Road The pipe route follows the existing roadway and does not cross privately owned land. The catchment area proposed for the pipeline includes the current Ellesmere WWTP catchment and three other areas: Selwyn Huts and the campground at Chamberlains Ford and Coes Ford.

The two options considered were conveying raw wastewater or treated effluent. The problems presented by conveying treated wastewater to Pines WWTP would have less negative effect compared to raw wastewater, as well as a lower capital cost. For this reason it is assumed treated effluent is pumped to the Pines WWTP. 'Treatment' is simply through the existing waste stabilisation ponds.

Staff recommend pumping wastewater to Pines WWTP, as upgrading the Ellesmere WWTP has a high capital cost and is considered to be higher risk.

8.2.8 Upper Selwyn Huts

The community's wastewater is collected and treated in an oxidation pond, then spread on land near the lake. The resource consent was given in 2000, and expires in June 2020. The population served is around 100 residents.

Key issues/constraints for wastewater

- The existing border dyke disposal system (and nitrogen loading rate) has a significant potential environmental effect given the shallow depth to groundwater and the sensitivity of the surrounding environment
- There is high inflow/infiltration into the wastewater system, from high groundwater levels and including illegal stormwater cross-connections (though this latter issue has been greatly reduced through proactive action by Council)
- A higher lake level in Te Waihora would result in more times when border dyke irrigation of Upper Selwyn Huts is not possible
- Some historic flooding has also been observed
- The existing wastewater consent for the Selwyn Huts expired in 2020. In order for the consent to be renewed by Environment Canterbury, significant enhancements will need to be undertaken
- Due to the age & condition of the sewer and issues with high infiltration, the reticulation needs to be replaced
- There is a drinking water protection zone located within the southern part of the settlement, which constrains the area available for wastewater disposal to land
- A new on-site system (if chosen) would be located in the recreation reserve to the east of the huts. This would exclude the use of parts of the reserve for recreation purposes

Option 1 (preferred): connect Upper Selwyn Huts to the Ellesmere/Pines pipeline
If a pipeline is installed from Ellesmere WWTP to Pines WWTP, this presents an opportunity to connect Upper Selwyn Huts to the scheme. The two pipe routes are estimated to have similar costs ($1.4m for the route to Chamberlains Ford in red; $1.5m for the direct route along Selwyn Lake Road). These costs include an intermediate pump station at Coes Ford, allowing connection of the camping ground at this location and maintaining flushing velocities in the rising main.

8.2.9 Darfield & Kirwee

The town of Darfield is one of the largest un-sewered communities in New Zealand. Although there is minimal environmental or public health impact from the existing septic tanks, the community has shown interest in a reticulated wastewater system. Kirwee will also be included into any wastewater scheme for Darfield.

Options considered
Council have engaged consultants to prepare concept designs and cost estimates for a reticulated wastewater system for Darfield and Kirwee. Two alternatives have been considered:

- Conveyance of raw wastewater to Pines WWTP (26km pipeline); or
- Treatment by biological trickling filter and disposal at Darfield via irrigation

Financial modelling was completed by PricewaterhouseCoopers.

Recommended option: pipe to Pines WWTP
Council have decided to pursue the option of conveyance of wastewater to Pines WWTP, and have sought $10.66 million of stimulus funding from the central government to subsidise this scheme. The decision of whether to proceed with the scheme will be subject to LTP consultation.

Reticulation for Darfield & Kirwee
Reticulation options have been developed for both Darfield and Kirwee. Both Darfield and Kirwee would be served primarily by gravity sewers, with low-pressure sewer catchments used where required.
This is an stimuls project and budgets were reviewed as part of the 2021 LTP.

In the budget, we have allowed to build Darfield & Kirwee reticulation in stages. Stage 1 will focus on new development areas. Stage 2 and 3 will extend reticulation to existing properties. These stages would be delayed as a result of 2021 LTP deliberations.

8.2.10 Industry Benchmarking

Council participates in the Water New Zealand National Performance Review.

Selwyn District Council's average annual residential wastewater charge is $542. This is higher than our neighbouring districts and the national average, as follows:

- Christchurch City Council $391
- Waimakariri District Council $488
- Ashburton District Council $433
- NZ national average $509

8.2.11 Operations Expenditure

Expenditure for wastewater services constantly trend in line with growth over the next ten years.

8.2.12 Projects

There are 36 major projects (>$100k) for wastewater in the LTP budget. Most of the projects are required to meet growth demands and environmental outcomes. A graph showing the budget for wastewater is provided in Figure 8.2 below. 'Projects' are typically desktop in nature and 'Capital projects' are physical construction.

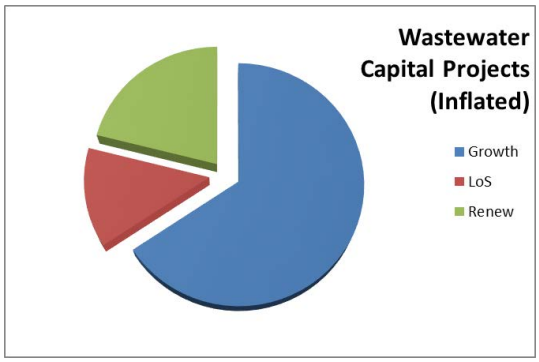
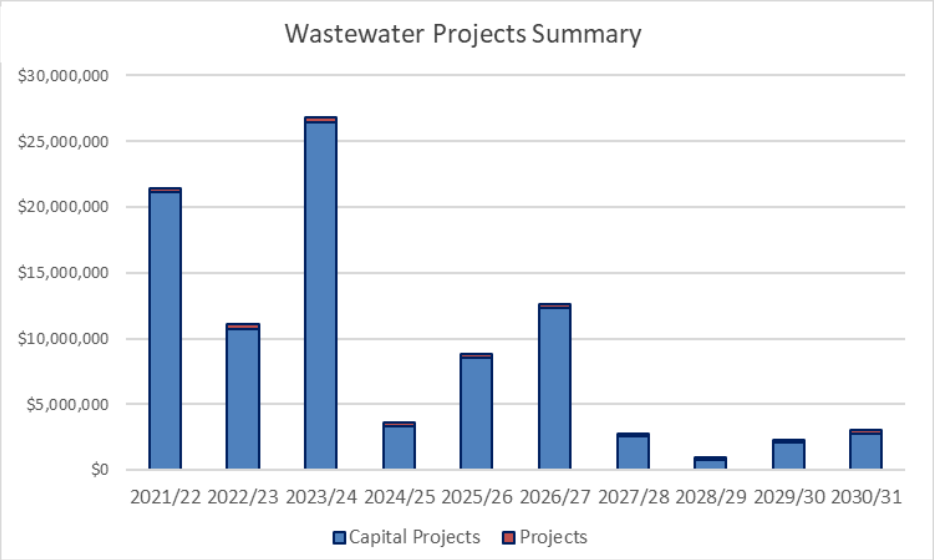


Figure 8.2: Wastewater Projects 2021-2031



8.2.13 Renewals

The renewal profile has been taken from the 2019 5 Waters Valuation with minor smoothing and optimisation of expenditure.

Council previously calculated the annual funding of the renewal reserve based on the 30 year average of the inflated costs. This Long Term Plan proposes a similar process but without the costs being inflated.

Council's current approach is to fund through the targeted rate the annual average cost of the renewals required in the next 30 years. This infrastructure strategy means large renewal projects are funded over a longer period.

Once the 1 July 2020 valuation is complete the renewal profile in the accounts will be updated. Therefore confirmed wastewater rates will be available early 2021.

8.3 Stormwater

8.3.1 Overview

Goal
Council's goal for the stormwater activity is:
'To provide water services that meet all relevant standards with a level of service the public can afford and have confidence in, both now and moving forward into the future'.

Council contribution to community outcomes
Five waters activities contribute to the following community outcomes:

- *A clean environment*
- *A district with a rural identity*
- *A healthy community*
- *A safe place to in to which live, work and play*
- *An educated community*
- *A prosperous community*
- *An accessible district*
- *A community which values its culture and heritage*

In developing this infrastructure strategy the following specific issues have been identified:
Stormwater and land drainage - What level of treatment is desirable/will be required?

8.3.2 Infrastructure Sustainability

The 5 Waters activities are mutually inter-dependent and the Council will provide the extent and quality of service demanded by the community and legislation. This involves prudently managing the acquisition, maintenance, operation, renewal and disposal of water assets in ways that optimise the value of services delivered to the community.

Infrastructure sustainability is a core part of the Councils vision for successful asset management. This will be achieved through ensuring that:

- Growth and demand is monitored to ensure a timely provision of infrastructure
- Vested assets are fit for immediate and long term community needs
- Assets are maintained and renewed to meet the needs of current and future generations
- Natural resources are managed responsibly and sustainably

8.3.3 Resource Consents

Integrated catchment management plans are in place for all major townships, this is part of the discharge consent process.

8.3.4 Service Delivery

Services are delivered through a negotiated contract with SICON Ltd. This may change as part of the Water Reforms, but this is unclear at this stage.

8.3.5 Demand and Asset Management

Based on current community growth trends, demand for stormwater services have the potential to exceed consented allowances in some schemes in the future. This analysis is based on the Council's population information, a detailed review of historical records and forward predictions of use, after factoring in potential climate changes as well as engineering staff / contractor knowledge.

The strong relationships between water use and wastewater disposal, stormwater, water race and land drainage systems have been provided for in integrated projects.

Projects which assist in passive (e.g. education), and active demand management are identified. The outcome sought is to meet environmentally driven consent constraints while providing an appropriate service.

8.3.6 Environmental Outcomes

Plan Change 4 to the Land and Water Regional Plan, referred to as the "Omnibus" plan change, administered by Environment Canterbury amends the policies and rules relating to the management and operation of stormwater discharges into and from reticulated stormwater systems. It requires operators of these systems to implement methods to manage the quality and quantity of all stormwater entering their system. From 2025, Council will be responsible for all stormwater discharges from its network.

The changes in the Land and Water Regional Plan rules mean that Council was required to lodge all stormwater network consent applications by 30 June 2021 and from 2025.

Council is required to account for and are responsible for the quality and quantity of stormwater discharges from their network. Currently 'high risk' sites like petrol stations are excluded from Council's consents. These changes along with the National Policy Statement for Fresh Water will drive an increased focus on stormwater management through the next 10 years, and incur increased operational costs.

Stormwater Catchment management plans have been developed for some population centres but not all. These will be required as part of the process of obtaining a global stormwater consent.

8.3.7 Industry Benchmarking

Council participates in the Water New Zealand National Performance Review.

Selwyn District Council's average annual residential stormwater charge is $94. This is significantly lower than our neighbouring districts and the national average, as follows (note Ashburton District's stormwater charge was not able to be compared on this basis):

- Christchurch City Council $218
- Waimakariri District Council $238
- NZ national average $169

Operational Expenditure
Expenditure for stormwater services are relatively constant with a slight upward trend in line with growth over the next ten years.

8.3.8 Projects

There are 15 major projects (>$100k) for stormwater in the LTP budget. Many of the projects have been triggered by the need to improve the level of service and/or environmental performance of stormwater systems prior to 2025/26. Figure 8.3 shows the budget for all stormwater projects. Projects' are typically desktop in nature and 'Capital projects' are physical construction.

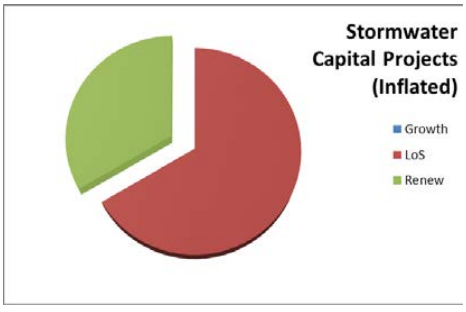
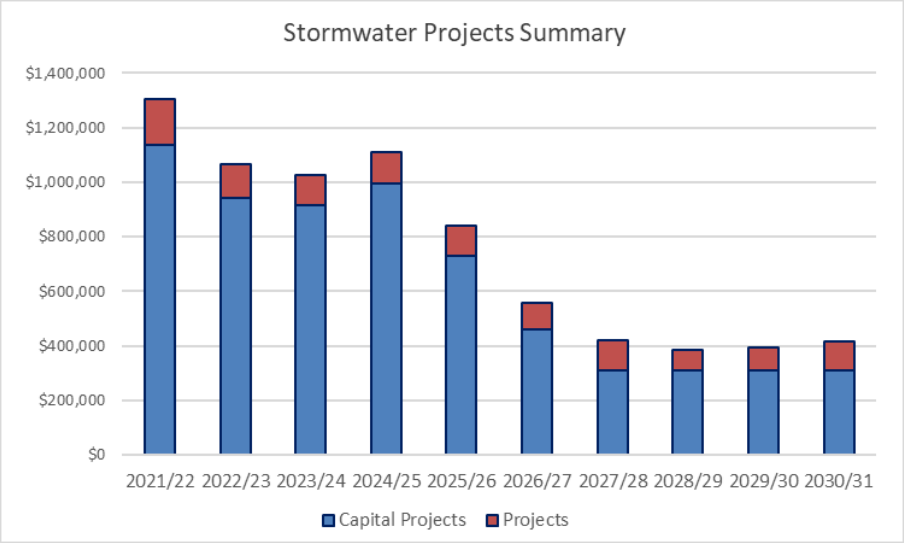


Figure 8.3: Stormwater Projects 2021-2031



8.3.9 Renewals

The renewal profile has been taken from the 2019 5 Waters Valuation with minor smoothing and optimisation of expenditure.

Council previously calculated the annual funding of the renewal reserve based on the 30 year average of the inflated costs. This Long Term Plan proposes a similar process but without the costs being inflated.

Council's current approach is to fund through the targeted rate the annual average cost of the renewals required in the next 30 years. This infrastructure strategy means large renewal projects are funded over a longer period.

Once the 1 July 2020 valuation is complete the renewal profile in the accounts will be updated. Therefore confirmed stormwater rates will be available early 2021.

8.4 Land Drainage

8.4.1 Overview

Council's goal for the land drainage activity is:
To provide water services that meet all relevant standards and are at a service level the public can afford and have confidence in, now and forward into the future.

The land drainage schemes are party of the area's ecosystems and are important from ecological and freshwater management perspective. Accordingly management in future will be more cognisant of wider environmental issues.

8.4.2 Key issues and constraints

There are a number of emerging issues for Land drainage schemes. These are:

- Increased resource consent complexity
- Increased H&S Requirements
- Move towards environmental outcome focus
- Increasing Iwi interest and involvement
- Increasing LoS expectations; and
- Increased environmental monitoring and reporting

8.4.3 Governance and rating review

Council held a workshop with the Land Drainage Committee chairs on 5th November 2020, to discuss the future governance, rating structure and management/operation of the land drainage schemes.

The key discussions during the workshop were:

- A new governance structure was proposed
- A new rating structure was proposed (refer below)
- Consideration of a new name: 'Drainage & Waterway Management'
- Amend the Land Drainage rating areas

There was general support/acceptance of the proposals.

Resource consent renewals are part of this ongoing discussion.

8.4.4 Operations Expenditure

Projected expenditure remains steady at around $250,000 per year.

8.4.5 Projects

There are no major capital projects proposed for Land Drainage in the LTP budget. Figure **8.4** shows the budget for all land drainage projects. $100,000 of environmental enhancements will be added to annual budgets should the public good rate be improved. Projects' are typically desktop in nature and 'Capital projects' are physical construction.

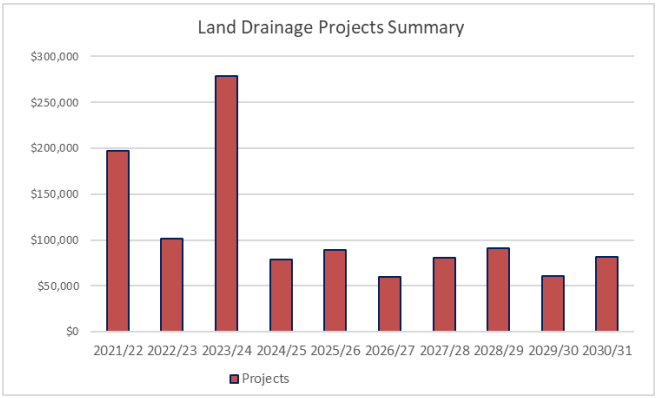


Figure 8.4: Land Drainage Projects 2021- 2031

8.5 Water Races

8.5.1 Overview

Council's goal for the Water Races activity is:
To provide water services that meet all relevant standards and are at a service level the public can afford and have confidence in, now and forward into the future.

In developing this infrastructure strategy the following specific issues have been identified:

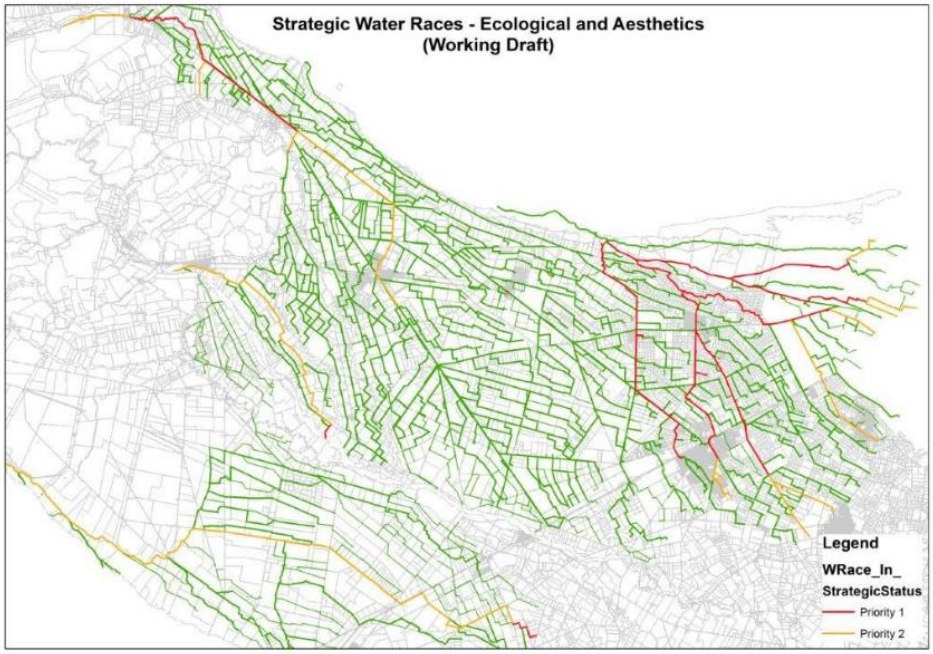
Water Races	What is their future – their social and environmental benefit, and role as biodiversity corridors?

There are presently three water race schemes within the district: Ellesmere, Malvern and Paparoa; these generally service the plains areas of the old County Councils (pre-1989 amalgamation). The Selwyn scheme with its intake on the Selwyn River was closed in 2009.

Following on from the successful completion of Stage 1 of the Central Plains Water Ltd Scheme supplying surface water to 23,000 Ha in the Te Pirata Area; Infrastructure is being constructed to irrigate 20,000 Ha in the Darfield area (Stage 2), and 4,300 Ha in the Sheffield/Springfield area.

Council are considering further water race closures, depending on user feedback. There are no significant projects planned until this is addressed. Figure 8.5 shows the strategic priority of water races.

Figure 8.5: Strategic water races in Selwyn District



Red (priority 1) must stay open.
Yellow (priority 2) may be closed if an alternative water source is provided.
Green water races are not strategically essential.

Strategic water races have been identified to remain open for ecological, biodiversity, aesthetics and operations purposes.

8.5.2 Key issues

Over the past 5 years, substantial changes have occurred, which has changed the need for and use of the schemes. These include Central Plains Irrigation scheme and pressure via the Canterbury Water Management Strategy process.

The key operational issues for water races are:

- River intakes: managing floods and river channel changes, to prevent a loss of supply (one of the major operating costs)
- Silt, debris and blockages within the water race network
- Access to water races crossing private property
- Urban areas contributing rubbish to water races
- Unauthorised alterations to water races, or unauthorised taking of water
- Less redundancy now that some water races have been closed
- Reliability of supply to lower ends of the water race network

8.5.3 Water race survey

Council sent a survey to all water race users.

The key findings were:

- Water race users are split almost evenly between those who want the service to continue, and those who do not
- Of those respondents who want the water races to remain open, a wide range of values were recognized (amenity value/aesthetics, biodiversity and irrigation), in addition to the provision of stock water supply
- Many water race users who wanted the service to continue were willing to pay a 5% year on year increase in their rates to ensure the continued operation of the service
- A large number of users were willing to pay significantly more than this to keep the water races open

The Ellesmere scheme (upper and lower) has the greatest support for closing the race network. The lower scheme has more properties wanting the race to remain open. The Upper Ellesmere scheme, as previously identified, is the first priority network to be closed.

The Malvern and Paparoa networks have a challenging mixture of those that want the races open and those that what them closed. Race closures in these schemes are likely to continue as ratepayer initiated closures, only.

8.5.4 Expenditure

Projected costs are expected to remain steady at around $2.4m per year.

8.5.5 Projects

Capital expenditure has been kept to a minimum over the next 10 years as Council works through the rationalisation of the water race network. There are three large capital projects proposed within the budget, relating to health and safety improvements, the automation of the Waimakariri Tunnel intake and upgrade/repair of Bells Divide. ‘Projects’ are typically desktop in nature and ‘Capital projects’ are physical construction.

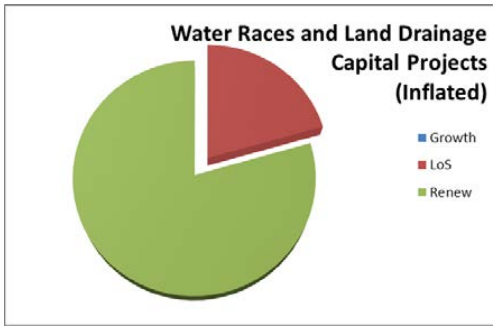
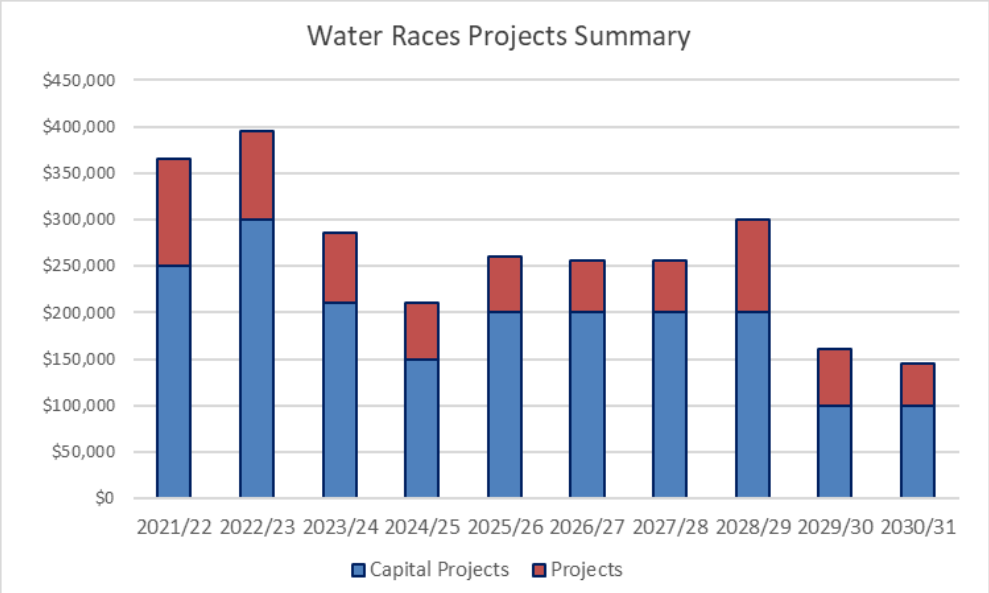


Figure 8.6: Water Race Projects 2021-2031



8.6 Transportation (Roads and Footpaths)

8.6.1 Overview

Council's goal for the roads and footpaths activity is:

To maintain, operate, and if necessary, improve the road network and other transport activities to achieve a range of facilities that provide for the safe and efficient movement of people and goods to a standard that is both acceptable and sustainable.

The greatest challenge facing the Selwyn District is the diversity of settings and network uses that occur across the district. Drivers of growth in urban and rural settings are different and are therefore creating divergent demands between the urban and rural networks. As populations grow and industries strengthen, the diversity within the district continues to widen. Selwyn has seen a huge amount of growth in both population and economic activity in the past decade, which has helped to increase the range of uses and demands placed on the transport network.

Current priorities are:

Road maintenance - What level of service is required, and affordable?
Road safety - How should funding be allocated across the network?
Passenger transport - what services are appropriate and when?

These align with *the national focus on*

- *Safety*
- *Better Travel Options*
- *Improving Freight Connections*
- *Climate Change*

Similarly, Council has identified its Funding Priorities as being

- *Attract and match any NZTA subsidy funding available in developing programmes*
- *Preserve the existing asset – support maintenance and renewals*
- *Road Safety – programmes and projects => Road to Zero national directive*
- *Complete what we have started e.g. Prebbleton Arterial Intersections*
- *Align with joint programmes and business cases e.g. Greater Christchurch Partnership*

Looking ahead, responding to demand and user behaviour is key. Enabling modal shift is integral to long term sustainable solutions.

Challenges for this LTP

- *A reduction in national transport funding revenue from the impact of Covid 19*
- *An intention to limit rate rises*
- *Differing views with NZTA on Levels of Service for funding*
- *Changes in NZTA assessment processes and reporting*
- *Addition of Greater Christchurch transport initiatives to fund*
- *Funding and delivery of local road upgrades to align to joint business cases*
- *Roll out of "Road to Zero" NZTA Safe Networks Programme upgrades*
- *Council's high rate of growth and pressures on existing transport infrastructure*
- *High rate and value of vested transport assets received from development*

8.6.2 Road Maintenance and Renewals

This activity comprises the most important core of Councils transport activity ranging from filling in potholes to reconstructing failed sections of pavement on its sealed and unsealed network. Because of the high rate of growth in parts of the district, there is a corresponding increase in use which accelerates the deterioration of the local roading network. This is exacerbated with the new urban developments,

increases in commuter traffic, new local road connections to the new Southern Motorway, and the development of the Rolleston Industrial Zone and Inland Ports (RIZ).

Annually over 520 million Vehicles Kilometres Travelled (VKT) is on Councils roading network, of which 77% is generated by the rural network. The rate of increase is close to that of Selwyn's annual population growth rate of 5.3% over the last 10 years.

Reviewing the issues on the network it is apparent that:

- *Sealed roads are deteriorating across all classes due to increased use*
- *More pronounced deterioration on Arterials & Collectors*
- *Extensive repairs and pre-reseal work impacts on budgets and KPIs*
- *Investment levels are not keeping pace with demand & deterioration*

To address these issues in a context of limited funding oppetunities:

- *Preserving the existing asset main focus*
- *Undertake sound deterioration modelling and test this against site knowledge*
- *Request to NZTA they support maintenance and renewals as the first priority*
- *Additional annual $1 million direct funded by Council if required*

To address these issues in a context of limited funding opportunities:

- *Preserving the existing asset main focus*
- *Undertake sound deterioration modelling and test this against site knowledge*
- *Request to NZTA they support maintenance and renewals as the first priority*
- *Additional annual $1 million direct funded by Council if required*

The focus of an asset preservation strategy is to invest in a sustainable level of pavement renewals to mitigate the manifestation of long term maintenance problems and costs. The primary focus is on the sealed network by keeping up reseals, and where necessary, reconstructing failing pavements to restore levels of service were this is the least cost option compared to continual maintenance.

Projects (CAPEX)

- *Main programme introduced in 2018 LTP - project timing and costs refined further*
- *New projects added to reflect recent local commitments e.g. Rolleston/SH1 access, Greater Christchurch Partnership e.g. Public Transport.*
- *Introduction of Road to Zero – NZTA Safe Network programmes requirements*
- *Continuation of Prebbleton Arterial Intersection Upgrades – high priority in new Regional Transport Programme*
- *Rolleston and Lincoln Town Centre Upgrades have a very large funding and resourcing impact*
- *More projects up to $2 million likely eligible for subsidy funding by the NZTA (we hope)*
- *Timings on projects coordinated to maximize funding by NZTA to achieve "route" upgrades*

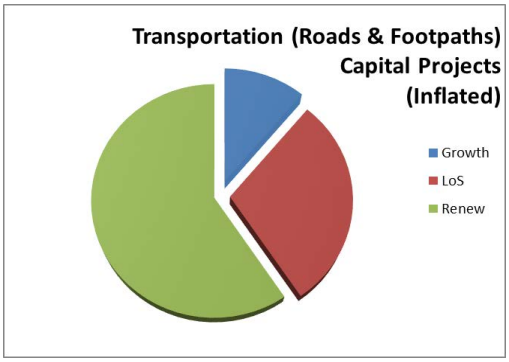
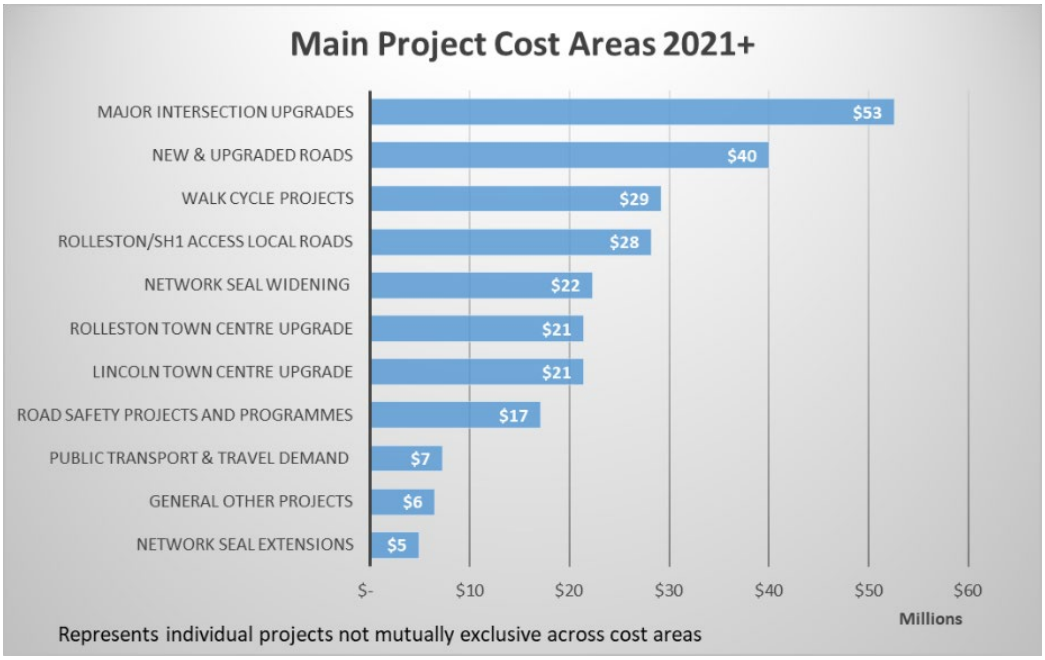


Figure 8.7: Major Project Areas



Major Intersection improvements

- Stage 2 of the Prebbleton Arterial Intersection Programme. Shands/Trents and Shands/Hamptons Road Roundabouts 2022-2
- Prebbletons first set of traffic signals in 2026/27 at Springs/Tosswill Roads
- Rolleston and Lincoln Town Centre Intersection Upgrades. The upgrade of Rolleston Dr/Tennyson St with signals in 2021-22 due to safety and capacity issues
- Local Intersection Upgrades from the Rolleston/SH1 Access Business Case with the NZTA
- Upgrades to key Selwyn Rd intersections south of Rolleston to cater for accelerated growth in the area and mounting safety concerns

New and Upgraded Roads

- Rolleston and Lincoln Town Centre new and upgraded roads
- Extensions of Boardlands Dr and Miejer Dr to complete key links
- Future upgrades to Leeston and Southbridge town centre roads

Walking and Cycling Projects

- Continuation of the $400k annual programme for discretionary footpath extensions until 2029/30
- Cycleway priority reviewed. Whitecliffs to Glentunnel ranked first due to the work already completed by the Community
- Cycleways associated with NZTA business cases, and aligned to that possible timing e.g. Rolleston to Burnham Cycleway

Rolleston/SH1 Access Local Road Upgrades

- The proposed local road and transport projects for delivery by Council related to the Rolleston/SH1 Access Business Case that has been developed by the NZTA and Stakeholders on a “one network” basis. They include road and intersection upgrades, walking and cycling projects and new public transport facilities. This coordinates with the planned state highway upgrades (and rail) through Rolleston - downstream from the end of CSM2 through to Burnham
- The $10 million contribution by Council to the Rolleston Flyover has been removed from LTP forecasts as the flyover is now fully funded by the government NZUP programme

- The costs and timing of the overall programme will be refined through further detailed business cases by the NZTA and Council to more accurately inform the 2024-27 LTP development

Network Seal Widening

- This list continues from that introduced for the current LTP, but budgets and some priorities updated to align with other initiatives e.g. Rolleston/SH1 Access
- Timing also has revised to align to the NZTA Safe Network Programme and individual intersection safety upgrades – so the full route can be upgraded and completed at the one time
- 65% of projects now identified as likely eligible for subsidised funding due to the increase in the LC/LR funding limit to $2 million

Rolleston Town Centre Upgrade

- Project timing and budgets established by the RTC Project Manager and the Property Manager reflecting commitments to delivery as discussed directly with Council
- The bulk of the projects are already accounted for in current LTP, but refined further including funding streams between the current and proposed LTP
- Includes road, intersections and public carparks with updated budgets and timing
- Moore St Extension and related works pushed out pending negotiations with the MoE and securing the land needed
- Additional projects include localised upgrades on Moore Street and Rolleston Dr to align with revised town centre and carpark access layouts, compared to previous versions

Lincoln Town Centre Upgrade

- The start of the 3 stage upgrade of Gerald St has been pushed out a further 2 years reflecting the continuing work for the Rolleston Town Centre and also some financial management to avoid loading up the first period of the LTP
- Construction of the public carparks have been advanced and coordinated to occur before any parking is removed from along Gerald St as part of the staged upgrade of Gerald St
- Budgets have been updated informed by those similar works from the Rolleston Town Centre, with some now proposed to be subsidised by the NZTA
- As of writing Council has received a Plan Change request for an additional 2000 lots south of Lincoln. This could significantly change the operation and characteristics of the existing network, including the town centre, which will need further assessment

Public Transport and Travel Demand

These projects and programmes originate from Councils coordination with Greater Christchurch partnership transport initiatives and assigned share of responsibilities from:

- PT Futures Business Case
- Travel Demand Business Case
- Mode Share Plan

Aspects include:

- The upgrade of Rolleston and Lincoln bus stops to match proposed ECan Metro Bus service improvements, including existing and new express/direct services
- The establishment of an interim Park N Ride at the Lincoln Events Centre followed by a permanent facility in the vicinity – linked to the Meijer Dr Extension
- Upgrade of Foster Park - Park N Ride facilities. Coincides with Councils purchase of 100 Broadlands Dr for expanded parking facilities in the area
- Eventual relocation and expansion of the Rolleston Park N Ride site to Jones/Hoskyns Road after the Rolleston Flyover has been established
- Council share of costs for joint travel demand initiatives such as for the central city workplaces, public transport awareness and specific district travel planning initiatives e.g. Lincoln University
- The walking and cycling aspects associated with the Mode Shift Plan has already been accommodated by Council – Walking and Cycling Projects

As of writing the GC Partnership is reviewing the affordability of the initial PT Futures Business Case. This may scale back or push further out some projects the extent of which is yet to be fully identified. For Selwyn it is our position that the introduction of improved express/direct services coupled with improved Park N Ride is a fundamental part of our transport programme going forward. This will assist in managing transport demands from our high growth urban areas, and provide confidence to other GC partners that we are committed to this, particularly in light of the numerous urban Plan Changes received recently for Rolleston, Lincoln and Prebbleton.

General Other Projects
For those projects that do not fall into a specific group they include:

- Upgrade of Darfield Rail Level Crossings identified through town structure planning work/plan changes from increased network traffic and safety issues
- LED Subdivision Lighting Upgrade (continuation of existing district wide programme)
- Discretionary small bridge replacements
- Tai Tapu Overhead Undergrounding
- Welcome To Selwyn signage renewals
- "Dark Skies" LED future street lighting upgrades in Outstanding Natural Landscaping Areas

Network Seal Extensions
This list continues from that introduced in the current LTP, but some budgets and priorities have been updated.

8.6.3 Road Safety Projects and Programmes

Projects
Derived from the existing subsidised Low Cost/Low Risk subsidised programmes, there are annual discretionary programmes for:

- Intersection seal backs – as identified by the NZTA that should be continued
- Rural Intersection upgrades – safety upgrades at rural intersections, signage lighting etc. (for other situations in the district not covered by the NZTA Safe Network Programme below)
- School Frontage Upgrades – upgrade of 14 school frontages over 3 years

A new addition for the proposed LTP is the NZTA Safe Network Programme (SNP) of initiatives and projects that Councils are required to undertake to meet new national "Road to Zero" objectives. An initial 9 year programme has been established with the NZTA consisting of speed limit reductions, intersection upgrades and other upgrades to reduce deaths and serious injuries at key locations.

The 2021-2024 SNP has already been negotiated and approved by the NZTA for funding. As discussed earlier, the intersection upgrades in these programmes have been timed to coincide with seal widening projects so that a route can be fully upgraded all at the one time.

Behaviour Change Programmes
Councils Road Safety Behaviour Change programmes is delivered by the Councils road safety coordinators. 2021-2024 has a large emphasis on intersections, mature drivers and young drivers. As aligned with the latest Communities at Risk Register, specific attention has been given to the area of intersections. Additional focus will be given to creating more media types to educate and increase awareness of the risk that rural intersections pose. This aligns with the programmes overall emphasis on upgrades at intersections described above.

With the introduction of the Driving Skills Refresher course and subsidised refresher driving lessons on offer for drivers 65 years and over, there has been more emphasis given to the area of Mature Drivers. The expansion of Young Drivers to cover all drivers at a learner ability (including migrants) has also resulted in growth to this focus area to allow for additional mentor/training programmes. The increase in consistency and variety of educational courses that will be on offer in the Selwyn district highlights the Road to Zero focus area of driver licensing and training.

The increase in funding mainly reflects the introduction of a cycle skills programme which will be introduced into urban schools. This programme aims to increase confidence and ability to in turn

increase likelihood of utilising cycling as a form of transport. Extra funding has also been allocated for growth and more consistent running of educational courses and programmes for residents.

8.7 Liveability Assets

8.7.1 Overview

Council's goal for the Liability (Community Facilities) activity is:

"To provide community, cultural and recreational facilities that enhance the health and wellbeing of the district's communities and improve the overall quality of life for residents and, to effectively manage Council's property portfolio". In developing this infrastructure strategy the following specific issues have been identified:

New facilities - what community facilities will serve the population best?

- Focus on quality rather than quantity
- Demographic change meaning different demands for facilities

Key Drivers Underpinning the Plan Direction

In preparing the draft Community Facilities Activity Management Plan staff have undertaken an assessment of issues, challenges and drivers influencing the services and have taken account of the following factors:

- Impact of growth as reflected in the growth model
- Implications of allied strategic documents including the Open Spaces Strategy, Community Centres, Halls and Libraries Network Plan (draft), and Community Pools Network Plan (draft)
- Indications on levels of service from residents surveys, focus groups and an internal review of levels of service and performance measures
- The increasing urbanisation of the district and related service expectations
- Information received from committees in preparing reserve management plans
- The arrival of new recreation activities and changing trends
- The transition of service delivery from volunteer resources to contractors and caretakers
- The reducing ability of sports clubs to meet costs of asset renewal
- The impact of the reserves maintenance contract review and implementation
- The risks to Council in delivering the services
- Identification of significant projects needed to support services into the future
- Climate change impacts and adaptation measures
- The impact of COVID-19 on services, assets and programmes
- The impact of new facilities and the cost to operate these
- The information captured on assets supporting the services (condition, performance and utilisation) and what this means in terms of renewal programmes
- Legislative changes and the impact on services
- The need to achieve affordable, sustainable and efficient provision of services

Community Facilities will play an integral part in continuing to create a good living environment and quality of life for residents. Facilities will be needed to meet the service expectations of communities as they evolve and to support and sustain on-going growth. There will be a careful balancing act required to ensure that facilities and services can be provided to meet needs but this is delivered in a way which is affordable and sustainable.

8.7.2 Impact of COVID-19

COVID-19 has impacted directly on services covered under the Community Facilities Activity where, under the alert system, public access to facilities and reserves has been closed or restricted. Additional hygiene and safety measures has been necessary in order to deliver services and activities. It is unclear what the future impacts will be on assets and services but protocols and procedures are in place that can be readily activated as required in response to central government directives.

COVID-19 has affected, and will likely continue to affect, household and business finances as well as Council revenue and costs for some time. Given this scenario and clear anxiety in the community around financial uncertainty it is important that programmes are put forward in the LTP that are essential and defensible to maintain assets and services without adding unnecessary costs to ratepayers. In preparing the financial programmes for the Community Facilities Activity Management Plan staff have been cognizant of this situation and have adopted a constrained approach.

8.7.3 Levels of Service

Levels of service for the Community Facilities Activity have been developed and adjusted over time based on community feedback from focus groups, annual resident surveys and information received via planning work. Levels of service including provision standards also consider national standards applicable to parks and open space assets developed by the NZ Recreation Association. The following table sets out a summary of feedback received from focus groups as part of developing the current Community Facilities Activity Management Plan.

Service	Average Satisfaction Rating Out of 10	Current level of spending
Reserves - Recreation Reserves, Township Reserves and Streetscapes	6.9	Even support for about right and spending more
Public Toilets	4.2	High support for spending more
Cemeteries	8.2	About right
Community Centres & Halls	7.3	About right, some support for spending more
Swimming Pools	6.7	About right

Not surveyed:

- Property and Buildings
- Gravel Reserves
- Rental Housing
- Forestry

Commonly in the Annual Resident's Survey there is a high level of satisfaction with the Community Facilities services measured through that process and these levels have generally remained relatively static. This, along with information captured through the focus group sessions and other consultation, suggests that overall the levels of service provided are about right but there are some areas where improvement could be warranted.

The early consultation survey and charrettes undertaken in late 2020 as an input to development of the 2021-31 LTP provided some useful information on willingness to pay and importance of services to the community. This showed that there was, in particular, a preference for spending more on activities for teenagers as well as continued support for spending on parks, sports fields and playgrounds. There was less enthusiasm for spending more on pools, community centres and libraries.

With the growth in district townships and the shift to more urbanised environments there is an expectation to have access to facilities that are generally available in urban settings. This means there is a need to consider provision of facilities that offer new or better services to communities. The draft Community Facilities Activity Management Plan endeavours to reflect desired levels of service as indicated by feedback but this needs to be tempered with the community's willingness to pay.

Level of service statements and accompanying performance measures have been reviewed for each service area. There have been some adjustments made to targets to reflect current and forecast performance and some new and more meaningful measures have been introduced as part of a combined Council/staff review process.

8.7.4 Headline Challenges and Issues

The key challenges and issues that have been identified that will impact on the Community Facilities Activity over the ten year planning period are outlined below.

Activity Area	Strategic Direction	Issue	Preferred option
Recreation Reserves and Domains	The strategic direction for this Spaces Strategy and the implementation programmes completed over the 10 years. Key elements are: • Land has been acquired to meet future sports e.g. Large Scale Park; • Staged development of outdoor sports facilities, with significant 64.5 ha), with Prebbleton, Lincoln, Rolleston, Leeston, Darfield and Springfield; • Improving the quality and customer expectations e.g. lighting) and upgraded toilets; • Ensuring asset renewal programmes are implemented and servicing with environments for reserve users; • Working with partners to protect and enhance natural resources for new and the planned Large Scale	Meeting future sports ground demands Increasing demand for sports grounds Ensuring the quality of reserves Protecting and enhancing natural resources	Undertake a review of the Reserves Development Contributions Policy to ensure that growth pays for growth and that the level of service is appropriate for the community. Continue to invest in the development of sports grounds to meet the demands of the growing population. Continue to invest in the development of Large Scale Parks to meet the demands of the growing population. Continue to invest in the development of Township Reserves to meet the demands of the growing population. Continue to invest in the development of Neighbourhood Reserves to meet the demands of the growing population. Continue to invest in the development of Esplanade Reserves to meet the demands of the growing population. Continue to invest in the development of Linear Reserves to meet the demands of the growing population. Continue to invest in the development of Cemeteries to meet the demands of the growing population. Continue to invest in the development of Public Toilets to meet the demands of the growing population. Continue to invest in the development of Reserves: Lake Hood Extension Reserve, Prebbleton Domain, Rolleston Domain, Leeston Domain, Darfield Domain, Springfield Domain, Lake Lyndon Reserve, Lake Pearson Reserve, Lake Coleridge Reserve, Lake Ellesmere Reserve, Lake Forsyth Reserve, Lake Grasmere Reserve, Lake Hawdon Reserve, Lake Heron Reserve, Lake Ida Reserve, Lake Kaniere Reserve, Lake Lyndon Reserve, Lake Pearson Reserve, Lake Sumner Reserve, Lake Tekapo Reserve, Lake Wanaka Reserve, Lake Wakatipu Reserve, Lake Wanaka Reserve, Lake Wakatipu Reserve, Lake Wanaka Reserve, Lake Wakatipu

Activity Area	Strategic Direction	Issue	Preferred option
	In going forward there are efficiencies to maintain provision and service levels taken through subdivision to maintain a cost of looking after these reserves and the assets to be provided by developers. Engineering Code of Practice Part 1 sets standards on assets to be provided by developers. Contributions Policy related to reserves has provided for the acceptable and has included determinants of future requirements	Maintaining Service Levels Ensuring that reserves are provided to meet the needs of the community and are safe and accessible.	Undertake a critical review of the provision and distribution of reserves to ensure that they are fit for purpose and meet the needs of the community. Apply development contributions to the provision of reserves and ensure that they are provided in a timely manner. Develop a reserves acquisition policy to guide the purchase of land for reserves.
Public Toilets	Council's strategic direction is to provide public toilets that meet the standards expected by users. The standards are: • Provide sufficient toilets and visitor facilities in areas where there is demand. • Provision of toilets on main pedestrian routes to adequately provide for comfort stops. • Provision of toilets in areas where there is a safe environment. • To comply with the Building Act 2004 and Building Code. • The standards and comfort levels provided by other agencies. • Protecting the health of the community. • Ensure the facilities provide a safe environment. • Ensure the environment is protected and that any adverse effects are minimised. • The frequency of inspections and cleaning ensures public toilets are maintained to an acceptable level of hygiene. • Ensure public toilets remain in service and available for use. In respond to these service drivers Council has been investing in the improvement and expansion of the public toilet network in the support this programme over the next 10 years	Meeting the needs Ensuring that the location of toilets is appropriate. Ensuring that the toilets are safe and accessible. Ensuring that the toilets are clean and tidy. Ensuring that the toilets are provided in a timely manner. Ensuring that the toilets are provided in a cost effective manner. Ensuring that the toilets are provided in a sustainable manner. Ensuring that the toilets are provided in a way that minimises the impact on the environment. Ensuring that the toilets are provided in a way that minimises the impact on the community. Ensuring that the toilets are provided in a way that minimises the impact on the economy. Ensuring that the toilets are provided in a way that minimises the impact on the future.	Track demand for public toilets and provide additional facilities where required. Council has applied for an additional toilet at Waimarama Beach to meet the needs of the community. The key driver for this is the increasing tourism numbers and the impact they have on the environment. Council has also

Activity Area	Strategic Direction	Issue	Preferred option
Cemeteries	Council's strategic relation to provision of cemeteries to meet • Capacity for future burial • Distribution to ensure communities have access • Arrangements for burial options are provided for • Cemeteries are maintained and developed to expected by the community There is no dedicated cemetery for Rolleston at this facility has been expressed via a number of Community Facilities Activity Management Plan does of a cemetery in Rolleston at this point in time Springston and Shands Road cemeteries that are proximity to the township. This matter will be grows to gauge demand	Cemeteries Capacity Bcuormimaulni iTtrye nrdesquire Chraengquiinrge mCeunsttsomer Rolleston at a number of Plan does 2042)	It is expected that meexnt tasustTend Gatmsen Pe enty tteaw thosWeof d Nemends ery during the 10 yea easnst itoi paatceedmettheaty demand fo cemeteries will be absorbe Rhoeadst Cametreury which has si available (50 years plus). developed part of Ellesmer haeSpoebsenqonts umeda nidn thhee dhes plaehhlirngs exevrecis Sepgent Tohfe aur provide for developme as it is adequately service clat eids iexpreqtaqd that, as th enq reweur han tihe nrauture, ats Ro willnlc rease. Council will n cemeteries in the future t It is evident that there a of burial choices, memoria ornamentations and other re requirements. This is par changing ethnic composition is important that Council o the way it designs, f cemeteries in the
Sports Courts	Provide and maintain sports courts and recreation to meet community's demand based on future growth and changing demographics	Cost to Resurface activities.	Undertake an overall provision with a view to r (depending on the levels o club/code priorities). Con townships courts if they ar longer valued by co
Club Assets	Fully understand the ownership, maintenance and renewal requirements of Council investment to enable clear decision making on future support club activities	Requests for Financ	Work with the codes efcars sierv epsr tomvei nsti o(nkeayn ds itthees)l jitni esso maen ds itthees swpoerrtes tpharrke n in close proximity. Remove work with the clubs on alt replacement facilities. Ch facilities where th

Activity Area	Strategic Direction	Issue	Preferred option
			Council via seasonal Reserves Charging Policy). and budget as part of the once additional information priorities is under:
Community Centres and Halls	The Coccuonnmcmiltiesd to the provision local hall to service the needs Community Centres and Halls Strategy changes to the way this activity strategic direction. This plan and the draft 'Selwyn Community Plan' produced. In addition, the guiding principles on how community facilities are managed in Selwyn Community Centres, Halls Principles: The key focus of this plan is to facilities of whole of life approach, emphasis is on quality rather than (consideration of whole of life costs) provision and - and Integration, reflecting the community, and Service Delivery and Programming: (once opened). Capability to deliver services out into programmes and services identified network will - Where agreement that level agreements may be considered facilities as set out in the table below. Direct service delivery via keystone facilities will occur including at Te Ara Atea	Costs for New Facilities of local facilities acr Bluegli dci nPgl aAng ei na n2d0 1C Thwea sa gdee lpirvoefrielde ai nnd bCeeinntgr else,s sH atlhlasn a5n0d c Sel wyn Community Centres, Halls to create an integrated community facilities meet (consultation), however, there is a need to consider the costs and benefits of providing these facilities in the future. Quality of Facilities where tchoen dvi atrioonu sb uht u bt haenr dT hlaorcea l sm ae ce nm se e cn ht ne gf a ce d i a y d a n t e t o v e f a l l t i e s b o o k i n g s s y s u t a e l m t h y a s d o b e e s e n o p t r o m p e r e e s d s m v d e e l f y o c i s u n s p a l h e d m e r n o t s e e i d w o r k i n g t o i m p l e m e n t a r y n e t w o r k o p e r a t i o n s t o c r e a t e a n i n t e g r a t e d a n d c o m p l e m e n t a r y n e t w o r k o f f a c i l i t i e s t h a t i s f l e x i b l e a n d r e s p o n s i v e t o c h a n g i n g c o m m u n i t y n e e d s .	Options to reduce bu Cautuinvcéilly a Reserves Charging Policy). and budget as part of the once additional information priorities is under:

Activity Area	Strategic Direction	Issue	Preferred option
	Future Investment in Facilities Strategic investment in new and upgraded to meet sound feasibility assessment and the need and will consider the following: – Opportunities to partner with others to deliver community facilities: – community activation and sustainable growth through the challenge. – rebalanced network of special purpose facilities – space and more specialised community facilities – specialised and complementary activities – particular geographical areas – ensuring a mix of provision – simultaneous projects; – recreation, meetings and spaces for meeting and – consolidated within a geographical area – new provision to address an New Facilities: The plan contemplates that a number of new facilities will be required over year planning period to ensure demand from growth is met and levels of service maintained. Subject to demand assessments confirming requirements, this includes facilities at Leeston (combined with a library) and proposal needs has been cared for a new facility to service Hororata and this proposal needs has been cared reviewed in consideration of demonstrated demand, existing facilities nearby community views. This has resulted in the scale of this facility reduced and on a substantial contribution from community fund raising An approach with new community centres is to have these located in community hub areas such as reserves to consolidate activities into a single venue and advantages of shared ancillary facilities. This approach also provides an opportunity for greater utilisation of facilities where they are located alongside sports and recreation activity. Both the planned facilities for Leeston and Prebbleton may be located on reserves		

Activity Area	Strategic Direction	Issue	Preferred option
	Maintaining Local Halls: The plan continues to support the upkeep of halls that service the smaller and more remote communities. However there may be some facilities where, because of declining use and the need for significant capital expenditure, a decision continued investment is required. The 'Selwyn Community Centres, Halls and Community Libraries Network Plan', proposes that Council decommissions or divests involvement in community-focused facilities in low, the facility is not fit interest in community-focused facilities in low, the facility is not fit requires significant capital investment to address this monitored over the next few and renewal requirements. This situation will be monitored over the next few and any proposals for facility retirement or rationalisation will be considered of the subsequent LTP cycle Impact of New Facilities: This new indoor sports complex will be opening in 2021 and planning for spaces allocation and activity use suggests that this new facility will be heavily Ara Ātea is also set to open later in 2021 and will provide a range of spaces for community uses and activities. The full impact of these new facilities community operation is difficult to gauge at this point in time especially in regard existing facilities such as the Rolleston Community Centre (RCC). There is be some residual activities that will not transfer from RCC and may require A needs assessment of RCC indicated a strong preference for spaces to accommodate arts and culture activities including performing arts. the uncertainty of the impact on community spaces as the new facilities are it is planned that RCC continues to provide space in its current form for activities that could include arts/performing arts until the usage patterns understood. Use of RCC can be managed as part of Te Ara Ātea operations at least as an interim arrangement. No budget for repurposing RCC has been included in the 10 year plan but this will be reviewed at a time when more information on use patterns is		
Swimming Pools	In 2020, the Aquatic Facilities draft version provides guidance Strategic direction for the provision summarised as follows: 1. Selwyn Aquatic Centre: This access to aquatic activities address capacity issues Council	SAC capacity: Tohnekceuyrperniitoreixttieenss vtihseiolnanoefsswwiimmmiinngg thegrowing and changing sleiissuaredaiasrterai citsloevveerlsufbasccirliibteyd seandthasavery	Include recommendations 2 Coor 4 parLqdujPaetcitc hparsovaidsdiroens siendt cpaopoalcsitfyr,omb u2t0 2a1s caanr ebseul t Smmeexnpdaantsii high

Activity Area	Strategic Direction	Issue	Preferred option
	facility to meet community extension work incorporati replace the pool's will provide opportunity for including aquafitness, casu Investment will be required refurbishments renew assets at SAC service ability of the expan extension project, a number relation to the air prr ocs fs ubr el to s. the first year of the LTP t upgrades of heat exchangers replace the soffits damaged 2. Sub-district Pools: Continue network' pools including Sou is nearing the end of its e filtration and treatment equ been carried out to underst locality. At this point the a new indoor facility. Coun to extend the life of the en for users. This will enable recreation / pool facilitie Term Plan period. A provisional budget is inc pool and this will be preceded by further pla requirements. Southbridge investment that sustains the including a heating upgrade has around 15 years of life feasibility study (including Otshietre tahnadn otphtei oSnA Ca aquatic facilities in the E 3. Provision by Other Agencies: building aat ince wf aciility in Ho for part of the district's likely to include leisure a current underspend gu rof th no intention to duplicate t term but this will be raise	Shefffield Pool: gThai sn epwo o1l0 ilsa naed, e q2ub oionld uwsitlrly bset acnodmpridest re xi pmeprrioewneddi spir to avti is o rp arle qsuwirmmi gn gs,i gdneiefpi c tthher osuhgohr tt htee r1m0 tyoe Ci tt so den ps tu r ei tt hree qu wia rd s daendd ttahceirlei tayr ei si sm woafs ties swaetse rwere id hCevreer aalrle pfouonld sp rtoov i Duoe ftuor tehsetri rmaatneadg ep gbryo wctohn dtehnes adtei moann d p oo ls t fr ae on igltihteine sa n wi uotvhebrr itdhgee naenxdt D2a0r fy cpoonpoumiact iloinf ep rwoijtehc t uai vpam elnatb lnee ewdai tnegr atnhde tneex td e2n0a nyde afrosr adne muanndde rp rsoufpi pl ley doof csipla chea.s ,Potohle rperfoovries xwisltli nnge epdo otlo abned eT hceu rorveenrta lfla cnielti wtoyr sf di dnit it ehse Mae a ov te r th ea onal budget is inc ded by further pla PNeotlw owrikl lL ecvoenlt ionfu es atsi mteh et op orpeualsasteisosn ptroe di ommpirnoavnet luys e'ro led argeem aoifn ipnogo lasn db eiitn g gOtshietre tahnadn otphtei oSnA Ca ldiesstmoeiaroet mveaeltdt the :f oCrh rfiisltt crhautricohn ,Ci wayt t n-o vpe rw hni ae the si sf d ri kde cTahticsh mreankte s(ptahretm cuun npdr owgartaem m epsl aeys ss dt sy spis Sae nosw yfna r hpeosoel itne mSpeel rwaytnu rDei Southbridge pools	Closutu hSeh edfdfoisdh lo du l d be r eeeavtie e tpe tsreeavtie e ttT hdfs th W Due lifeg ofthnset h ent ified and rectified in including rusting doors and for additional or improved the dis Poo Dcaurrfrieenltd on uspypslt hcau ncons for a new specif mmes and is ga a ea ofTfh is po wi wa for pref er

Activity Area	Strategic Direction	Issue	Preferred option
	supply beds in. Burnham Ar upgrade their aquatic facil minimal impact on the aquat used by military personnel 4. Community Pools Support that Sea local seasonal access for r this will be dependent on t with sustainable investment operate safely via local co capital investment to achie community input and support continued operation as occu Council has passed a resolu Pool that has been closed f safety and dc olmpgliisalnactei will continue to be maintai will require a signific and will require of the Shef long term future of the Lees pool development. The Lees with its loong term futurre aquatic provision study 5. Pool Management and Safety: and supervision of local se continuation of life guard (SAC, Darfield and Southbri and this will require some compliance with this accred training on pool operation community pools 6. School Pools Support: Counci school pools by way of an a available to the local com intended that provisio a There have been inquiries a support at Lincoln High Scho considered	criteria but they itnivess timgo ntthgi nf putmu-a iacn dn emtawonrtke nuatnicl ei and those associated with the camp phoeavltdhé oarn dt hSea fceotmym etshidse nlt esg iissl aptliaonnn ecda h2e0s1e6 paonodl sa lbtehionugg ha .unlcne rctiaricnutmys traengcaersd mmi tmtaenea gmannga greimseknst veen scuormep ltihaen cpeo oalnsd ,i nC oau nwcaiyl twhialtl rurssedr Wh is Pmeb ltab ttioo nmatnoa gceo nrsiuslkt or the 2020/21 sea Safety Shenfiahde Audit: Heal The&p nAend,a ubduitt tuhned eprotoalk etna nikn i2s0 1n6e aird eenntdi foife da stsheatt l amatn yi novfe stthmee npto oflosr hlaodn gs itgenrimf ipcraonvti sairoena.s oTfhe fnfoicnc-mdp lpcaonlc ewibla ls eldeomevinedwsddryosstathdaerDarfiel taonnd ptchdrleesewiol(fIC ocuotnteanayeHalktetnaiamtdained, oKnislildienrcehdy)a swepraer tr abtfe dt haes E"lhliegshmerries kw"aridn term potential incidents or accidents occurring o siCtoeu.ncciSli nwciel lt hceonn tainn uaen ntuoa le nrheapnocret shaafse tbye en apsroensaeln tpeudb ltioc tphoeo lAsu.d i tT hainsd iRnicslku dCeosmmtihtet e e on gtkhteo fcSuhrerfefnite lsdt aPtouos .of Tahlel ccoormem upnoiotly pools. dCgoeu)r theanvaey aPcohoile vdeidd Pnootl ospaefne faocrc rtehdei t2a0ti6o/n1 7 isnuvmemsetrmesneta sionn palnadn th atso seunbssuerqeu ecnotnltyi nbueeedn idteantoiloins.he dFuarntdtecolsoesdecdh.ni chaal kseutptpowrats and afnodr ptrhaec t2i0c2e0/w2i1l Is ubmemeprr osveiadseodn.for Retchtei fi cati o work to improve compliance has been carried iolu th absu tr etshonlisvn gradiduthumiurtpassoivoind-e assistance for antnou aalc hoipeevrea.t i nKgi lglrianncth yw hhearse mtahdoes es ipgonoilfsi caarnet uinnmptryo vaenmde nrte eitn sraefcpeo rodp ekreaetpiinngg carnidt eria. t LcToFmupel itaon cbee tiensctliundge db uitn otvheer a2l0l2 1p o-ol utiliisat Customer Experience: This is variable and is very pool specific largely due to tthhe	rtdhnisswáls likely to hav Hoonw e4v eArpril Aud it: Halkett Council oTfhe Darfiel ter m o and ed ce for t s ce is being ific

Activity Area	Strategic Direction	Issue	Preferred option
Property & Buildings including Commercial	The Council has an extensive portfolio of property assets which it owns and manages for a variety of purposes. These assets are held for strategic purposes, service delivery, community facilities, commercial purposes and some land holdings are held for investment purposes. The Council has a number of key Commercial properties which it manages as a commercial portfolio and includes the Health Hub (under construction), Property 2 and 3 Commercial Place, Rolleston Industrial Park, Leeston Industrial Park, Darfield Service Centre, Lake Coleridge Hall, Lake Coleridge Domain, Lake Coleridge Village Section, Lake Coleridge Village Reserve, Lake Coleridge Village Recreation Reserve, Lake Coleridge Village Hall, Lake Coleridge Village Fire Station, Lake Coleridge Village Toilets, Lake Coleridge Village Playground, Lake Coleridge Village Tennis Courts, Lake Coleridge Village Basketball Court, Lake Coleridge Village Skate Park, Lake Coleridge Village Dog Park, Lake Coleridge Village Community Garden, Lake Coleridge Village Community Orchard, Lake Coleridge Village Community Vineyard, Lake Coleridge Village Community Winery, Lake Coleridge Village Community Brewery, Lake Coleridge Village Community Distillery, Lake Coleridge Village Community Cidery, Lake Coleridge 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Activity Area	Strategic Direction	Issue	Preferred option
	dependent on the outcome of this the fa Lifestyle block may be disposed	if surplus to requirements	
	Wrights Block, Kirwee: This land was purchased Reserve be Reserve extension of the Kirwee which has now been completed. The disposal of the remaining land will be investigated		
	Former Lincoln Country Club: This property is currently commercially leased and the adjacent land being subdivided in preparation for sale and one remaining section being retained reserve		
	Leeston Library and Medical Centre: The Leeston Library has a number of weather tightness issues. It is connect the Leeston Medical Centre which is deemed earthquake prone but the medical centre does not pose a life risk to occupiers of the building. It is propos facility is demolished and a new multipurpose community centre and library de built. A new medical centre (with potential for extension if required by de proposed to be built as part of the commercial property portfolio and the le would fund the cost of this facility		
	Te Ara Atea: The new civic space will be completed as part of the Town Centre Development by the end of 2021. Options for the future of the former Rolles Library space are being considered as part of proposals to repurpose the adj community centre		
	Selwyn District Existing Heidelberg warrick—Building the development of a customer centre and ancillary services has been completed to meet the growth requirements and increased demand on Council headquarter services in Rolleston The refurbishment of the remaining pods has been included in the first year LTP to complete this work		

Activity Area	Strategic Direction	Issue	Preferred option
	Darfie–Tthe Dedpe tot sidt et oi sF EcNuZr raenndt groups. This site is freehold or considered for disposal Heritage Buniclidi nhgass -a small portfolio of heritage and in the future may be utilised by community intended to retain these and ensure they are maintained in an acceptable con The Malvern Museum requires a roof replacement and this is planned in the fi year of the LTP. Uses for these buildings are encouraged where it is compliimentary to the heritage values Surplus Land Some properties have been confirmed as surplus and staff have been working through a disposal programme of freehold properties. Further identification properties for disposal will continue and the plan indicates a revenue strea disposals over the 10 year period. In some cases enhancement of properties be required to maximise returns e.g. on sell with subdivision consent Glentunnel Camping Ground: All lease is in place until 2026 and it is assumed a lease agreemetnhti switlilmeb.e iSni gpnliafciec aanftt eurpgrades to waste treatment and amenities have been carried out in the last three years with increased rental to recover this expenditure. The on-going performance of this facility will continue to be mo		
Gravel Reserves	The adoption of the Gravel Mana Councils approach to gravel man with this activity. The focus g • Ensuring appropriate maintenance of fenci gravel pits and "ring activities • Ensuring the pits provide a public by undertaking safety of lease agreements and ins • Shifting the focus to restora low contamination fill to e This also provide opportun otherwise be difficult and arrangements to be put in occur	Fundiang Remediation aPgreomgernatmweist:h a with oH enagl tfho rawnadr dS awfi el tly: be on: Meanicnet eannadn cmea naangde mveanhRa gogfm aompmtnerersaftti Gornaavolenlp l Pi with nSgi"t erse:maining agr eigmatEmpfloory mconatd (mMaiimitnegn aOpceer Availability of Sit Opsrfaoi ons) l Regulations 20	Use income generated from the sale of gravel to offset the cost of managing the pits for clean and safe environment for contractors and Undertaking remediation work such as weed control, fencing, planting and ongoing monitoring as required by resource consents. Options considered: Option 1 – Status quo (maintain current activities) Option 2 – Cease gravel extraction and rehabilitate all pits Option 3 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public Option 4 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public and sell land no longer required for gravel extraction Option 5 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public and sell land no longer required for gravel extraction and dispose of the proceeds to fund the cost of rehabilitating the remaining pits Option 6 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public and sell land no longer required for gravel extraction and dispose of the proceeds to fund the cost of rehabilitating the remaining pits and establish a fund to enable the Council to undertake future rehabilitation of pits as they are identified Option 7 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public and sell land no longer required for gravel extraction and dispose of the proceeds to fund the cost of rehabilitating the remaining pits and establish a fund to enable the Council to undertake future rehabilitation of pits as they are identified and to provide a number of pits for community use Option 8 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public and sell land no longer required for gravel extraction and dispose of the proceeds to fund the cost of rehabilitating the remaining pits and establish a fund to enable the Council to undertake future rehabilitation of pits as they are identified and to provide a number of pits for community use and to provide a number of pits for commercial use Option 9 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public and sell land no longer required for gravel extraction and dispose of the proceeds to fund the cost of rehabilitating the remaining pits and establish a fund to enable the Council to undertake future rehabilitation of pits as they are identified and to provide a number of pits for community use and to provide a number of pits for commercial use and to provide a number of pits for lease Option 10 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public and sell land no longer required for gravel extraction and dispose of the proceeds to fund the cost of rehabilitating the remaining pits and establish a fund to enable the Council to undertake future rehabilitation of pits as they are identified and to provide a number of pits for community use and to provide a number of pits for commercial use and to provide a number of pits for lease and to provide a number of pits for contractors Option 11 – Cease gravel extraction and rehabilitate selected pits for clean and safe environment for contractors and the public and sell land no longer required for gravel extraction and dispose of the proceeds to fund the cost of rehabilitating the remaining pits and establish a fund to enable the Council to undertake future rehabilitation of pits as they are identified and to provide a number of pits for community use and to provide a number of pits for commercial use and to provide a number of pits for lease and to provide a number of pits for contractors and to provide a number of pits for the public

Activity Area	Strategic Direction	Issue	Preferred option
	• Actively restoring some pit recreation and native revegetation sites. Restoration will be guided by the Gravel Pit Restoration Strategy. Further restoration work at Cemetery Pit will occur over the 10 year plan enable it to ultimately be opened for public use • Disposing of land no longer anticipates that Council will continue with the current disposal programme noting that 34 sites are already programmed for disposal revocation process and are with DoC. However DoC has currently paused the process to ensure		
Rental Housing	The Council has a portfolio of Council operational approaches. accommodation for Council worked operational services now provided retain the houses for their original implemented. The remaining rental reserve land and cannot be read reserve exchanges or revocation to this is viable. In general, the property Management company invol The plan does not consider investigates a continuation of work houses where these are not requ The viability of this service reduces overtime as (reduced rental) compared with operations, legislative and requirements. This situation may accelerate decisions and retention of Houses purchased for strategic reasons can be used as short term rentals for or other tenants until such time as the property is required for The small portfolio of Elderly Persons Housing Units in Darfield is a legacy former policy and, more recently, it has generally been Council's policy to this type of housing through other agencies rather than act as the direct Council has agreed if the opportunity arises these units may be sold to a community housing provider. It is known that at least one local group in the area has expressed an interest	Aging Portfolio and Undertake assessment	

Activity Area	Strategic Direction	Issue	Preferred option
Forestry	The Council's involvement in Forest Management as a commercial tool rather than as a commercial investment with this Council's involvement with this prudent for Council to consider a number of years over the next 10 years with a few areas of trees due to be harvested from 2013 with that has followed from other benefits are considered in this activity. (Note 4A)	Forestry Management Whether or not the Council should continue to be involved in forestry activities in the future, and if so, to what extent.	Whether or not the Council should continue to be involved in forestry activities in the future, and if so, to what extent.

Activity Area	Strategic Direction	Issue	Preferred option
Various		Climate Change Adaptation	Incorporate adaptation and mitigation identified as these are managed utilise existing budgets a where assets may be adversers climate change (if
		Accessibility Char	Undertake work to meet acces a benchmark of the current improvement opportunities implemented on a pri
		Drinking Water Sta	Obtain expert advice and monitoring requirement adjust the programme

8.7.5 Renewals

The overall requirements for renewal expenditure are expected to increase along with the asset base and many asset types reaching the end of their economic lives. This is evident with buildings (especially internal fit outs and heating systems), playgrounds, court facilities, pool plant and equipment, car park/driveway surfaces reserve toilet facilities etc.

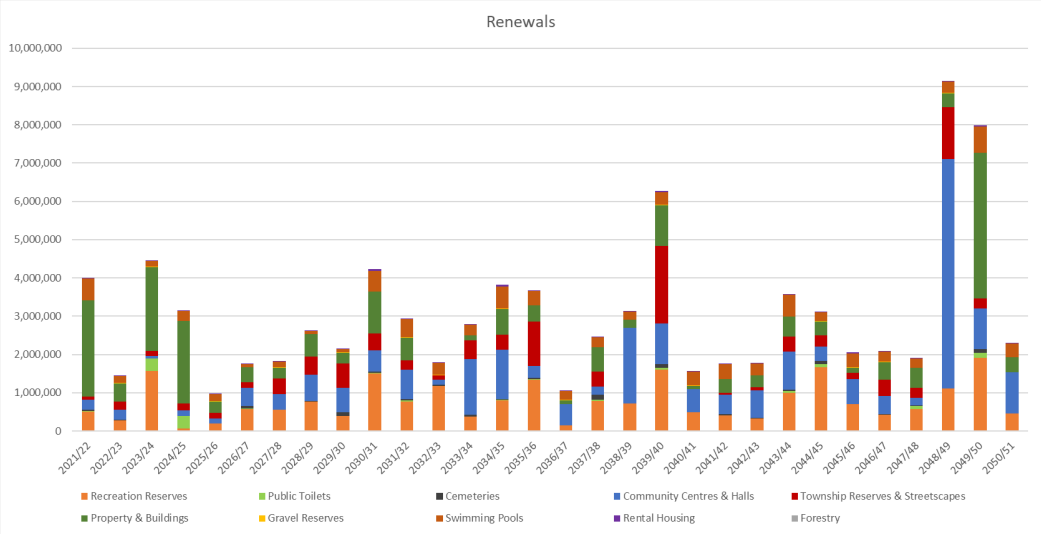
The Renewal Strategy is to undertake renewals at the scheduled time to ensure services continue and to reduce repairs and maintenance costs but review on-going asset requirements at the time of renewal and decommission/remove those that are no longer needed.

Summary renewal costs are indicated for service areas in the graph below.

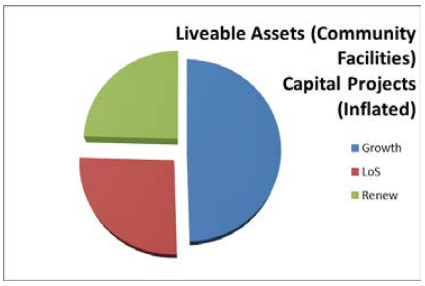
The high level of expenditure items are:

2039/40	Playgrounds and sports courts
2048/49	Numerous community centres (age based)
2049/50	Council building and Global Bus building

Figure 8.8: Liveable Assets Renewal Breakdown 2021-51



8.7.6 Key Projects



Numerous significant project are proposed as detailed below.

Reserves -

District Park Development

Council purchased the land for a large scale park (100 hectares) to provide future space to accommodate a range of sports, recreation and community activities. This site, on the eastern edge of Rolleston, has strategic advantages in being centrally located and close to major transport links. This park will cater for district-wide recreational/community activities that may not be available in more urban open spaces.

Planning for the park will start in 2021/22 with development programmed to start until 2024/25. Suggested uses include: major events, community gardens, a farm park, equestrian activities, mountain biking, ecological restoration areas, and a future hub for major sports/recreation activities.

Budget	Timing	Funding Plan	Comment
$18.1 M	2024-30	Development Contributions $16.3m Reserves Rate $1.8m	Budget allows for staged development of a total of 30 ha

Rolleston Town Square Development

The construction of the town square as part of Rolleston Town Centre development and as outdoor community space to complement Te Ara Ātea. The work involves the creation of a high quality formal space which includes: paved promenades to connect buildings; shade structures; water features; public seating; performance space/equipment and an overhead light system.

Budget	Timing	Funding Plan	Comment
$6.4M	2021/22- 2022/23	Development Contributions $2.6m General Rate $3.8m	Note that some design costs have already been incurred for this project

Birches Road Park Development (Prebbleton)

The first stage of development of the 22 ha park situated on Birches Road, Prebbleton covers around 12 hectares and includes most of the key supporting assets such as car parks. Stage 2 (10 hectares) is planned to start in 2026/27.

Budget	Timing	Funding Plan	Comment
$10.4 M	Stage 1 2021-24 Stage 2 2026-28	Development Contributions $9.7m Reserves Rate $0.7m	Budget allows for staged development of 22 ha park Opex increases from $133K in 2021/22 to $240,500 by 2026/27

Hockey and Football Turf Provision – Foster Park

The installation of a full sized water-based artificial turfs at Foster Park for hockey and football to meet increased demand.

The hockey turf will supplement the existing small junior turf facility built to enable junior hockey players to ‘play and train locally’.

The Selwyn Football Club is the second largest club in the South Island is experiencing continued growth. A full-sized multi-sport turf at Foster Park is proposed, comprising a synthetic playing surface, drainage and fencing which will replace one of the existing soil fields at the park.

A 5 - 7 times higher level of usage can be accommodated with an artificial sports field compared with a grass type surface and the cost per hour of use over the life of the artificial turf is comparable with a grass surface.

Budget	Timing	Funding Plan	Comment
$2.5 M (Hockey) $1.4M (Football)	2021/22	Development Contributions $1.6m Reserves Rate $0.9m	Note that there is an on-going maintenance cost of around $25,000/yr and a cost to renew the artificial surface which equates to around $50,000/yr – It is expected that a portion of these costs will be recovered from user revenues

Community Centres & Halls -

Leeston Community Facility and Library

The project involves the construction of a combined community centre library facility. The library space would be around 600m2 with adjacent community spaces. Key aspirational aspects of the project include:

- A facility combining library (arts, culture and lifelong learning services), Council service centre and community recreation and meeting spaces creating a vibrant community hub for Leeston. The mix of uses and spaces needs to reflect the network requirements and create a point of difference.
- Preference for a central location, Leeston Park was the preferred location in the needs assessment work and offers the potential for connecting both indoor and outdoor activities.
- The notion of creating a community focal point needs to embody 'Community Development' and be located 'Where the People Are'.
- The community facility and spaces need to reflect their surrounding community and the cultures within it. There is an opportunity to recognise and connect to the cultural narrative of the locality especially in terms of the proximity to Te Waihora and Te Taumutu Marae (Te Pā o Moki).
- Acknowledgement of and, where appropriate, integration with other existing community buildings is an important consideration.
- Where facility sites are adjacent to heritage items/buildings there is the potential to enhance and showcase the heritage values and increase community appreciation and utilisation.
- Consideration should be given to how the site options for the community facility could be better connected to the commercial part of the town to help support business activity.

Budget	Timing	Funding Plan	Comment
Community Centre			
$4.4 M	Design 2021-22 Construction 2024-25	Community Centre component of the facility - $3.9m funded by borrowing serviced from the Community Centres rate and $0.5 funded from Development Contributions	Budget covers 300 m^2 build plus land costs and contribution to indoor court
Library			
$4.47 M	Design 2021-22 Construction 2024-23	Library component of the facility - $4.47m funded by borrowing serviced from the Libraries rate	Budget covers 600m^2 build
Total Project Cost	$8.87 M		

Hororata Community Centre

Council is planning to build a new purpose-built facility to be located on the reserve. It will provide community space, support recreational use of the reserve and create a focal point for the local community.

When the new facility is built, the Council would not continue to support the existing hall and this may be transferred to the local heritage group. The new facility will not be as large as previously proposed,

considering the size of population in this area, the low use of the existing hall, and proximity to other Council-owned facilities, such as Glentunnel Hall.

Budget	Timing	Funding Plan	Comment
$3 M	2021-22 Planning 2023/24 Build	Community fundraising $2.0m Community Centres rate $0.4m Development Contributions $0.3m Land sales $0.3m	The project is dependent on a significant contribution from community fund-raising

Swimming Pools -
Darfield Pool – Future Provision

A preliminary study has been carried out to assess the requirements for aquatics / recreation facilities in Darfield and the wider Malvern catchment. This work was prompted by the declining condition of the existing Darfield Pool. Initial findings suggested that with, the relatively low use of the existing pool coupled with the population numbers within the catchment and proximity to Selwyn Aquatic Centre, there was insufficient demand at the present time to justify provision of an indoor pool facility. Council has decided to review indoor recreation, including aquatics, provision, later during the 10 year period to take account of forecast population increases and the impact of the Selwyn Aquatic Centre extension and the new aquatic facility being built in Hornby.

In order to signal Council's intent to support future aquatic facility provision in Malvern a provisional budget allowance of $5m has been provided in year 10 of the Long-term Plan and will be preceded by further assessment and feasibility work.

As the existing pool is nearing the end of its economic life, with the pool tank, heating system, filtration and treatment equipment needing replacement, a budget of $1.5 million has been provided in 2021-22 to keep the pool operating in the interim.

Budget	Timing	Funding Plan	Comment
$5 M	2030/31	Funded from borrowing with the costs met from the pools rate	Provisional budget subject to feasibility study and further planning

Property and Buildings - *Leeston Medical Centre*

The construction of a new purpose built medical centre to service the Leeston community. The facility would be a standalone building to house the existing medical practice with potential to extend or add other complementary facilities in the future. The construction of this facility would be viewed as a commercial investment with cost recovery of the build and operating expenses from a lease agreement.

Budget	Timing	Funding Plan	Comment
$1.86 M	2021/22	Fully funded from lease rentals	Project has been included in year 1 as there is a desire to move the facility out of the current EQ prone premises as soon as practicable

Property Commercial Investment

Council wishes to consider commercial property investments on a case by case basis and the council's commercial property strategy is the appropriate investment tool to guide the council's decision making. There are likely to be property investment opportunities arising over the 10 year planning period that Council may consider and, in particular, this relates to commercial investment associated with existing land holdings in Rolleston (adjacent to Rolleston HQ site and in the town centre).

Budget	Timing	Funding Plan	Comment
$30.0 M	From 2021-2026	The capital cost would be debt funded. The cost of the interest on the debt and the debt repayments would be repaid by rent payments from leases	It is noted that any investment proposals will be subject to a comprehensive business case and approval by Council.

8.8 Solid Waste Management

The Solid Waste activity is currently made up of the following key services:

- Kerbside Collection (including drop off points and facilities)
- Pines Resource Recovery Park (including comprehensive recycling and hazardous waste options)
- Composting operation
- Events and Education (including community recycling days, farm waste days, school and public talks, business assessments)

In developing this infrastructure strategy the following specific issue has been identified:

Reducing waste to landfill – how can we help reduce residual waste?

The Waste Minimisation and Management Plan 2019 (WMMP) provides the direction and assesses the options for delivery of this activity.

The WMMP states

> *Selwyn District embraces the philosophy behind the Waste Hierarchy in every way that is economically and practically achievable, in order to maintain or improve the condition of air, land, water and the general environment for current and future generations.*

As well as public health and environmental concerns, it is noted that waste is a significant contributor to carbon emissions, and will become increasingly important as Council starts working towards zero carbon by 2050 under the Climate Change Response (Zero Carbon) Amendment Act.

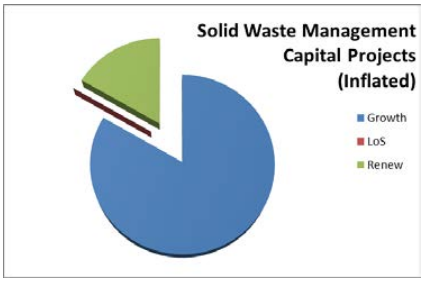
Tonnages of waste have increased along with the population of the district. The rate of diverted material (all recycling and organic) from kerbside household waste has grown over ten years to a point where the quantity of diverted materials is similar to that of residual waste. The total waste quantity per capital has also progressively decreased over the last five years, while the quantity per household has remained steady.

Waste to landfill tonnes are currently predicted to rise slower than district growth. This is because recent trends show that diverted material streams such as recycling and in particular, organics offset some of the waste tonne growth that we would otherwise expect as population grows.

Key Projects to be delivered during the 2021-31 LTP are the remaining stages of the Reconnect Project approved during the 2018-28 LTP process, however with adjusted timing for delivery.

These remaining stages include the bulk of the construction of the buildings such as:

2021: Reuse Shop, Salvage Yard and Education Centre $2.735M
2023: Multi-purpose waste hub & site works $1.287M
2024: Micro Enterprise Units $787k



Every ten years the Resource recovery roading requires reseal, and there is allowance to replace the compactor.

8.9 Summary of Significant Infrastructure Issues

Along with the replacement of existing infrastructure; Council's priority relates to the rapid growth in the eastern portion of the district. Keeping pace with demand is the focus for core infrastructure, and a strategy led approach is key to ensure integrated programmes and developed and delivered.

Selwyn has consulted extensively with the community and developed a range of strategic documents to drive investment in creating the future residents desire. Master planning and structure planning are key to this. This infrastructure strategy discussed the implementation of these documents alongside the management of core infrastructure.

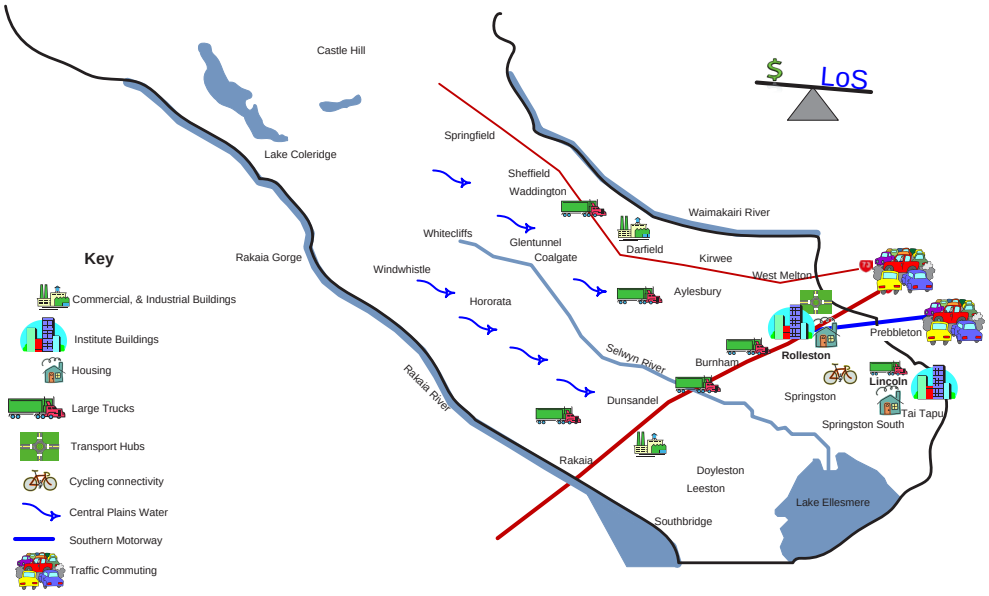
It is not Council's intention to revisit the proposals developed with the community, and refined for implementation through this strategy. Rather seeking timeframes and funding that is appropriate and affordable is key.

The structure and impacts of water reforms remains unclear at this stage. However Council remains focused on long term planning to meet the needs of the community for the long term. Planning and programmes are comprehensive to meet demand as well as levels of service improvements.

Traffic numbers continue to grow with residential and business activity and is affecting the performance of the transportation networks. Comprehensive analysis supports sound lifecycle decision making, especially when national funding is limited.

Addressing the growth challenge is essential. Council is rightly focussed on this. It should be noted that in responding to this challenge, Council is considering the wider wellbeing of the community. Safety, recreation and enjoying being a Selwyn resident are all part of the mix. Council has chosen to include Community facilities in this Infrastructure Strategy given the important contribution to wellbeing and the scale of the activity. While much of the discussion is focussed on the next ten years, further planning is in progress.

The issues are summarised in the schematic below.



8.10 Other Scenarios Considered

The key issue Council is addressing is growth. The rate of growth and if growth will continue are central to all decision making and strategy formulation.

Councils approach to this challenge is three-fold:

1. Use a strategy driven approach to ascertain the community's priorities and the future sought in the future
2. Developing sound projections
3. Respond with scalable interventions.

Projections used have been independently reviewed and are regularly tested against growth to date. The model has proved to be robust and appropriate for planning.

Where possible a scalable approach is being used to address the variability in growth. This also limits the financial risk to the community as Council is not 'getting ahead of itself' with construction projects. The transportation programme is comprehensive and can be adjusted over time as required. Traffic models are run in combination with NZTA and Christchurch City Council to tract demand and trends.

The combination of separate wastewater schemes into the Eastern Selwyn Sewerage Scheme provides flexibility and the plant has a modular design, so can be expanded in line with growth.

The rate of growth is driving a demand for community facilities that is step change from that typical of smaller communities. Again, confidence in understand population growth and demographic profiles is key. Infrastructure programmes are staggered over the next thirty years.

Changes to the programme are to be expected. However, Council has undertaken extensive consultation to understand the short term needs and the long terms desires of its residents. There are strategies in place across the portfolio of assets charting a clear direction ahead. The infrastructure strategy enables the development to be altered by speed and direction as the priorities of the community, visitors and central government.

The strategies directing the long term planning processes are discussed below. Changes to scenarios considered would need to be realigned with these documents.

Selwyn 2031 (2014)
The purpose of Selwyn 2031 is to provide an overarching strategic framework for achieving sustainable growth across the district to 2031. The Strategy emphasises the importance of adopting and implementing a strategic approach to managing urban growth as a means of strengthening the district's self-sufficiency and to ensure that it continues to be a great place to live, work and play. In doing so, the Strategy seeks to provide higher quality living environments; innovative business opportunities; maintain the district's iconic rural character; explore opportunities to enhance our social and cultural wellbeing and better manage our natural resources.

Selwyn 2031 identifies the following five high-level Directions to guide Council's future decision-making:

- *A More Sustainable Urban Growth Pattern;*
- *A Prosperous Community;*
- *A Great Place to Live;*
- *A Strong and Resilient Community;*
- *Sustainably Managing our Rural and Natural Resources*

Lincoln Structure Plan (2008)
The purpose of the Lincoln Structure Plan is to outline an urban design vision for the future development of Lincoln Township and to provide a strategic framework to guide the development process.

The Lincoln Structure Plan has been prepared in order to facilitate an integrated approach to achieving the sustainable management of the natural and physical resources of the Lincoln Study Area. This includes

- *Development of an urban design strategy for the area;*
- *Identification of key natural resources and community assets within and related to the area;*
- *Establishing an integrated land use pattern that responds to the characteristics of the area;*
- *Identification of infrastructure requirements to facilitate urban development.*

The Lincoln Structure Plan creates a framework to guide development and will be used as a basis for:

- *Future changes to the District Plan;*

Developing an infrastructure programme;

- *Determining the Long Term Council Community Plan*

Prebbleton Structure Plan (2010)
The purpose of this document is to provide a framework for coordinating development and other changes in Prebbleton in order to achieve a high standard of town planning and urban design. This report and accompanying Structure Plan map (Map 6, Appendix 3) provide an overview of the existing form and content of the township, consider development constraints and opportunities, and community aspirations.

Rolleston Structure Plan (2009)
The Rolleston Structure Plan has been initiated as part of delivering the Greater Christchurch Urban Development Strategy. The Plan seeks to manage the rapid growth that has and will likely occur in Rolleston, which could be a town as large as 50,000 by 2075.

The three objectives of the Plan are

- *A Sustainable Rolleston*
- *A Well Designed Rolleston*
- *A Realistic and Achievable Rolleston*

To achieve the vision and these objectives, the Structure Plan proposes the following major developments:

1. *A refocused Town Centre:*
2. *A New Recreation Precinct:*
3. *A New 100 hectare Regional/District Park:*
4. *A mix of housing in Rolleston:*

Implementation of the Structure Plan will be crucial in achieving the vision and major developments outlined above. The key objectives are considered within the document with a checklist and implementation tables at each stage along with cost estimates where they are known and any affordability issues that may have been identified.

Rural Residential Strategy (2014)
The primary purpose of the RRS14 is to provide guidance and policy direction on how best to manage rural residential development within the eastern portion of Selwyn district that is generally recognised as the commuter belt with Christchurch City. This includes establishing the optimal form, function and character of rural residential development and where it is best located.

Ellesmere and Malvern Area Plans
The Ellesmere Area Plan and Malvern Area Plan were adopted by Selwyn District Council in September 2016. The purpose of the plans is to provide high-level planning direction to guide the growth and sustainable management of each township in the Ellesmere and Malvern areas through to the year 2031.

The plans identify initiatives to assist in the delivery of the Selwyn 2031: District Development Strategy (Selwyn 2031) vision, which is:

"To grow and consolidate Selwyn District as one of the most liveable, attractive and prosperous places in New Zealand for residents, businesses and visitors.

Other scenarios that affect the decisions integral to this Infrastructure Strategy include:
Water quality, changes to source water and drinking water requirements – a risk based approach has been applied to introduce further treatment where it may be required in the future.

Climate change – the impacts on water supplies have been modelled and learnings applied to other services. The long term options for some communities affected by sea level rise will be considered alongside their needs for infrastructure investment. More severe weather should be expected, and is being factored into infrastructure management and Council operations.

There is a positive relationship with Christchurch, in that both communities affect each other. The UDS framework provides a framework for joint planning, and there is a no surprises approach across the UDS partners. Joint planning remains vital to effective and efficient service delivery to the community.

9.0 FINANCIAL ESTIMATES

The Local Government Act 2002 Section 101B – Infrastructure Strategy states:
(4) The infrastructure strategy must outline the most likely scenario for the management of the local authority's infrastructure assets over the period of the strategy and, in that context, must—
"(a) show indicative estimates of the projected capital and operating expenditure associated with the management of those assets—
"(i) in each of the first 10 years covered by the strategy; and
"(ii) in each subsequent period of 5 years covered by the strategy

9.1 Total Expenditure

The projected capital expenditure associated with the significant infrastructure assets are graphically represented below:

Notes

1. The graphs include all projected expenditure and is not limited to the significant projects discussed earlier.
2. Capital project estimates are inflated.
3. The expenditure indicated in the five year blocks from 2027/28 to 2047/48 are averages for the 5 year period.
4. The 2021/22 year excludes capital projects carried forward from 2020/21 to be completed in 2021/22 so that the costs are not double counted.

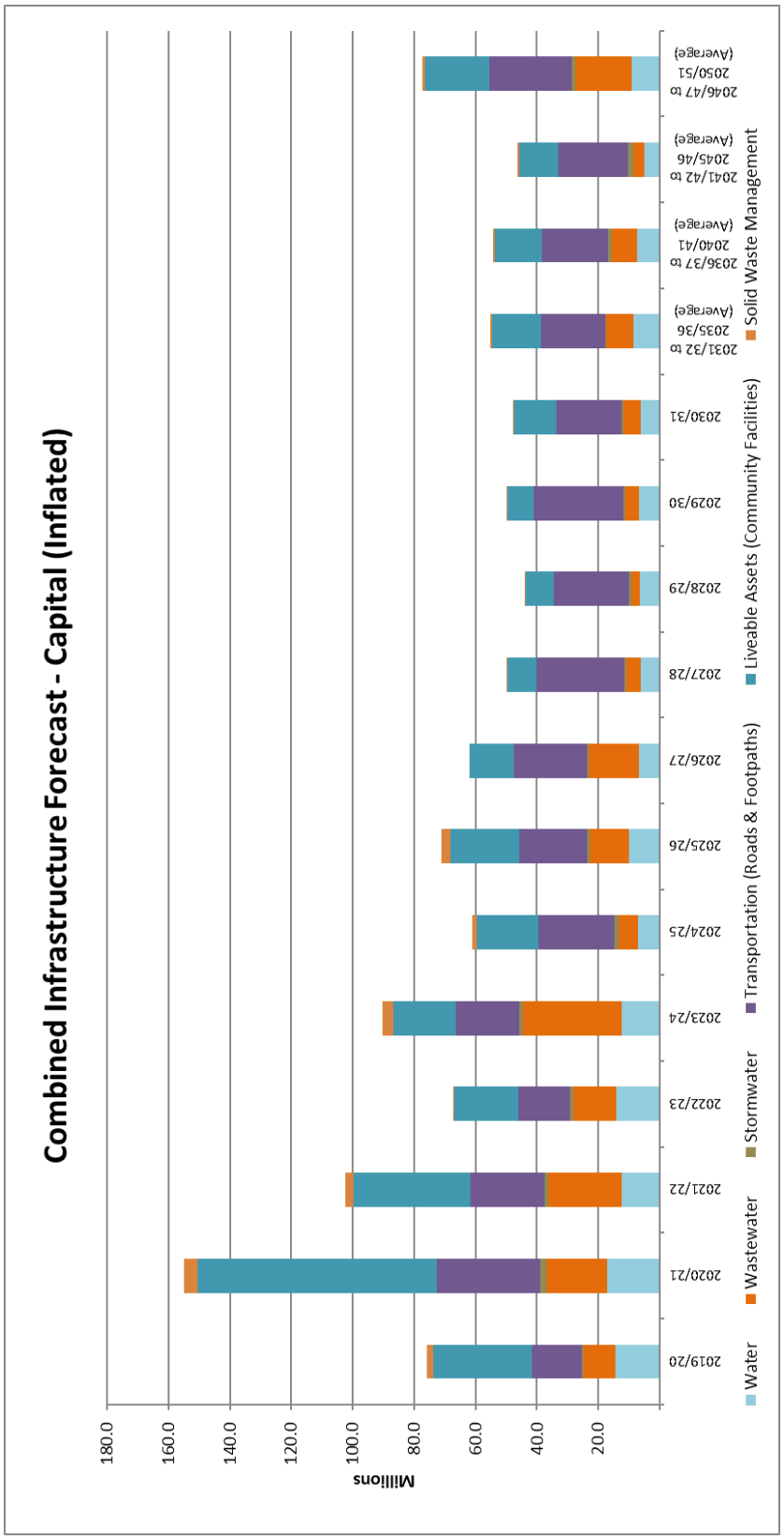


Figure 9.1: Combined Infrastructure Forecast – Capital (Inflated)

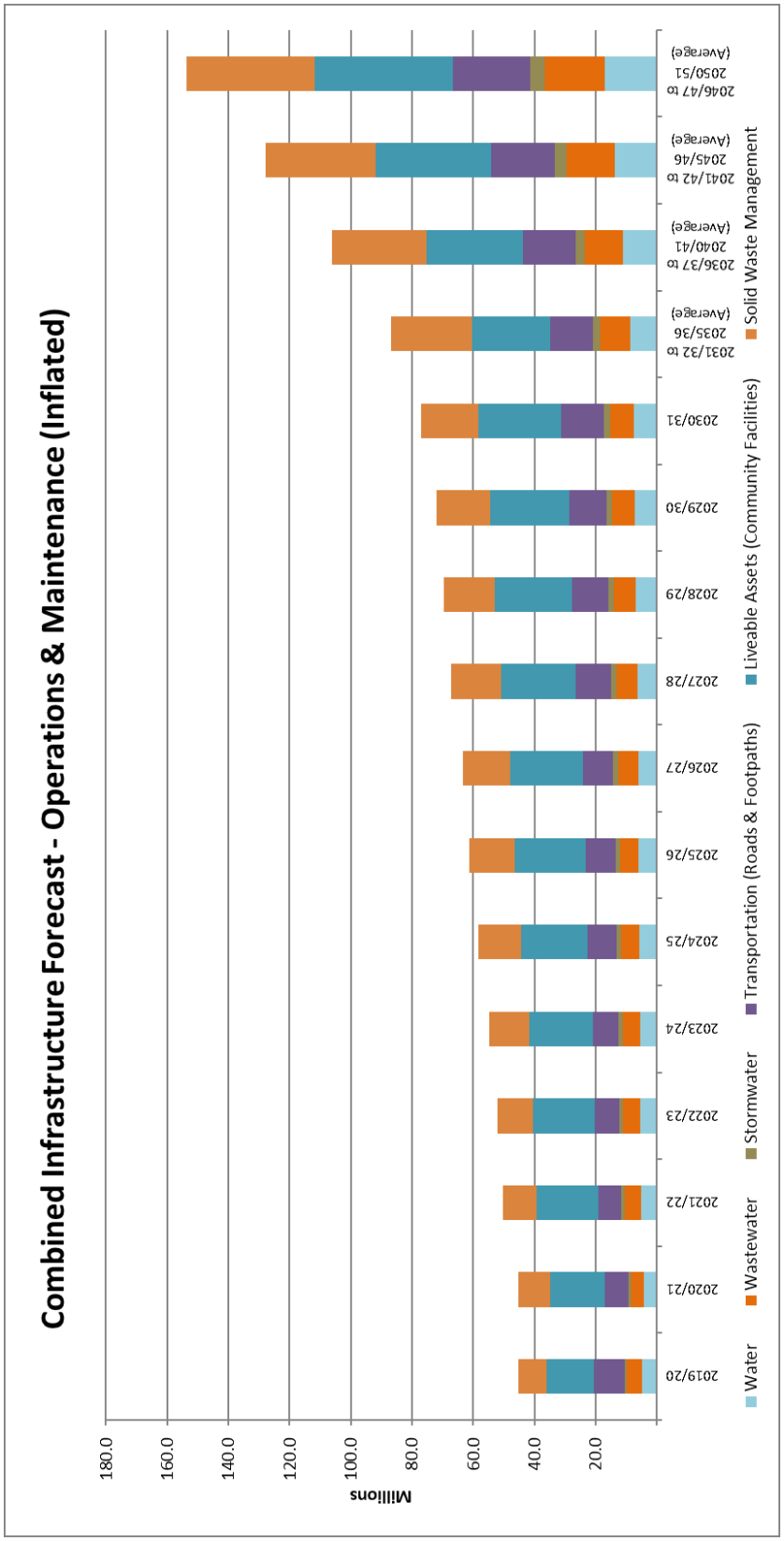
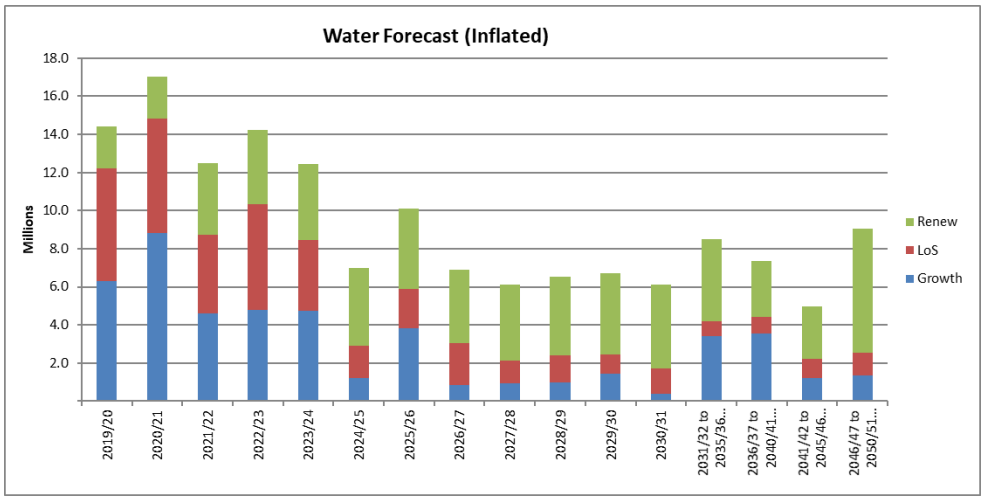


Figure 9.2: Combined Infrastructure Forecast – Operations & Maintenance (Inflated)

9.2 Water

The projected capital expenditure associated with the water infrastructure assets are graphically represented below:

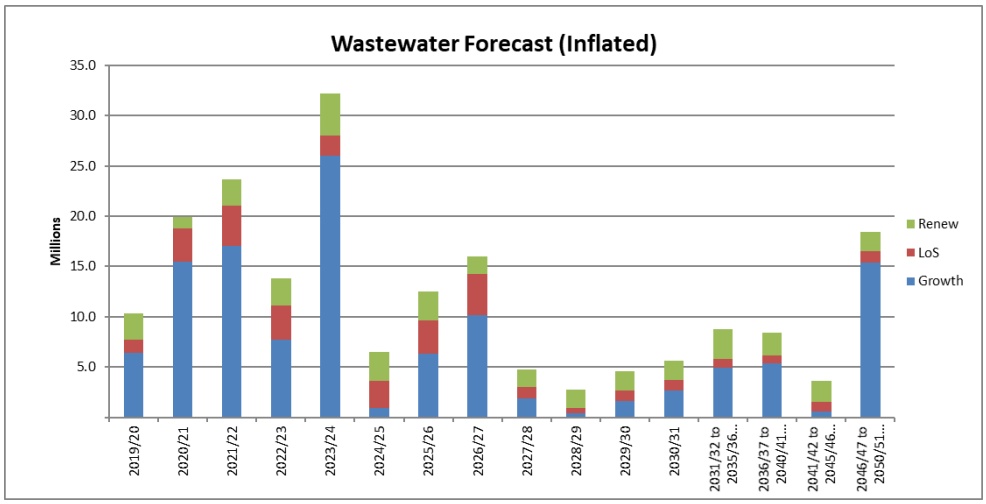
Figure 9.3: Projected Capital Expenditure – Water Forecast (Inflated)



9.3 Sewerage

The projected capital expenditure associated with the sewerage infrastructure assets are graphically represented below:

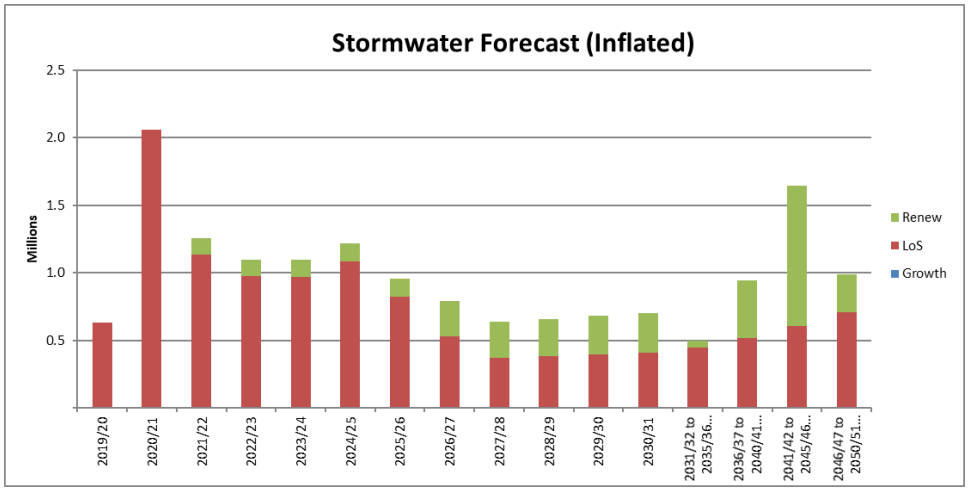
Figure 9.4: Projected Capital Expenditure – Wastewater Forecast (Inflated)



9.4 Stormwater

The projected capital expenditure associated with the stormwater infrastructure assets are graphically represented below:

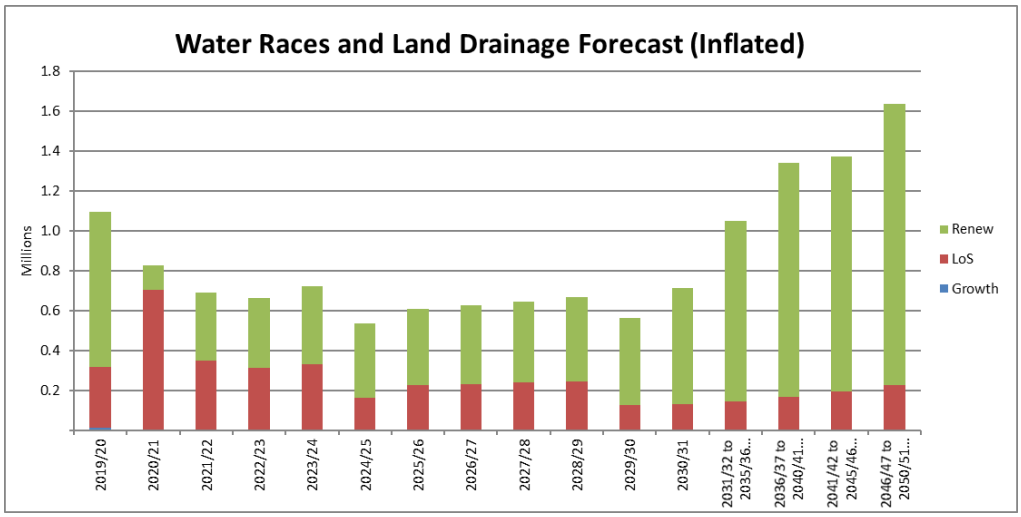
Figure 9.5: Projected Capital Expenditure – Stormwater Forecast (Inflated)



9.5 Water Races and Land Drainage

The projected capital expenditure associated with the water race infrastructure assets are graphically represented below: There are no significant project proposed for land drainage.

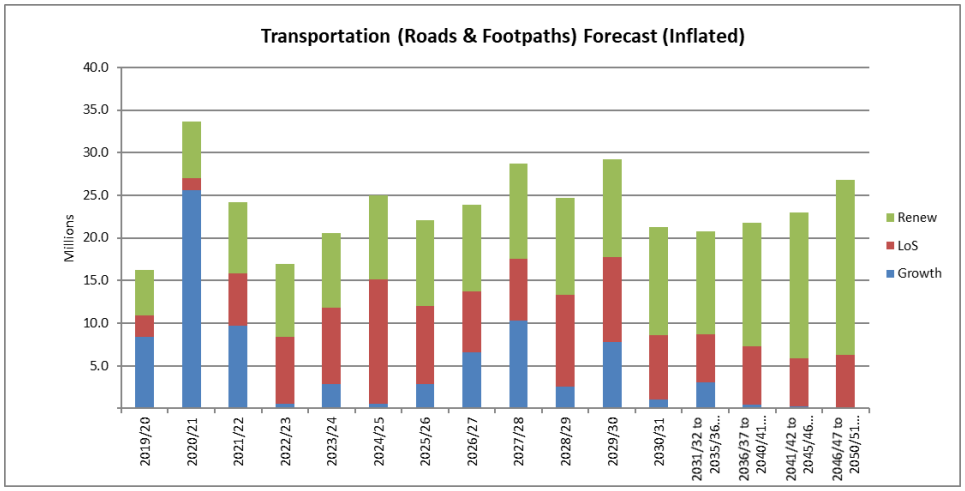
Figure 9.6: Projected Capital Expenditure – Water Races and Land Drainage Forecast (Inflated)



9.6 Transportation (Roads and Footpaths)

The projected capital expenditure associated with the roads and footpaths infrastructure assets are graphically represented below:

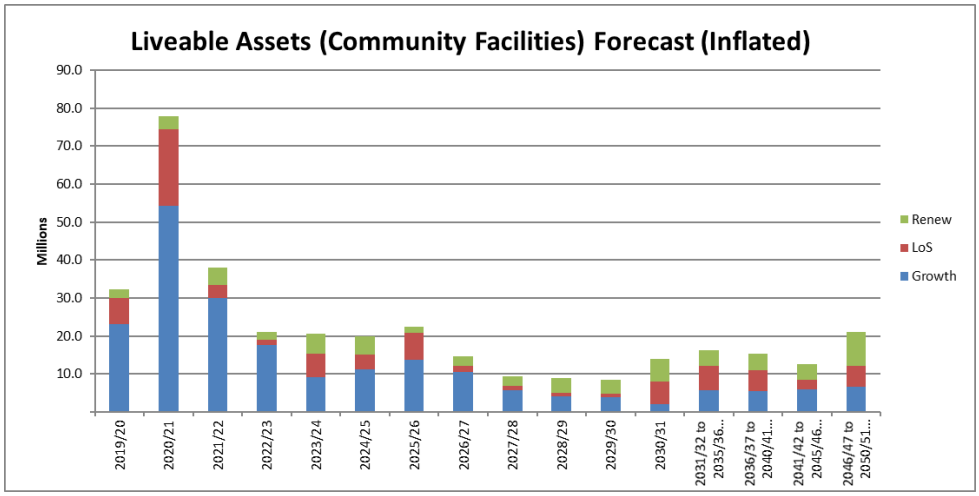
Figure 9.7: Projected Capital Expenditure – Transportation (Roads and Footpaths) Forecast (Inflated)



9.7 Liveability Assets (Community Facilities)

The projected capital expenditure associated with community facilities infrastructure assets are graphically represented below:

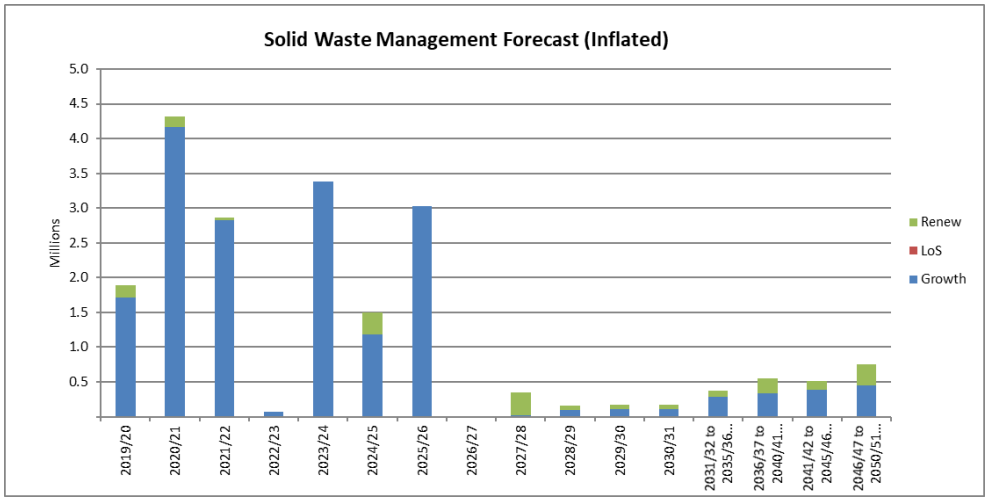
Figure 9.8: Projected Capital Expenditure – Community Facilities Forecast (Inflated)



9.8 Solid Waste Management

The projected capital expenditure associated with Solid Waste infrastructure assets are graphically represented below:

Figure 9.9: Projected Capital Expenditure – Solid Waste Management Forecast (Inflated)



9.9 Financial Impacts of the Infrastructure Strategy

While Council is in a sound financial position, it is fully aware of the scale of expenditure discussed in this infrastructure strategy. The proposals discussed in this strategy benefit both current and future residents and ratepayers, so a balance between 'who pays' should be sought. This also needs to be considered in terms of new developments, so that there is a reasonable share been existing and new residents.

As the main urban areas of the district's townships expand, they provide a greater range of services to the district's residents. Both Rolleston and Lincoln in particular are becoming less reliant on Christchurch and recognised as centres with their own facilities. The timing for the town centre projects is crucial to consolidate this transition.

Selwyn's' strategy driven approach is key to a four wellbeings approach to a growing district with a sustainable future. This includes the whole district not just the pressure points.

Growth can be addressed with the right infrastructure at the right time. Robust planning for solid waste, transportation and water services is in place to ensure these services are fit for purpose. An expansion in community facilities will support activity and community vitality into the future.

As the asset portfolio increases, the cost of operations and maintenance increases. Decisions on capital works shall include energy efficient, sustainable designs. Incremental costs at construction time will be weighed up with the whole of life costs for assets delivering service to the community.

Over the long term the renewal cost and the depreciation charge for the Council's infrastructure assets (roads, water and waste water systems) should be similar. But in any one year they can be very different – depreciation is a regular annual operating expense and the corresponding renewal is an irregular capital cost. Because many of the Council's assets are relatively new, and have been recently paid for by ratepayers through rates and development contributions Council has adopted a mixed model of depreciation funding. This is discussed in the Financial Strategy.

This infrastructure strategy focusses on long term service provision at an appropriate and sustainable level. The underpinning levels of service are largely similar to current levels, and those described in the long term plan. Some variation should be expected over time, as new assets are established expectations may be exceeded, while at other times assets will be constructed 'just in time' to meet demand. Driving greater efficiencies in the future is vital to ensure costs are managed and emissions reductions are targeted.

There are risks evident in this strategy, the greatest being a change in the rate of population growth. Many of the infrastructure proposals discussed are modular and can be adjusted to suit the demand or timing as appropriate. The Eastern Selwyn Sewerage Scheme as an excellent example of this approach, ensuring that demand and performance are tracked, so that capital works are constructed at the right time reducing the risk of over-capitalising.

Council's prudent financial management means that there are resources available to implement the proposals discussed in this strategy. The investment required reflects the community's confidence in Selwyn as a great place to live, work and play.

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Selwyn DISTRICT COUNCIL

REPORT

TO:	Chief Executive
FOR:	Council Meeting – 23 June 2021
FROM:	Group Manager Organisational Performance
DATE:	12 June 2021
SUBJECT:	**SETTING OF RATES FOR THE YEAR 1 JULY 2021 TO 30 JUNE 2022**

RECOMMENDATION

A. That the Selwyn District Council (the "Council") sets the following rates under section 23 of the Local Government (Rating) Act 2002 (the "Act") for the financial year commencing on 1 July 2021 and ending on 30 June 2022. (All dollar amounts are GST inclusive.)

Unless defined otherwise in the interpretation section below, terms used in this recommendation have the same meaning as given in the Act.

1. ***Uniform Annual General Charge***
   *A uniform annual general charge set under section 15 of the Act of $271.00 on each rating unit in the Selwyn District (the "**District**"), to be used for the general expenditure of the District as a whole.*

2. ***General Rate***
   A general rate set under section 13 of the Act of $0.00092696 in the dollar of capital value on each rating unit in the District, to be used for the general expenditure of the District as a whole.

3. ***Community Board Targeted Rate***
   A targeted rate set under section 16 of the Act of $44.00 on each rating unit in the Malvern Ward (as identified on Plan 1) to fund the operations of that Community Board.

4. ***Canterbury Museum Levy Funding Targeted Rate***
   A targeted rate set under section 16 of the Act of $33.00 on each rating unit in the District, to be used for the funding of the Canterbury Museum levy expenditure under the Canterbury Museum Trust Board Act 1993.

5. ***Community Centre Targeted Rate***
   *A targeted rate of $175.00 set under section 16 of the Act on each separately used or inhabited part of a rating unit ("**SUIP**") in the District, for the purpose of providing and maintaining various community centres throughout the District.*

6. ***Community Centre Loan Targeted Rates***
Unless the relevant eligible ratepayer has elected to make a lump sum contribution in respect of the relevant community centre[1], the following targeted rates are set under section 16 of the Act on each rating unit situated in the following locations (as identified on Plan 2):

Location	***Targeted Rate on each Rating Unit***
Glentunnel	*$36.19*
Greendale	*$132.27*

7. ***Recreation Reserve Targeted Rate***
   a. *A targeted rate of $133.00 set under section 16 of the Act on each SUIP in the District, for the purpose of providing and maintaining various recreation reserves and facilities throughout the District.*

8. ***Sewerage Targeted Rates***

   a. *Targeted rates set under section 16 of the Act on all:*
      - *SUIPs (other than SUIPs in the Upper Selwyn Huts settlement) which are; or*
      - *rating units (other than rating units in the Upper Selwyn Huts settlement) which may be,*

      connected to Council provided sewerage treatment and disposal systems as follows:

Category	***Differential basis – number of pans[2]***	***Targeted rate (on each rating unit)***
SUIP connected to Council provided sewerage treatment and disposal systems	• *4 or fewer pans - $564.00 on each SUIP* • *5 or more pans - $564.00 plus an additional $141.00 per pan in excess of 4 pans on each SUIP*	*Nil*
Rating unit not connected to available Council provided sewerage treatment and disposal systems	*Nil*	*$282.00*

   b. *A targeted rate set under section 16 of the Act of $76.00 on each SUIP in Darfield that may have the benefit of reticulated wastewater provision for the purpose of undertaking sewerage investigations.*

[1] Refer section 117J Local Government (Rating) Act 2002.
[2] A rating unit used primarily as the residence for one household shall be deemed to have not more than one pan in accordance with Schedule 3 of the Local Government (Rating) Act 2002.

9. ***Sewerage Loan Targeted Rates***

Unless the relevant eligible ratepayer has elected to make a lump sum contribution in respect of the relevant sewerage scheme[3], the following targeted rates are set under section 16 of the Act in relation to the following categories of rateable land:

a. *$269,612.54 for the rating unit at 41 Westland Place, Rolleston, valuation roll number 2354168058 (land occupied by Westland Milk and connected to the Eastern Selwyn Sewerage Scheme).*

b. *$3,888.46 per hectare for the rating unit at Jones Road, Rolleston, valuation roll number 2354167113 (connected to the Eastern Selwyn Sewerage Scheme).*

c. *$3,873.21 per hectare for those rating units at Jones Road, Rolleston, valuation roll numbers 2354167300 and 2354167302 (connected to the Eastern Selwyn Sewerage Scheme).*

d. *$3,889.19 per hectare for those rating units at Jones Road, Rolleston, valuation roll numbers 2354167312, 2354167305 and 2354167304 (connected to the Eastern Selwyn Sewerage Scheme).*

e. *$360.26 on each rating unit within the Southbridge Sewerage Scheme Area.*

f. *$659.50 on each rating unit within the Tai Tapu Sewerage Scheme Area.*

[3] Refer section 117J Local Government (Rating) Act 2002.

10. ***Refuse Collection and Disposal Targeted Rates***

Targeted rates set under section 16 of the Act on each SUIP where refuse services are provided or available as follows:

Location	***Optional Service Provided***			***Targeted rate on each SUIP where Service Available***
Arthur's Pass	*Nil (rate set on availability).*			*$222.00 on each SUIP for refuse and recycling service.*
Castle Hill	*Nil (rate set on availability).*			*$222.00 on each SUIP for refuse and recycling service.*
Lake Coleridge	*Nil (rate set on availability).*			*$140.00 on each SUIP for refuse and recycling service.*
Balance of the District (on a refuse and recycling collection route)	*$140.00 per 80 Litre refuse Wheelie Bin.*	*$415.00 per 240 Litre refuse Wheelie Bin.*	*$190.00 per Organic Wheelie Bin.*	*$82.00 on each SUIP for recycling collection and disposal and $27.00 on each SUIP for refuse collection and disposal.*

11. *Water Supply Targeted Rates*

Targeted rates set under sections 16 and 19 of the Act, on each:

- *SUIP (other than SUIPs in the Upper Selwyn Huts settlement) or rating unit (other than rating units in the Upper Selwyn Huts settlement) which is; or*
- *rating unit (other than rating units in the Upper Selwyn Huts settlement) which may be,*

connected to Council provided water supply as follows:

Category	***Differential basis***	***Targeted rate (on each SUIP)***	***Targeted rate (on each rating unit)***
SUIP connected to Council provided metered water supply.	*$0.60 per m^3 of water*	*$267.00*	*Nil*
Rating unit within 100 metres of, and able to be connected to, but not connected to, Council provided metered water supply.	*Nil*	*Nil*	*$267.00*
Rating unit connected to a Council provided Restricted Water Supply.	*$192 per water unit*[4]	*Nil*	*$267.00*
Rating unit with Restricted Water Supply available but no water being drawn.	*Nil*	*Nil*	*$267.00*

12. *Water Loan Targeted Rates*

Unless the relevant eligible ratepayer has elected to make a lump sum contribution in respect of the relevant water supply scheme[5]*, the following targeted rates are set under section 16 of the Act on each rating unit connected to the following water schemes as follows:*

Water scheme	***Targeted Rate on each rating unit***
Doyleston	*$394.05*
Prebbleton (Kingcraft Drive)	*$375.04*

[4] A water unit is supply of up to 1 m^3 of water over a 24 hour period, regardless of whether this supply is taken.
[5] Refer section 117J Local Government (Rating) Act 2002.

13. ***Water Race (Service and Amenity) Targeted Rates***

a. *Water race (service) targeted rates set under section 16 of the Act on each rating unit which has available water race service in the District of $345.00 per rating unit and $19.50 per hectare or part thereof.*

b. *A water race (amenity) targeted rate set under section 16 of the Act of $45.00 on each rating unit in the District which does not have available water race service.*

The water race (service and amenity) targeted rates are for the purpose of maintaining and providing the water race systems within the District. In the Paparua water race area irrigation charges are also imposed.

14. ***Land Drainage and River Works Targeted Rates***

a. *Targeted rates set under section 16 of the Act on the capital value of each rating unit in the area classified for the Greenpark Subdivision calculated as follows:*

Category - Where land situated in Greenpark Subdivision (as identified on Plan 3)	***Targeted rate (per dollar of capital value of rating unit)***
Class B	*$0.000516*
Class C	*$0.000373*
Class D	*$0.000372*
Class E	*$0.000154*
Class F	*$0.000098*

b. *Targeted rates set under section 16 of the Act on the capital value of each rating unit in the area classified for the L2 Subdivision calculated as follows:*

Category - Where land situated in L2 Subdivision (as identified on Plan 4)	***Targeted rate (per dollar of capital value of rating unit)***
Class A	*$0.000334*
Class B	*$0.000209*
Class C	*$0.000135*
Class D	*$0.000088*
Class E	*$0.000068*
Class F	*$0.000046*

c. *Targeted rates set under section 16 of the Act on each rating unit in the area classified for the Ellesmere No. 3 Subdivision calculated as follows:*

Category - Where land situated in Ellesmere No. 3 Subdivision (as identified on Plan 5)	***Targeted rate (per dollar of capital value of rating unit)***	***Targeted rate (fixed amount on each rating unit)***
Poor drainage area	*$0.000168*	*$66.00*
Imperfectly drained	*$0.000125*	*$66.00*
Moderately well drained	*$0.000081*	*$66.00*
Well drained	*$0.000038*	*$66.00*

d. *Targeted rates set under section 16 of the Act on the area of each rating unit in the area classified for Ellesmere No. 4 (Osbornes Drain) Subdivision calculated as follows:*

Category - Where land situated in Ellesmere No. 4 (Osbornes Drain) Subdivision (as identified on Plan 6)	***Targeted rate (per hectare or part thereof of rating unit)***
Class A	*$37.15*
Class B	*$23.69*
Class C	*$3.16*

e. *A targeted rate set under section 16 of the Act of $0.000549 in the dollar on the capital value of each rating unit in the Hororata River Control Rating Area (as identified on Plan 7).*

f. *Targeted rates set under section 16 of the Act on each rating unit in the Leeston Drainage District calculated as follows:*

Categories		***Targeted rate (per hectare or part thereof of rating unit)***	***Uniform targeted rate (on each rating unit)***
Where land situated in Leeston Drainage District (as identified on Plan 8)	***Area***		
Class A	*Greater than 3.60 hectares*	*$17.49*	*Nil*
	3.60 hectares or less	*Nil*	*$63.00*
Class B	*Greater than 4.57 hectares*	*$13.79*	*Nil*
	4.57 hectares or less	*Nil*	*$63.00*
Class C	*Greater than 5.47 hectares*	*$11.53*	*Nil*
	5.47 hectares or less	*Nil*	*$63.00*
Class D	*Greater than 9.43 hectares*	*$6.68*	*Nil*
	9.43 hectares or less	*Nil*	*$63.00*

g. *Targeted rates set under section 16 of the Act on the area of each rating unit in the area classified for the Taumutu Drainage District calculated as follows:*

Category - Where land situated in Taumutu Drainage District (as identified on Plan 9)	***Targeted rate (per hectare or part thereof of each rating unit)***
Class A	*$42.82*
Class B	*$43.71*

h. *Targeted rates set under section 16 of the Act on the capital value of each rating unit in the area classified for the Taumutu Special Drainage District (Culverts Maintenance) calculated as follows:*

Category - Taumutu Special Drainage District (Culverts Maintenance) (as identified on Plan 10)	***Targeted rate (per dollar of capital value of rating unit)***
Class A	*$0.001574*
Class B	*$0.000438*
Class C	*$0.000227*
Class D	*$0.000141*

i. *Targeted rates set under section 16 of the Act on the area of each rating unit in the area classified for the Wairiri Valley Drainage District calculated as follows:*

Category - Where land situated in Wairiri Valley Drainage District (as identified on Plan 11)	***Targeted rate (per hectare or part thereof of each rating unit)***
Class A	*$8.98*
Class C	*$5.30*
Class E	*$4.67*

15. ***Swimming Pools Targeted Rate***

A targeted rate set under section 16 of the Act for the purpose of providing and maintaining swimming pools in the District. The rate is set differentially based on location and assessed on each SUIP within the Zones identified on Plan 12:

Swimming Pools Zone 1	*$168.00*
Swimming Pools Zone 2	*$118.00*
Swimming Pools Zone 3	*$42.00*

Zone Rating Areas

Zone 1 *(incorporating Rolleston).*

Zone 2 *(incorporating Broadfield, Courtenay, Darfield, Dunsandel, Greendale, Halkett, Killinchy, Kimberley, Kirwee, Ladbrooks, Lakeside, Leeston, Lincoln, Osborne Park, Prebbleton, Rhodes Park, Sheffield, Springston, Southbridge, Templeton, Weedons and West Melton).*

Zone 3 *(incorporating Arthurs Pass, Castle Hill, Glentunnel/Coalgate, Hororata, Kowai Pass, Lake Coleridge, Rakaia Huts, Snowdon and Whitecliffs).*

16. ***Library Targeted Rate***

A targeted rate set under section 16 of the Act of $232.00 on each rating unit in the District, to be used for providing the District library service.

17. ***Stormwater Targeted Rate***

A targeted rate set under section 16 of the Act of $113.00 on each SUIP in the area incorporating Arthur's Pass, Castle Hill, Darfield, Doyleston, Dunsandel, Edendale, Glentunnel, Hororata, Kirwee, Lake Coleridge, Leeston, Lincoln, Prebbleton, Rakaia Huts, Rolleston, Southbridge, Springfield, Springston, Tai Tapu, Templeton (Claremont), West Melton and Whitecliffs (as identified on Plan 13), for the purpose of providing and maintaining stormwater systems.

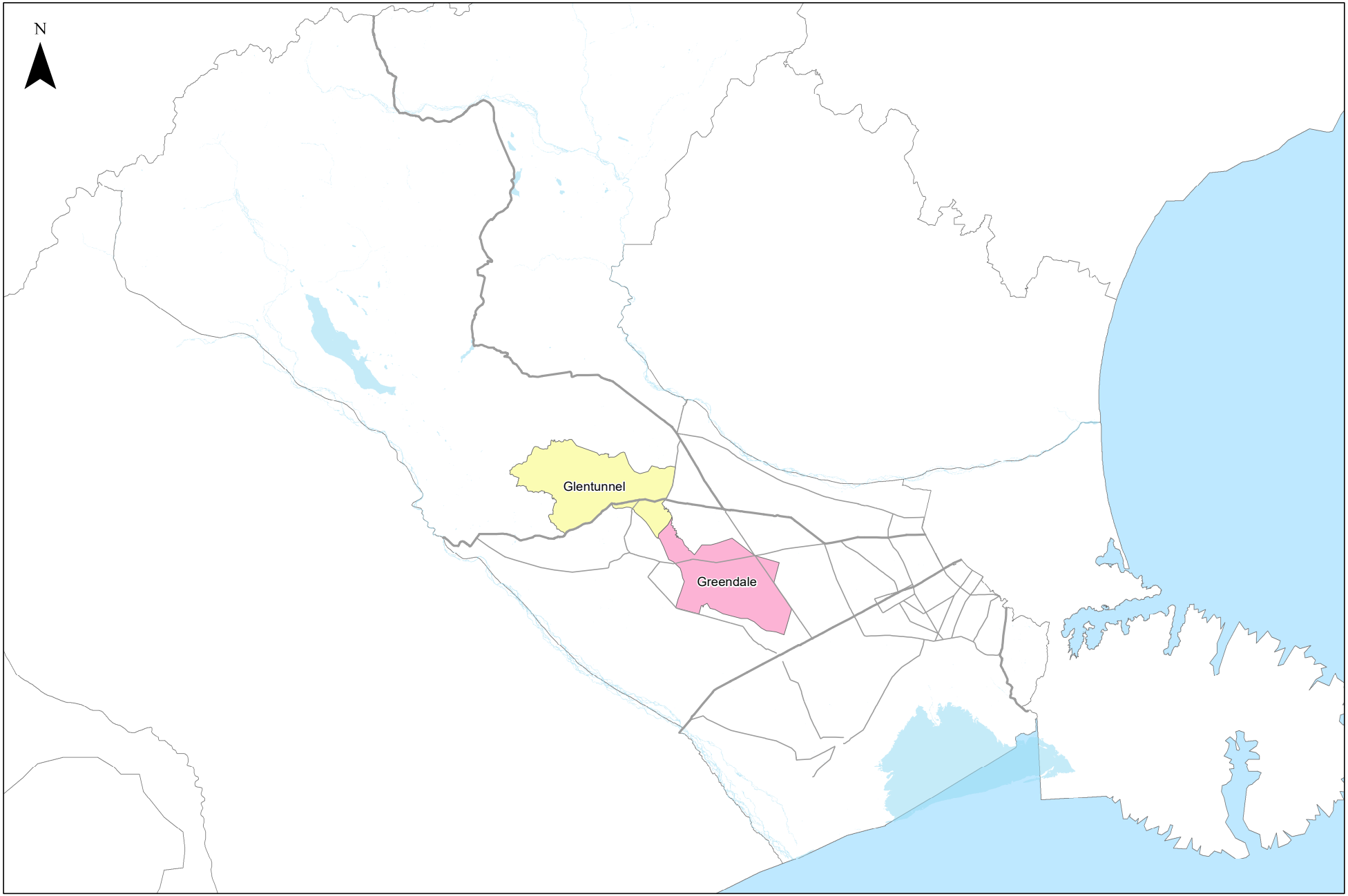
Supporting plans

- *Plan 1: Community Board Targeted Rate*
- *Plan 2: Community Centre Loan Targeted Rates*
- *Plan 3: Greenpark Subdivision*
- *Plan 4: L2 Subdivision*
- *Plan 5: Ellesmere No.3 Subdivision*
- *Plan 6: Ellesmere No.4 (Osbornes Drain) Subdivision*
- *Plan 7: Hororata River Control Rating Area*
- *Plan 8: Leeston Drainage District Targeted Rates*
- *Plan 9: Taumutu Drainage District*
- *Plan 10: Taumutu Special Drainage District*
- *Plan 11: Wairiri Valley Drainage District*
- *Plan 12: Swimming Pools Targeted Rate*
- *Plan 13: Stormwater Targeted Rate*



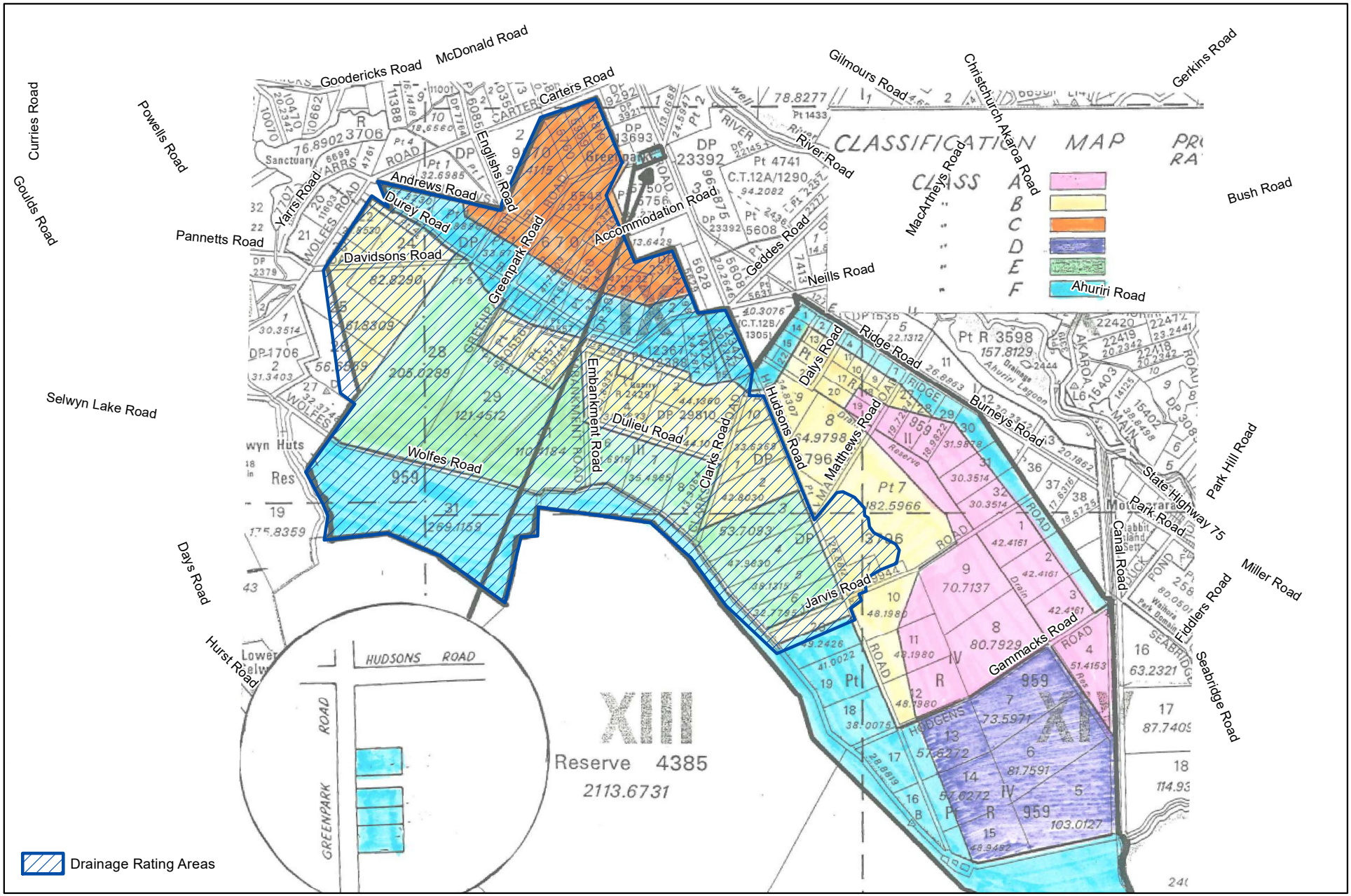
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Plan 1: Community Board Targeted Rate



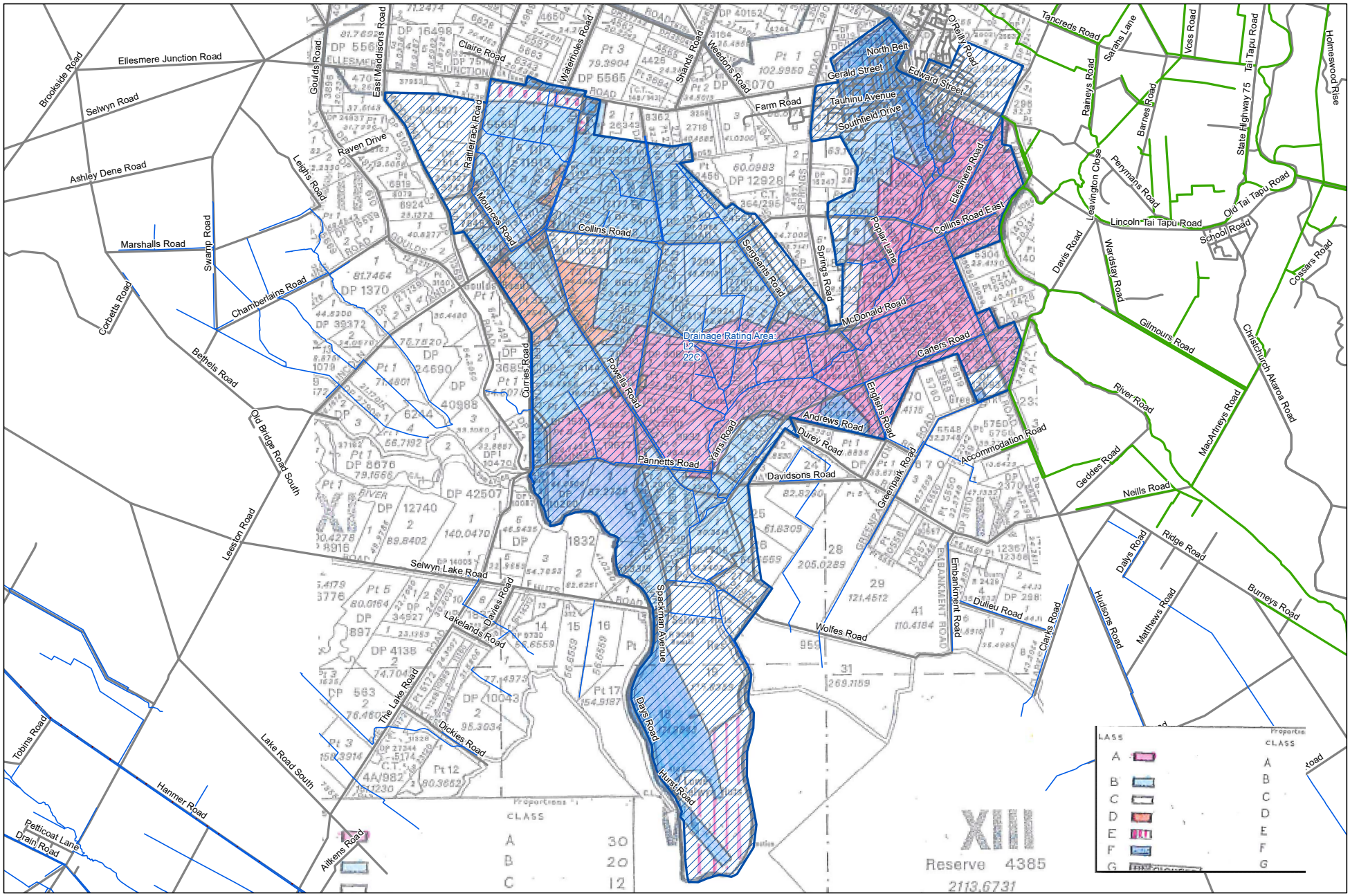
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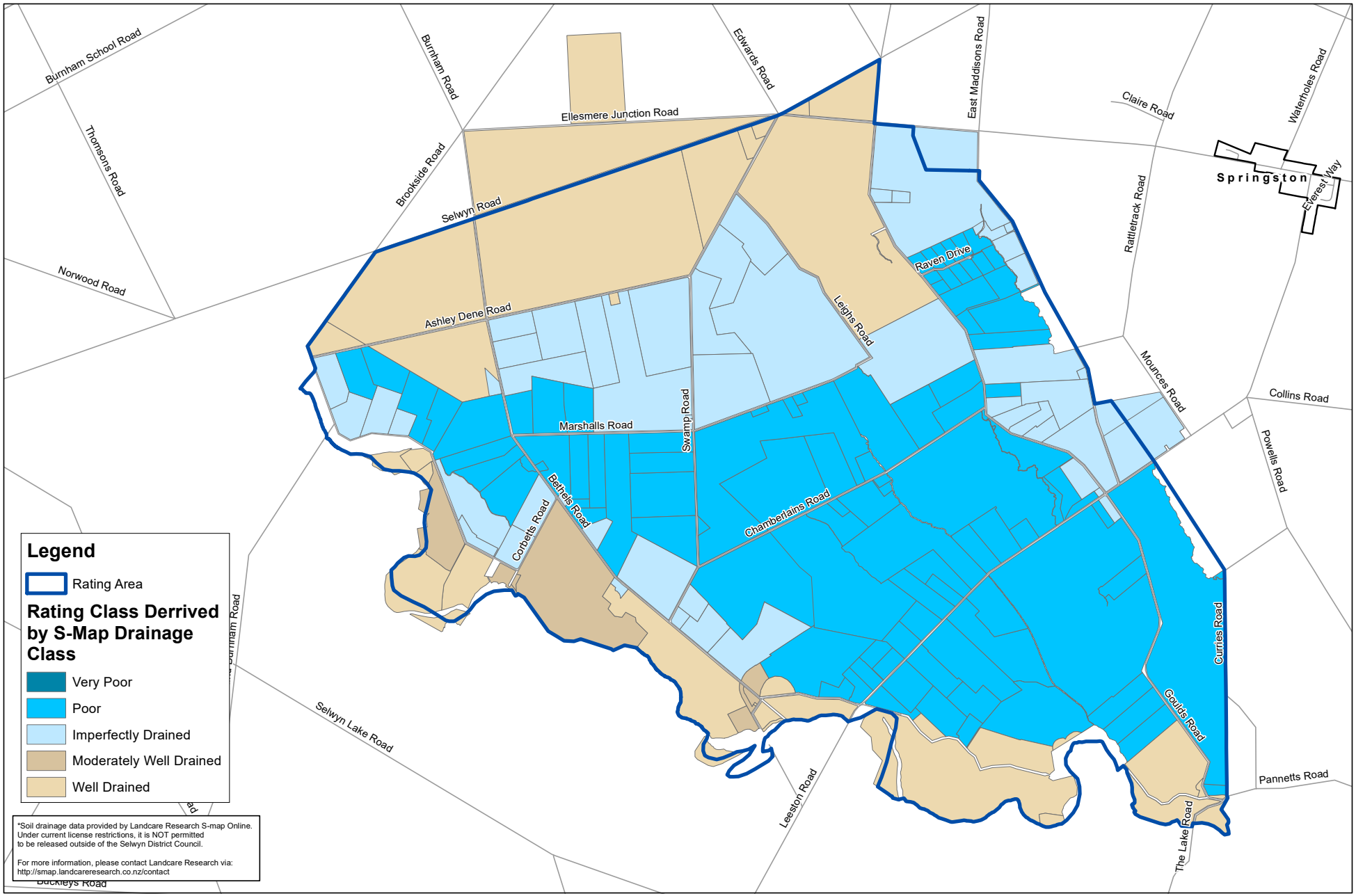
Plan 2: Community Centre Loan Targeted Rate



Plan 3: Greenpark Subdivision

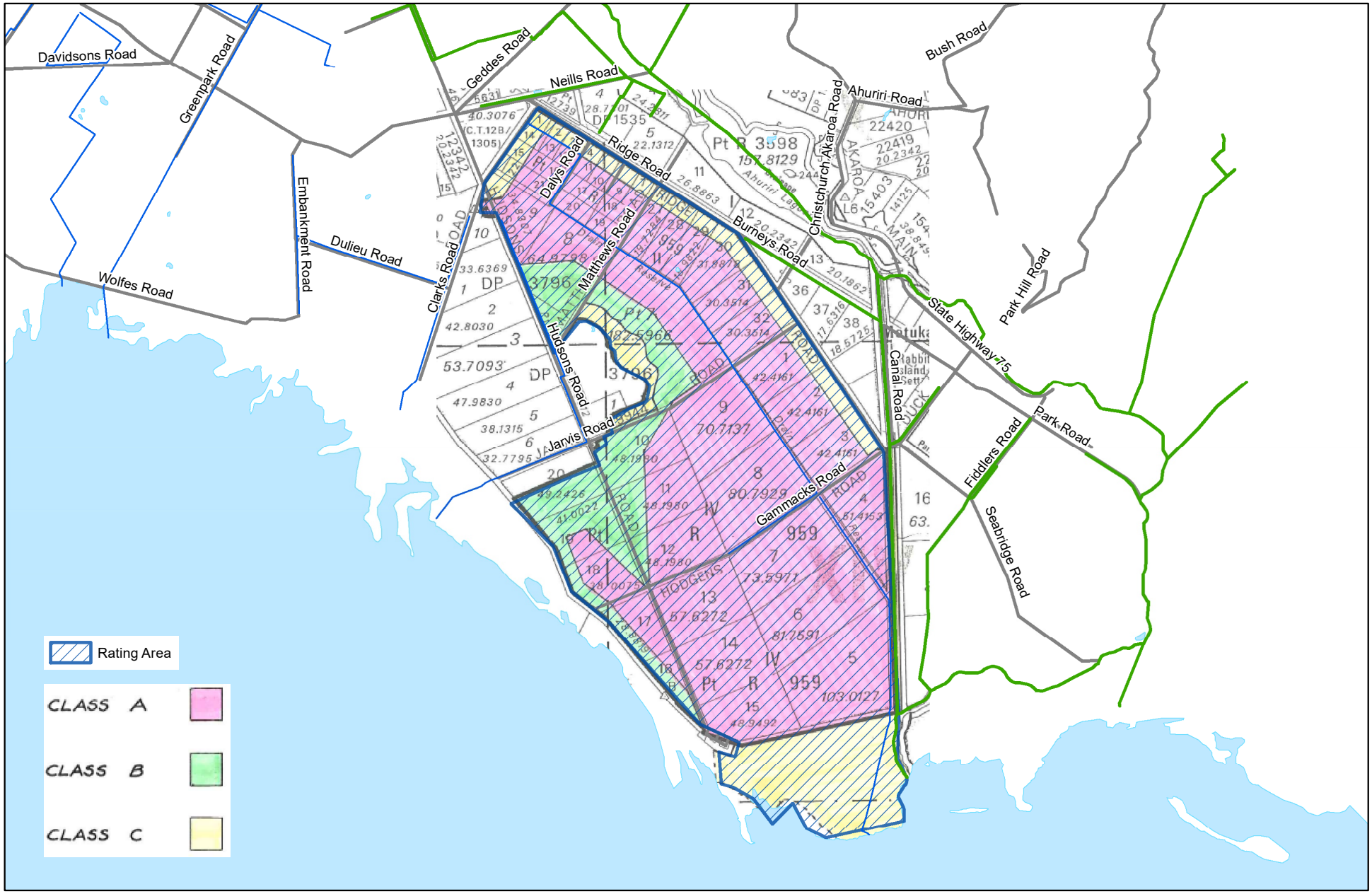
Date: 23/06/2021


Drainage Rating Area
L2
22C
Brookside Road
Ellesmere Junction Road
Selwyn Road
Ashley Dene Road
Marshalls Road
Corbetts Road
Chamberlains Road
Swamp Road
Leighs Road
Raven Drive
Gould's Road
East Maddisons Road
Claire Road
Waterholes Road
Shands Road
Weedons Road
Farm Road
Rattletrack Road
Mounces Road
Collins Road
Sergeants Road
Springs Road
Curries Road
Powells Road
Pannetts Road
Yarrs Road
Andrews Road
Durey Road
Davidsons Road
Greenpark Road
Englishs Road
McDonald Road
Carters Road
Poplar Lane
Ellesmere Road
Collins Road East
North Belt
Gerald Street
Edward Street
Tauhinu Avenue
Southfield Drive
O'Reilly Road
Tancreds Road
Sergis Lane
Rainey's Road
Barnes Road
Voss Road
Tai Tapu Road
State Highway 75
Holmeswood Rise
Leavington Close
Perymans Road
Lincoln-Tai Tapu Road
Old Tai Tapu Road
School Road
Davis Road
Wardslay Road
Cossars Road
Gilmours Road
Christchurch Akaroa Road
River Road
MacArthurs Road
Accommodation Road
Geddes Road
Neills Road
Ridge Road
Dalys Road
Matthews Road
Burneys Road
Hudsons Road
Clarks Road
Dulieu Road
Embankment Road
Wolfes Road
Selwyn Lake Road
Leeston Road
Old Bridge Road South
Bethels Road
Davies Road
Lakelands Road
Sparkman Avenue
Days Road
Hursts Road
The Lake Road
Dickies Road
Lake Road South
Tobins Road
Hanmer Road
Petticoat Lane Drain Road
Aikens Road
CLASS
A 30
B 20
C 12
XIII
Reserve 4385
2113,6731
N
0 0.5 1 2 km
Drainage Rating Areas
Plan 4: L2 Subdivision
Date: 23/06/2021



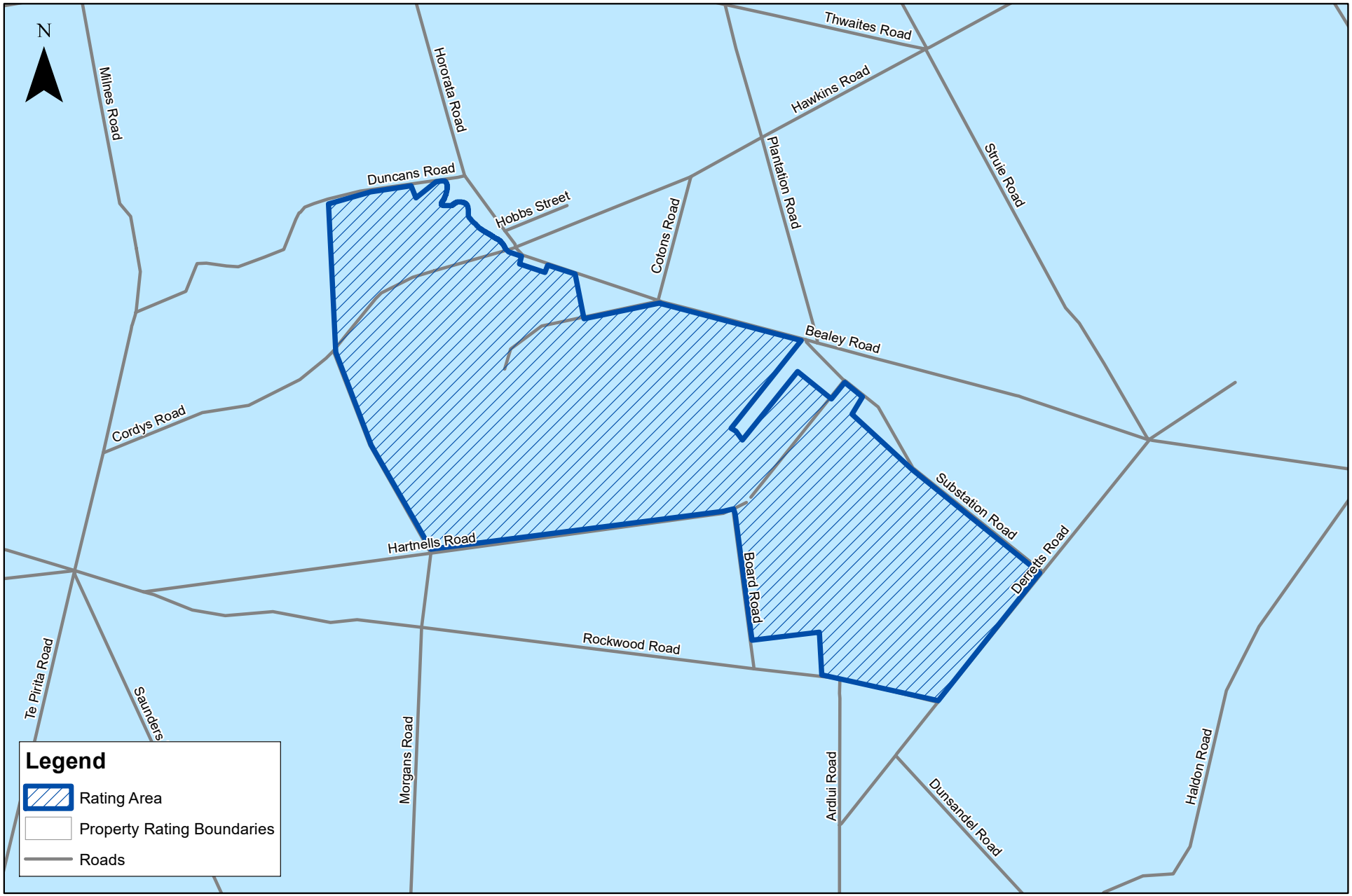
Plan 5: Ellesmere No. 3 Subdivision

23/6/2021



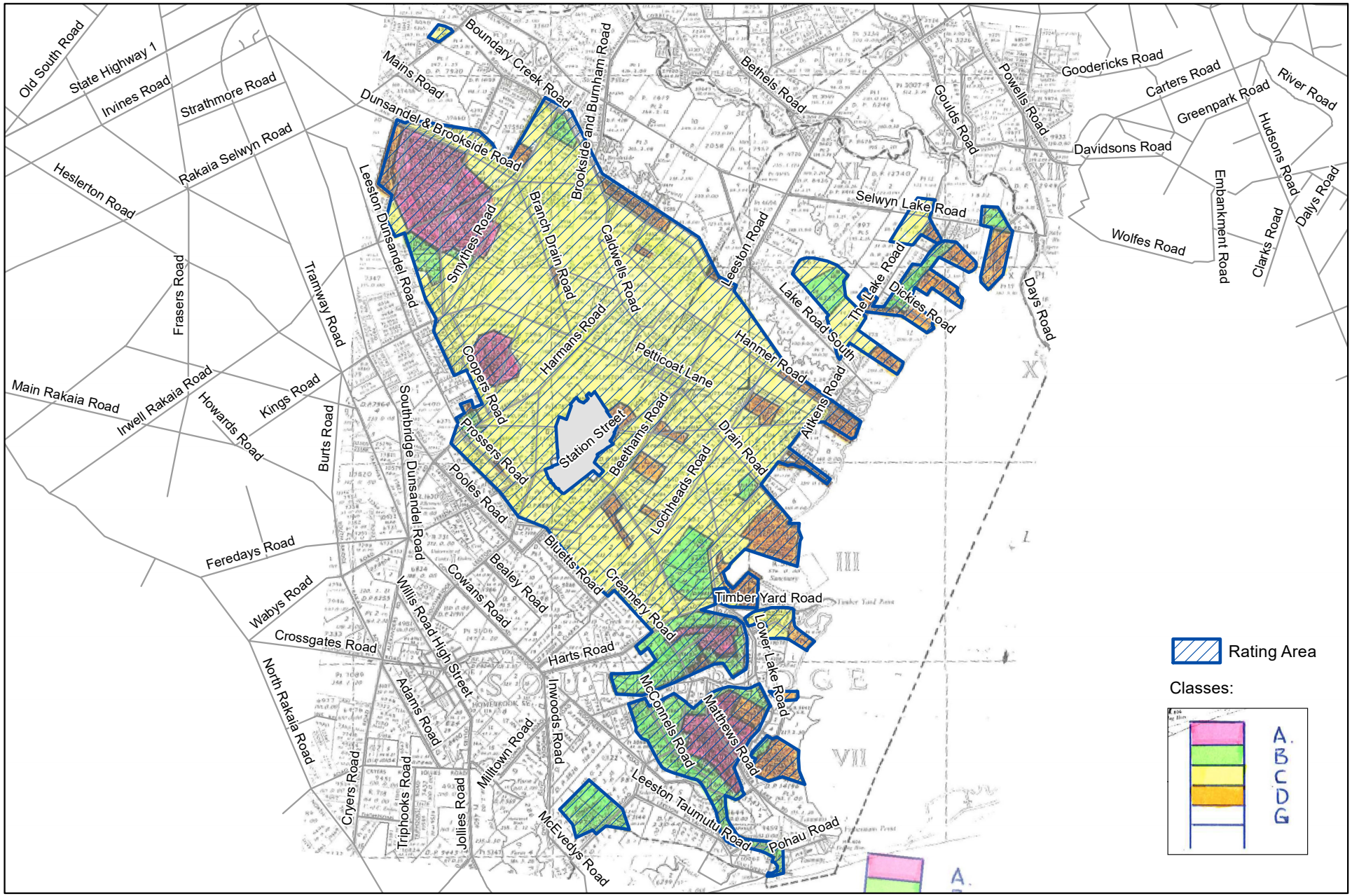
Plan 6: Ellesmere No. 4 (Osbornes Drain) Subdivision

23/06/2021



Plan 7: Hororata River Control Rating Area

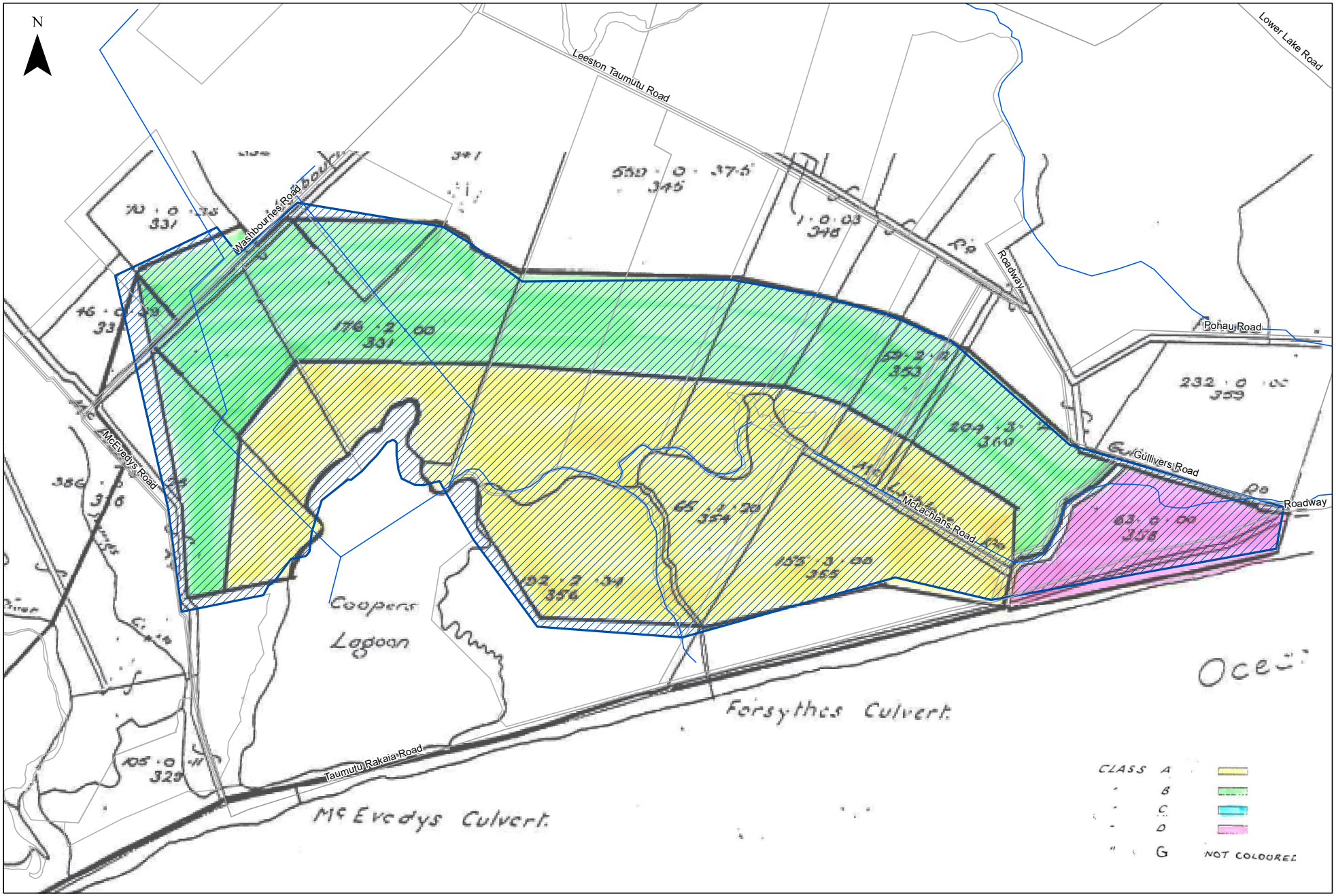
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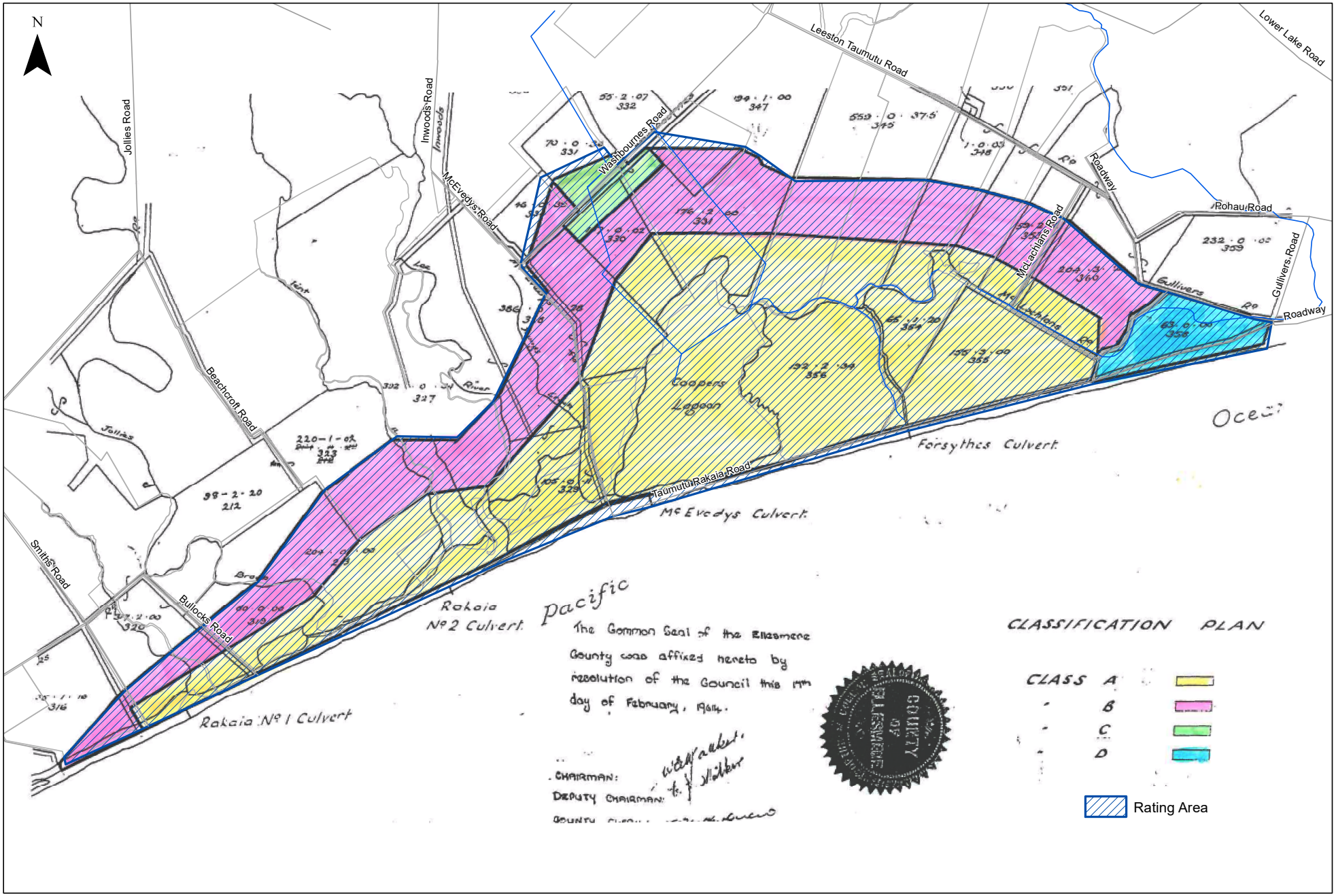
Plan 8: Leeston Drainage District Targeted Rates

23/06/2021



Plan 9: Taumutu Drainage District

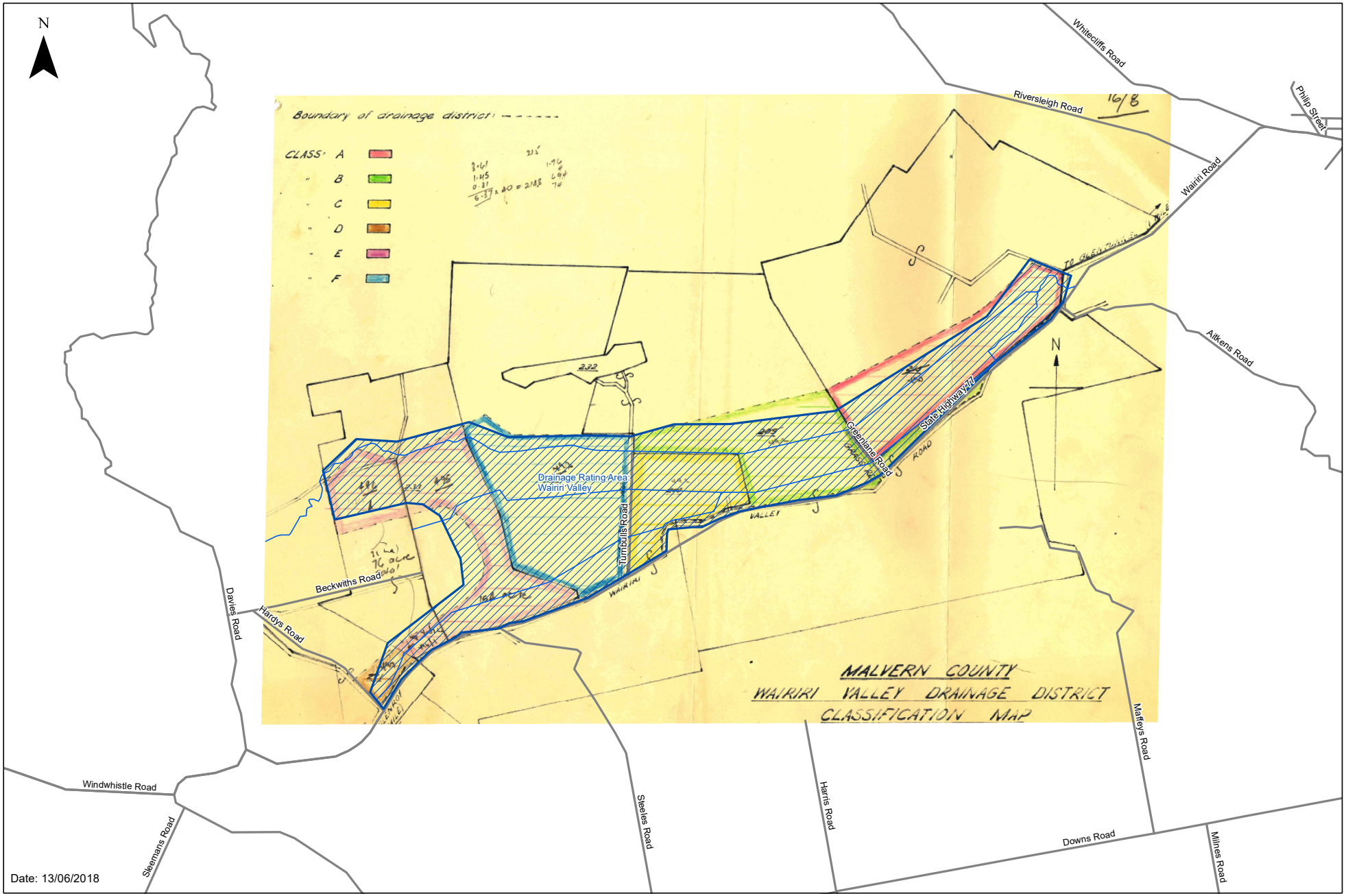
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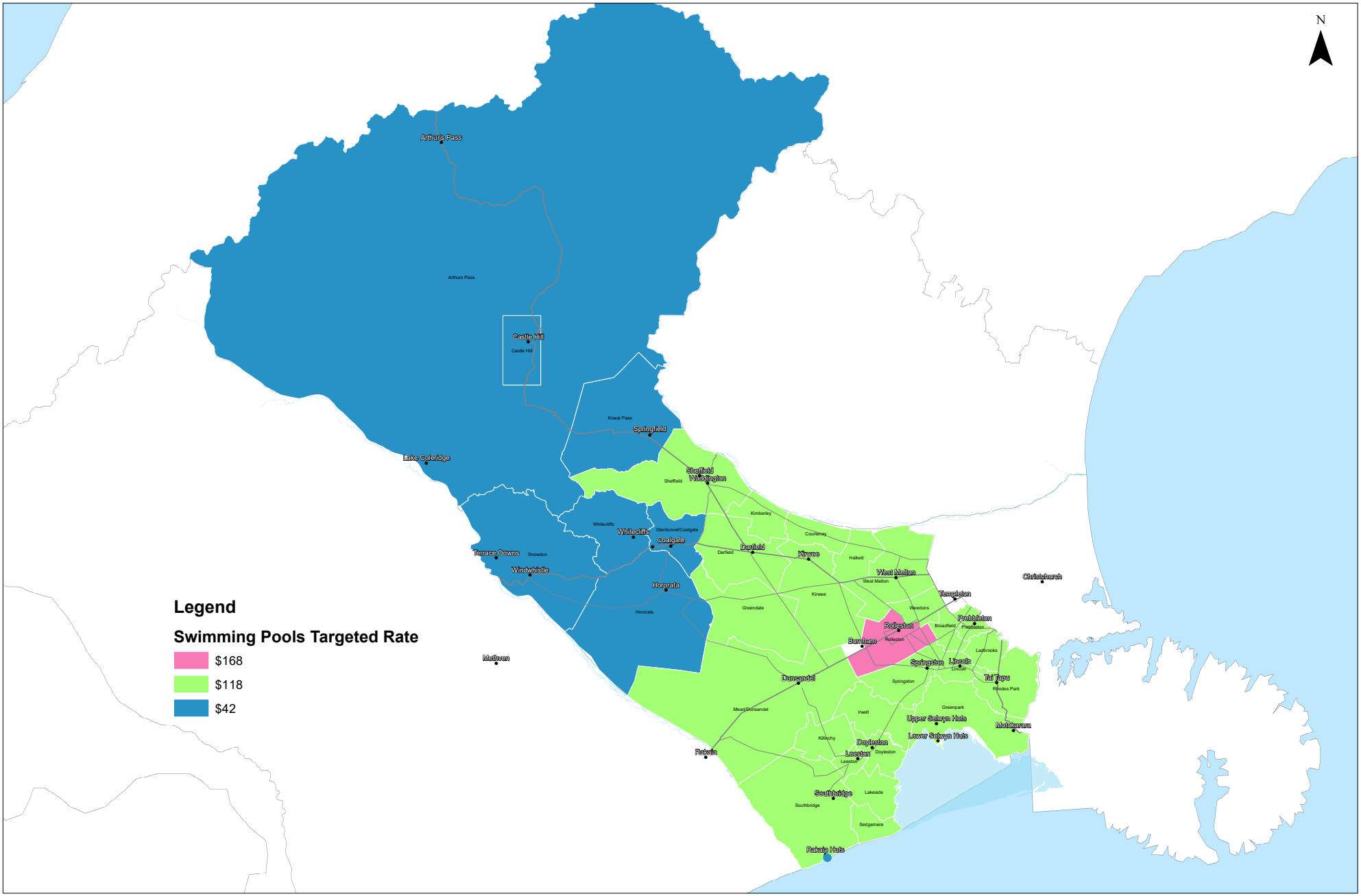


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Plan 10: Taumutu Special Drainage District (Culverts Maintenance)

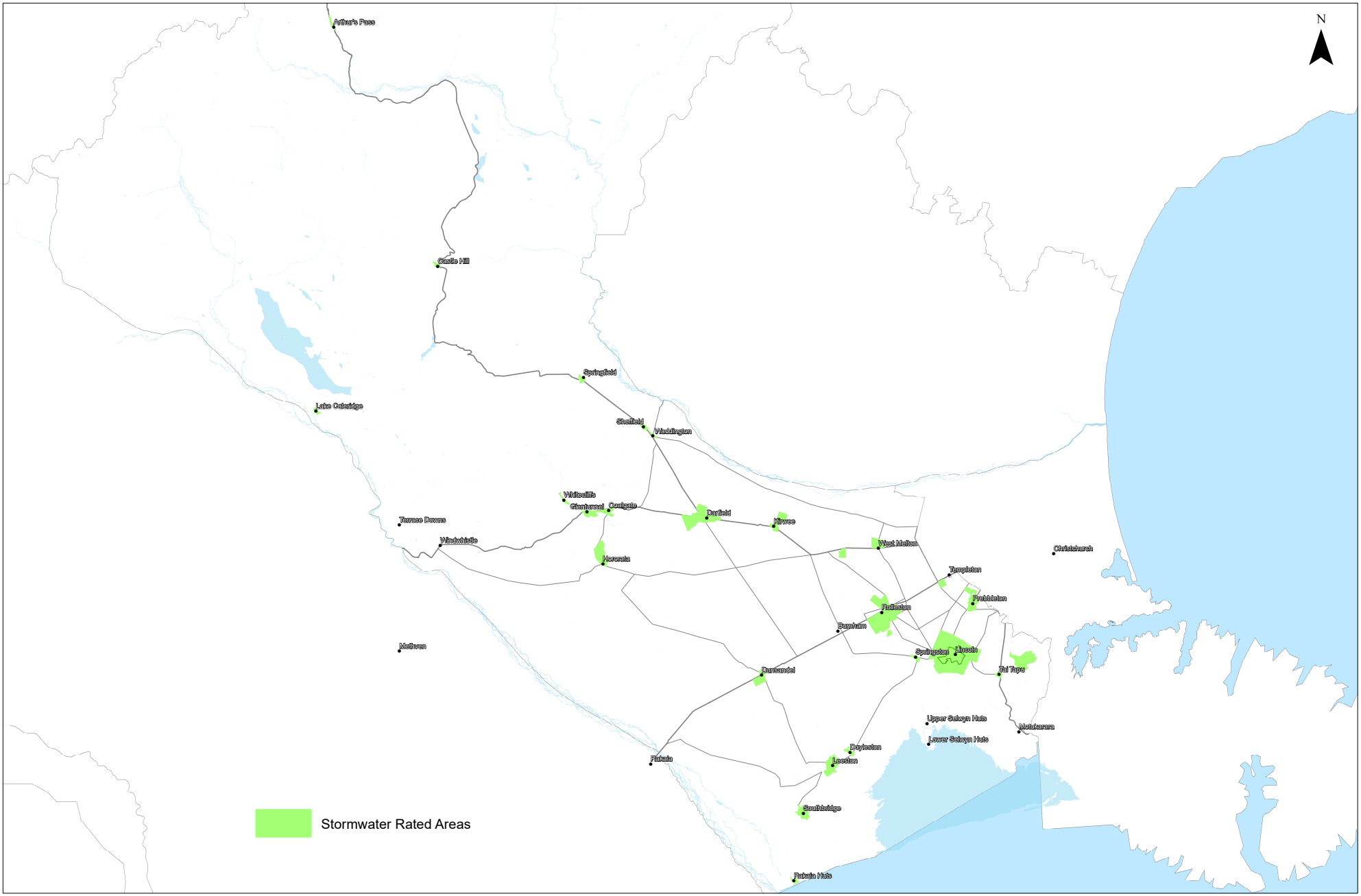
Date: 23/06/2021


N
Whitecliffs Road
Riversleigh Road
Philip Street
Wairiri Road
Aitkens Road
Boundary of drainage district: - - - - - -
CLASS: A
B
C
D
E
F
16/8
State Highway 72
Greendale Road
Drainage Rating Area
Wairiri Valley
Tumbulls Road
Beckwiths Road
Hardys Road
Davies Road
MALVERN COUNTY
WAIRIRI VALLEY DRAINAGE DISTRICT
CLASSIFICATION MAP
Windwhistle Road
Sleemans Road
Steeles Road
Harris Road
Downs Road
Mafeys Road
Milnes Road
Date: 13/06/2018
0
0.5
1
2
km
Rating Area
Plan 11: Wairiri Valley Drainage District
23/06/2021
Selwyn
DISTRICT COUNCIL



Date: 23/06/2021

Plan 12: Swimming Pools Targeted Rate



Date: 23/06/2021

Plan 13: Stormwater Targeted Rate

B. ***That the above rates (other than targeted rates for metered water supply set on a differential basis) shall be for the financial year commencing on the 1st July 2021 and concluding on the 30th June 2022, and shall be payable in the four equal instalments by the following dates:***

Instalment One:
Due and payable on 15th September 2021. Final day for payment will be 15th September 2021.

Instalment Two:
Due and payable on 15th December 2021. Final day for payment will be 15th December 2021.

Instalment Three:
Due and payable on 15th March 2022. Final day for payment will be 15th March 2022.

Instalment Four:
Due and payable on 15th June 2022. Final day for payment will be 15th June 2022.

C. ***That the above targeted rates for metered water supply set on a differential basis shall be for the financial year commencing on the 1st July 2021 and concluding on the 30th June 2022, and shall be payable in two six monthly instalments on the following dates:***

Instalment One:
Where connected to Council provided metered water supply (Edendale, West Melton, Johnson Road, Claremont, Leeston, Prebbleton, Doyleston, Jowers Road, Rakaia Huts) due and payable on 20th October 2021.

Where connected to Council provided metered water supply (Darfield, Springfield, Kirwee, Sheffield, Arthurs Pass, Castle Hill, Lake Coleridge) due and payable on 20th November 2021.

Where connected to Council provided metered water supply (Rolleston, Raven Drive, Dunsandel) due and payable on 20th December 2021.

Where connected to Council provided metered water supply (Lincoln, Tai Tapu, Te Pirita, Southbridge, Springston) due and payable on 20th January 2022.

Instalment Two:
Where connected to Council provided metered water supply (Edendale, West Melton, Johnson Road, Claremont, Leeston, Prebbleton, Doyleston, Jowers Road, Rakaia Huts) due and payable on 20th April 2022.

Where connected to Council provided metered water supply (Darfield, Springfield, Kirwee, Sheffield, Arthurs Pass, Castle Hill, Lake Coleridge) due and payable on 20th May 2022.

Where connected to Council provided metered water supply (Rolleston, Raven Drive, Dunsandel) due and payable on 20th June 2022.

Where connected to Council provided metered water supply (Lincoln, Tai Tapu, Te Pirita, Southbridge, Springston) due and payable on 20th July 2022.

D. ***That the Council applies rates penalties as follows:***

a) *A charge of 5 percent on so much of any instalment for rates (other than targeted rates for metered water supply set on a differential basis) that has been assessed after 1st July 2021 and which is unpaid and due will be added on the following dates:*

Instalment One	*16th September 2021*
Instalment Two	*16th December 2021*
Instalment Three	*16th March 2022*
Instalment Four	*16th June 2022*

b) *Previous years' rates (other than targeted rates for metered water supply set on a differential basis) including penalties assessed on or prior to 1st July 2021, and which remain unpaid on 1st July 2021, will have a further 5 percent added on 1st July 2021.*

E. ***That the Council delegates authority to apply the Council's policy of remission on penalty rates to the Group Manager Organisational Performance.***

INTERPRETATION

- *All dollar amounts are GST inclusive.*
- *All references to the Act are to the Local Government (Rating) Act 2002.*
- *All references to District are to the Selwyn District.*
- *Capital value has the meaning set out in section 2(1) of the Rating Valuations Act 1998.*
- *Pan means water closet or urinal.*
- *Separately used or inhabited part of a rating unit ("SUIP") means any part of a rating unit separately used or inhabited by the ratepayer, or by any other person, having a right to use or inhabit that part by virtue of a tenancy, lease licence, or other agreement, or any part or parts of a rating unit that are used or occupied by the ratepayer for more than one single use. Separately used or inhabited parts include:*
    - *A residential, small holding, or farmland property that contains two or more separately occupiable units, flats or houses each of which is separately inhabited or is capable of separate inhabitation i.e. has independent kitchen facilities.*
    - *A commercial premises that contains separate shops, kiosks, other retail or wholesale outlets, or offices, each of which is operated as a separate business or is capable of operation as a separate business.*

PURPOSE

The purpose of the report is to set the rates for the financial year commencing 1 July 2021 in pursuance of the powers conferred on it by the Local Government (Rating) Act 2002.

SIGNIFICANCE ASSESSMENT/COMPLIANCE STATEMENT

The setting of rates for the financial year commencing 1 July 2021 is of high significance as it allows the Council to fund its capital programme and operational plans for the year. The Council consulted on proposed rates for the year as part of the Long Term Plan Consultation Document.

HISTORY/BACKGROUND

Rates are set in line with the Long Term Plan and the Funding Impact Statement set out in the Long Term Plan 2021-31.

PROPOSAL

This report contains the rates to be set for the financial year commencing 1 July 2021 in accordance with the Local Government (Rating) Act 2002.

OPTIONS

The Council has three options available to it:

- Option 1 – set the rates and associated penalties for the financial year commencing 1 July 2021, instalment dates, rates penalties and delegate the authority to apply the Council's policy of remission to the Group Manager Organisational Performance as outlined in this report.

- Option 2 – set the rates and associated penalties for the financial year commencing 1 July 2021, instalment dates, rates penalties and delegate the authority to apply the Council's policy of remission to the Group Manager Organisational Performance but with changes.

- Option 3 – decline to set the rates and associated penalties for the financial year commencing 1 July 2021, instalment dates, rates penalties and delegate authority to apply the Council's policy of remission to the Group Manager Organisational Performance.

Staff recommend Option 1.

VIEWS OF THOSE AFFECTED/CONSULTATION

The Council received over 600 submissions on the Long Term Plan Consultation Document and the final document reflects its deliberations on the submissions and is reflected in the rates included in this report.

RELEVANT POLICY/PLANS

The rates set are broadly consistent with the Council's Revenue and Financing Policy.

LEGAL IMPLICATIONS

Rates are set in accordance with the requirements of the Local Government (Rating) Act 2002.

FUNDING IMPLICATIONS

The funding implications of the Annual Plan are reflected in the rates to be charged for the year.



Craig Moody
ACCOUNTING MANAGER

ENDORSED FOR AGENDA



Kelvin Mason
GROUP MANAGER ORGANISATIONAL PERFORMANCE

REPORT

TO:	Council
FOR:	Council Meeting on 23 June 2021
FROM:	Chief Executive
DATE:	10 June 2021
SUBJECT:	**CHIEF EXECUTIVE'S REPORT**

RECOMMENDATION

'That Council receives the Chief Executive's report for information.'

1. INFOMETRICS QUARTERLY ECONOMIC MONITOR FOR SELWYN DISTRICT – MARCH 2021

Attached to this report is the latest Infometrics Economic Monitor for Selwyn District for the quarter ended March 2021.

Selwyn's economy expanded by 1.3% over the year to March 2021, according to Infometrics provisional GDP estimates. Quarterly growth has tailed off to 0.7% in the March 2021 quarter, suggesting the District's economic activity is starting to plateau after years of strong growth. Employment of Selwyn residents has been growing strongly but is starting to plateau too.

Selwyn's business appear to be more confident than most, with a lesser decline in commercial vehicle registrations than the rest of New Zealand. This will have been buoyed by continued improvement in the dairy payout, with an expected increase of $41m for the 202/21 season translating to more money for farmers, and by extension, their contractors.

Non-residential consents have been relatively steady over the past year, and were buoyed by a $31m education building consent issued in March. Further projects associated with the Rolleston town centre, Lincoln University and AgResearch will keep the non-residential construction sector busy for some time. Residential building consents continue to be issued at a rate of more than 400 per quarter, well above the District's long-term average. Continued issuance at this level suggests that the construction sector has scaled up over the past year to build at this rate – rather than creating a backlog of work.

Selwyn's house values appreciated to an average of $645,000; the highest in Greater Christchurch. The pickup in house construction has enabled population growth to pick up again too, with health enrolments showing 6.2% population growth over the year to March 2021.

A strongly growing population has enabled strong growth in consumer spending, up 3.4% over the year to March 2021, compared to a 3.8% decline nationally. Likewise, Selwyn's car registrations grew 8.6% compared to a 19.2% decline nationally – a further sign of an economically confident and growing population.

Some parts of Selwyn's population have struggled with job loss through the COVID period, with a near doubling in Jobseeker Support recipients over the past year. However, there have been reductions in the number of recipients across all age, gender and ethnic groups in the past quarter, which is an encouraging sign.

2. LOCAL GOVERNMENT EXCELLENC AWARDS NOMINATION

Further to its win at the Taituarā Local Government Excellence Awards on 6 May 2021, Council is again in the running for an award for its transformational project to provide a world-class service experience to its customers.

Selwyn District Council is pleased to announce that it has been nominated a finalist in the 2021 Local Government New Zealand (LGNZ) EXCELLENCE Awards in the Kainga Ora Homes and Communities EXCELLENCE Award for Social Well-being.

The criteria for the Social Well-being award is for a project or programme that has enhanced the social well-being of its city, district or region and/or demonstrates strong community involvement in the designated project of programme. It should also demonstrate improvement in the integration of information, service delivery and processes across the council or authority, to ensure that the organisation is responsive, and citizen centric.

The other finalists in the category are Christchurch and Palmerston North city councils and Gisborne and Hastings (two projects) district councils. The awards are open to all of New Zealand's 78 local authorities. Winners will be announced at the LGNZ conference dinner in Blenheim on Friday 16 July 2021.

3. POTENTIAL LEGISLATIVE IMPACT ON LOCAL GOVERNMENT

Currently the local government sector is engaged in discussions on three pieces of legislation that potentially will have the most significant impact on local government for several decades. During today's meeting, staff and elected members will take the opportunity to update the meeting on those pieces of legislation as follows:

Three waters - as we write this report we are awaiting further direction from central government on the form of the entities that are to be appointed to assume responsibility for three waters delivery, effective from 1 July 2024.

We are currently awaiting the release of further central government information on a number of operating and financial matters specific to these entities. There is no doubt that there will be significant conversation around Council tables and amongst communities –at-large, in response to the information provided, measured against Council's intended capital works programme, annual operational maintenance, and funding streams.

RMA Review - Mayor Broughton and the Chief Executive had the opportunity to hear a presentation from the Minister for the Environment during the recent Rural and Provincial meeting in Wellington. The Minister acknowledged that in its current form, it is very expensive for both Councils and applicants to participate in RMA processes. He stated that over the years the RMA has become more rule-bound and complex.

A key message given to the Minister was that it would be prudent for he and his officials to meet with Councils around the country to better articulate the intentions of the review, the timeframe under which it is to be concluded and the expected outcomes from the review, including how can RMA processes run better to improve our national environment.

Future for Local Government - Councillors have been invited to a workshop on 2 July 2021 to further consider opportunities for the local government sector over the next 30 years with a particular focus on those additional activities that we may be able to undertake on behalf of our communities and enhancement of relationships between local authorities and their respective communities. A key aspect of this review will be the importance of local government and its role in expanding human wellbeing.

An independent Working Party, chaired by former Waimakariri District Council Chief Executive (Mr Jim Palmer) has been formed to undertake initial engagement with the sector. That working party is required to meet with the sector and prepare an initial report by the end of September 2021 with a more formal report to be presented to cabinet in September 2022 (albeit that date may be reviewed), followed by a final report for consideration in April 2023.

The Minister is requesting that the sector take a long-term view (30 years) of what local government could be in the future, focusing on current strengths, relationship with central government, social inclusion, and most importantly she is asking the Working Party to be bold and innovative.

4. LOCAL GOVERNMENT NEW ZEALAND RURAL AND PROVINCIAL MEETING – 10 & 11 JUNE 2021

During today's meeting, Mayor Broughton, Councillor McInnes and the Chief Executive will verbally report on key presentations made to the Rural and Provincial Councils' meeting held in Wellington on 10/11 June 2021.

5. DISTRICT RESIDENTS FLOCK TO SELWYN SPORTS CENTRE

More than 36,000 people aged 1-93 enjoyed the new Selwyn Sports Centre over the first month since it opened. Over the month of May, 36,458 people enjoyed a wide range of sports, group fitness and general recreation.

Around 5,000 people attended the opening family fun day with events and activities in and around the Selwyn Sports Centre and Selwyn Aquatic Centre and raised $4403 for the Halberg Foundation.

In the first month over 100 teams played in Selwyn Netball competitions and the Selwyn Hawkes Basketball had more than 70 junior basketball teams playing at the centre.

Other sports including Badminton and Pickleball (a sport similar to tennis and badminton) filled the available court space with around 35-40 players a night. Futsal and Table Tennis are also popular activities at the Sports Centre.

Over Queens Birthday weekend the centre also hosted the Canterbury Floorball Open with 16 teams from around the South Island.

More than 3500 people attended group fitness classes and over 350 new members signed on to group fitness classes. Along with the formal classes, club bookings and competitions there were 1522 casual entries.

Social netball and volleyball leagues are starting, with other social and community events also being planned, and staff will continue to work with the community and trial ideas to make the centre available to all potential users.

6. SELWYN AQUATIC CENTRE

The new pool at Selwyn Aquatic Centre has officially opened. The new 10-lane, 25-metre pool was opened to the public in mid-June, completing the main extension works to the centre and substantially increasing the pool space.

Once the new pool has been opened for at least two weeks the existing main pool will be closed for maintenance, including reducing the depth of the pool. The new pool, leisure pool and learn to swim pools will remain open.

Five new family changing rooms, a new accessible family changing room, and new smaller male and female overflow changing rooms next to the aquatic centre extension have already opened.

The upgraded female changing rooms, foyer and additional administration space are on track to open in late June.



David Ward
CHIEF EXECUTIVE

Infometrics

Quarterly Economic Monitor

Selwyn District March 2021

Overview of Selwyn District

Selwyn's economy expanded by 1.3% over the year to March 2021, according to Infometrics provisional GDP estimates. Quarterly growth has tailed off to 0.7% in the March 2021 quarter, suggesting the District's economic activity is starting to plateau after years of strong growth. Employment of Selwyn residents has been growing strongly but is starting to plateau too.

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The pickup in house construction has enabled population growth to pick up again too, with health enrolments showing 6.2% population growth over the year to March 2021. A strongly growing population has enabled strong growth in consumer spending, up 3.4% over the year to March 2021, compared to a 3.8% decline nationally. Likewise, Selwyn's car registrations grew 8.6% compared to a 19.2% decline nationally – a further sign of an economically confident and growing population. Some parts of Selwyn's population have struggled with job loss through the COVID period, with a near doubling in Jobseeker Support recipients over the past year. However, there have been reductions in the number of recipients across all age, gender and ethnic groups in the past quarter, which is an encouraging sign.

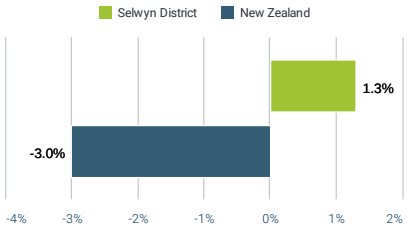
Indicator	Selwyn District	Canterbury Region	New Zealand
Annual Average % change			
Gross domestic product (provisional)	1.3 % ▲	-2.0 % ▼	-3.0 % ▼
Traffic flow	-8.8 % ▼	-8.6 % ▼	-9.6 % ▼
Consumer spending	3.4 % ▲	-2.0 % ▼	-3.8 % ▼
Employment (place of residence)	0.7 % ▲	-1.1 % ▼	-0.2 % ▼
Jobseeker Support recipients	90.9 % ▲	48.2 % ▲	39.8 % ▲
Tourism expenditure	-13.8 % ▼	-14.1 % ▼	-16.6 % ▼
Health enrolments	6.2 % ▲	2.0 % ▲	1.6 % ▲
Residential consents	24.9 % ▲	11.7 % ▲	9.1 % ▲
Non-residential consents	-13.0 % ▼	-30.6 % ▼	5.3 % ▲
House values *	13.0 % ▲	14.8 % ▲	18.2 % ▲
House sales	24.8 % ▲	14.5 % ▲	13.4 % ▲
Car registrations	8.6 % ▲	-42.8 % ▼	-19.2 % ▼
Commercial vehicle registrations	-7.4 % ▼	-30.6 % ▼	-16.5 % ▼
Level			
Unemployment rate	2.8 %	4.3 %	4.7 %

* Annual percentage change (latest quarter compared to a year earlier)

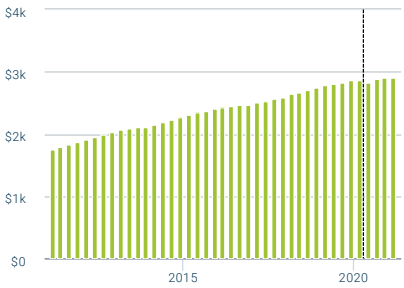
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Gross domestic product

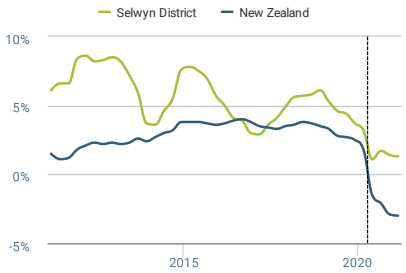
Gross domestic product growth (provisional)
Annual average % change March 2020 - March 2021



Gross domestic product ($m)
Annual level, Selwyn District



Gross domestic product growth
Annual average % change



Highlights for Selwyn District

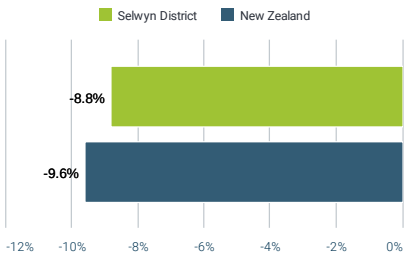
- GDP in Selwyn District was provisionally up 1.3% for the year to March 2021 compared to a year earlier. Growth was higher than in New Zealand (-3.0%).
- Provisional GDP was $2,904 million in Selwyn District for the year to March 2021 (2020 prices).
- Annual GDP growth in Selwyn District peaked at 8.6% in the year to March 2012.

National overview

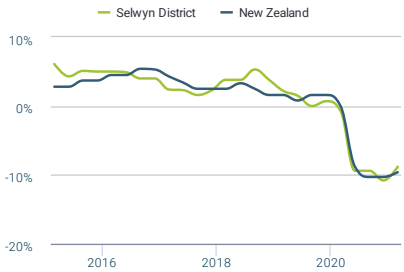
New Zealand's economic recovery likely faltered slightly at the start of 2021, as the loss of international tourists over the usual "peak" season combined with Alert Level changes to keep activity lower. Provisional estimates from Infometrics point to economic activity falling 0.3%pa in March 2021, following a surprisingly weak result in December, keeping the annual decline to 3.0%pa. More sluggish spending activity and a fall in the total number of hours worked reinforce this slightly weaker view. Although 2021 is set to show volatile economic data, better global economic activity and a domestic vaccine rollout in the second half of the year means there are solid expectations for a more upbeat path ahead.

Traffic flow

Annual change in traffic flows
Annual average % change March 2020 - March 2021



Traffic volume growth
Annual average % change



Highlights for Selwyn District

- Traffic flows in Selwyn District decreased by 8.8% over the year to March 2021. This compares with a decrease of 9.6% in New Zealand.

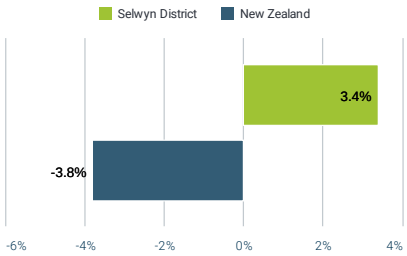
National overview

March 2021 quarter traffic activity lifted 2.4% from a year earlier to leave year-end traffic movements down 8.9%pa. Stronger traffic activity over the past six months is has seen a change in traffic momentum, although traffic volumes are still lower than 2019 levels. Lower traffic flows on the West Coast and in Otago underscores lower tourism activity, but higher traffic across the central North Island and in the Wairarapa is encouraging.

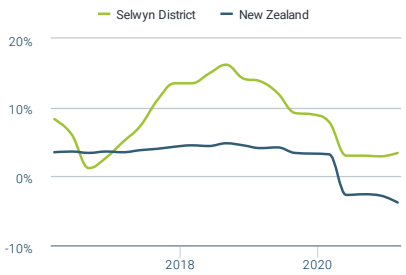
Infometrics
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Consumer spending

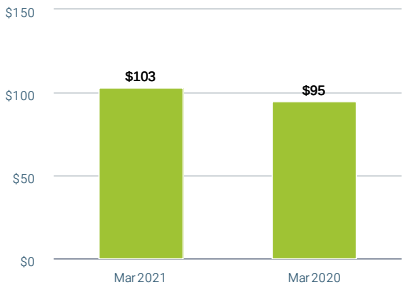
Growth in consumer spending
Annual average % change March 2020 - March 2021



Consumer spending
Annual average % change



Consumer spending
Quarterly spending ($m), Selwyn District



Highlights for Selwyn District

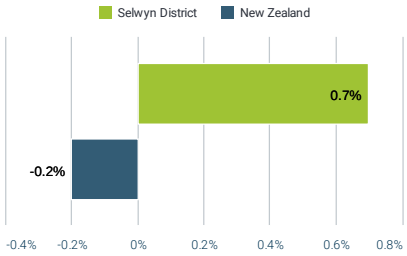
- Electronic card consumer spending in Selwyn District as measured by Marketview, increased by 3.4% over the year to March 2021 compared to the previous year. This compares with a decrease of 3.8% in New Zealand.

National overview

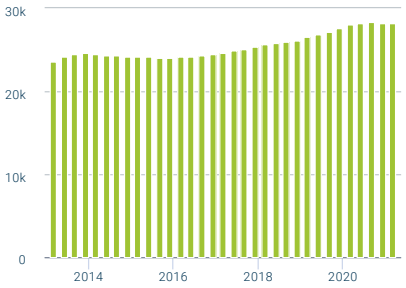
Consumer spending in the March 2021 quarter was down 1.4%pa, while year-end spending activity was 3.8% lower than a year earlier. Lower spending in the March quarter was driven by the continued lack of international tourism spending and the ten days that Auckland spent at COVID-19 Alert Level 3 in February and March. Spending in areas with higher exposure to international tourism was considerably lower, but areas close to urban centres and with strong primary sectors saw spending rise. A stronger labour market will boost spending activity going forward, although the timing of the vaccine rollout could limit spending intentions in the short term until public immunisations get going.

Employment (place of residence)

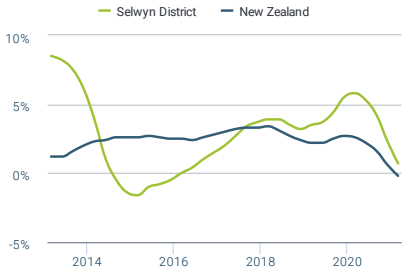
Employment (place of residence) growth
Annual average % change March 2020 - March 2021



Employment (place of residence)
Annual level, Selwyn District



Employment (place of residence) growth
Annual average % change



Highlights for Selwyn District

- Employment for residents living in Selwyn District was up 0.7% for the year to March 2021 compared to a year earlier. Growth was higher than in New Zealand (-0.2%).
- An average of 28,218 people living in Selwyn District were employed in the year to March 2021.
- Annual employment growth for Selwyn District residents peaked at 8.9% in the year to June 2012.

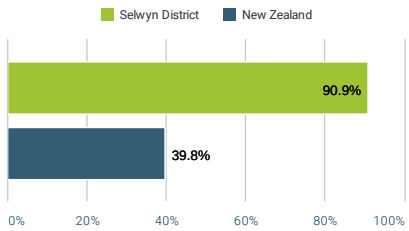
National overview

Employment is a new series for the Quarterly Economic Monitor, which represents the number of filled jobs held by residents of a given area (so where people live, not where their job is necessarily based). Nationally, filled jobs have fallen 0.2% over the year to March 2021 – far less than was anticipated in forecasts made this time last year. Although the wage subsidy helped to maintain jobs in the June and September 2020 quarters, there has been a slight unravelling of employment since. March 2021 quarter employment was 1.0% short of March 2020. Job losses have been concentrated in tourism-based industries such as accommodation and food services, arts and recreation services, and transport.

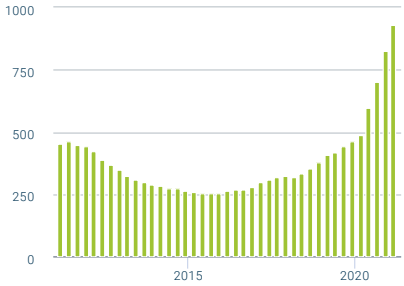
Infometrics
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Jobseeker Support recipients

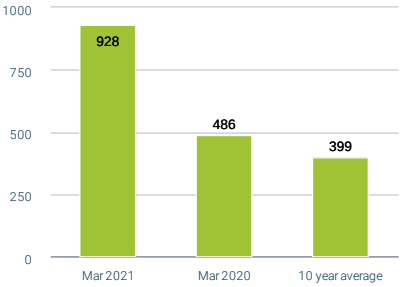
Annual change in Jobseeker Support recipients
Annual average % change March 2020 - March 2021



Jobseeker Support recipients
Annual average, Selwyn District



Jobseeker Support recipients
Annual average, Selwyn District



Highlights for Selwyn District

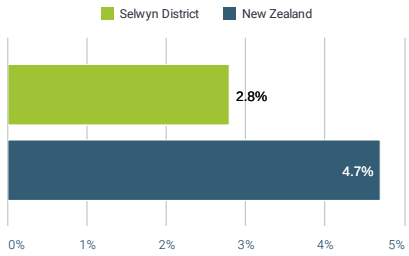
- Jobseeker Support recipients in Selwyn District in the year to March 2021 increased by 90.9% compared with previous year. Growth was higher relative to New Zealand (39.8%).
- An average of 928 people were receiving a Jobseeker Support benefit in Selwyn District in the 12 months ended March 2021. This compares with an average of 399 since the start of the series in 2012.

National overview

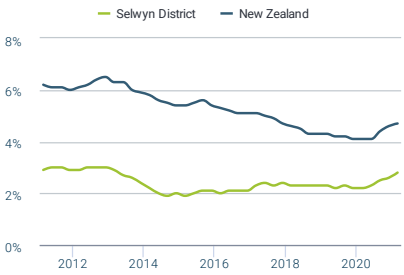
Average Jobseeker Support recipient numbers over the 12 months to March 2021 topped 202,000 – up 40% from a year earlier – but the tide is starting to turn. Jobseeker Support numbers have been trending down over the first few months of 2021, providing encouraging signs of a stronger jobs market. Benefit numbers usually fall between the December and March quarters as the summer peak rolls off, but the fall in 2021 has been more pronounced than normal, supporting more upbeat views. Jobseeker Support levels still remain significantly higher than pre-pandemic and will take time to go back to those levels, but the trend is moving in the right direction.

Unemployment rate

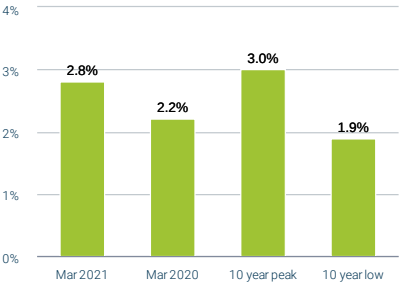
Unemployment rate
Annual average % change March 2020 - March 2021



Unemployment rate
Annual average rate



Unemployment rate
Annual average, Selwyn District



Highlights for Selwyn District

- The annual average unemployment rate in Selwyn District was 2.8% in March 2021, up from 2.2% 12 months earlier.
- The unemployment rate in Selwyn District was lower than in New Zealand (4.7%) in March 2021.
- Over the last ten years the unemployment rate in Selwyn District reached a peak of 3.0% in December 2012.

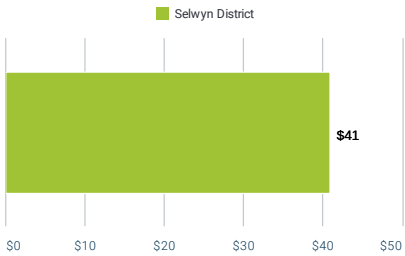
National overview

The unemployment rate fell further at the start of 2021, down to 4.7% on a seasonally adjusted basis and steady at 4.9% unadjusted. A more upbeat labour market will support local economies heading forward, although the hit to international tourism centres is also clear in the data. Higher underutilisation means more people are in work but want to be doing more, revealing that there is still spare resource in the economy. This view is supported by the 2.3% (seasonally adjusted) fall in total hours worked, as economic activity remains below pre-pandemic levels. Full-time employment dropped 0.2% in the March 2021 from December, countered by a 3.6% rise in part-time employment, and total hours.

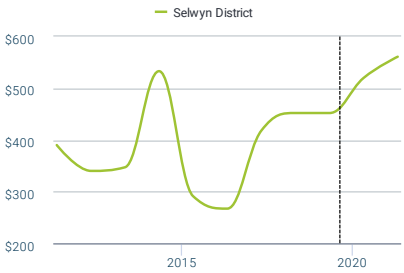
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Dairy payout

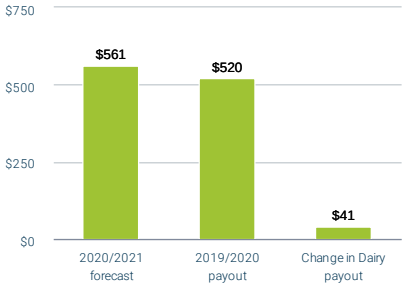
Total dairy payout (provisional)
Change ($m) between 2019/2020 and 2020/2021 seasons



Total dairy payout
$m each season, Selwyn District



Total dairy payout
$m each season, Selwyn District



Highlights for Selwyn District

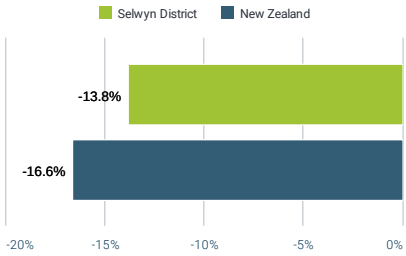
- Selwyn District total dairy payout for the 2019/2020 season is estimated to have been approximately $520 million.
- Selwyn District's dairy payout for the 2020/2021 season is expected to be approximately $561 million, $41 million higher than last season, assuming that production levels from last season are maintained.
- The total dairy payout for New Zealand is estimated to have been approximately $13,537 million in the 2019/2020 season, and is expected to be $1,080 million higher in the 2020/2021 season.

National overview

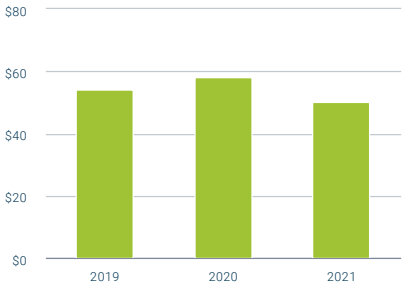
Dairy sector activity remains strong in the first quarter of 2021, with a total pay-out of just over $14.6b possible this season – nearly $1b higher than our previous estimate. Overall dairy production is higher, with milk solid volumes sitting 1.0% higher than our previous expectations after strong collections in the last few months. Fonterra have raised their farmgate milk price higher to a midpoint of $7.60/kgms (from a $7.20 midpoint). Our internal estimates suggest that the milk price could push higher, although we also expect prices to be tempered back later in 2021. Overall, the forecast pay-out nationally is now sitting 6.7% higher than what we last reported in February and is sitting at 95% of 2008's record pay-out.

Tourism expenditure

Tourism expenditure
Annual average % change March 2020 - March 2021



Tourism expenditure
Annual total, Selwyn District ($m)



Highlights for Selwyn District

- Total tourism expenditure in Selwyn District decreased by 13.8% in the year to March 2021. This compares with a decrease of 16.6% in New Zealand.
- Total tourism expenditure was approximately $50 million in Selwyn District during the year to March 2021, which was down $58 million a year ago.

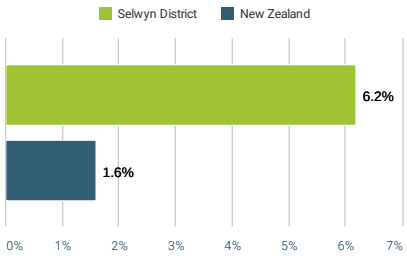
National overview

Annual tourism expenditure fell further over the year to March 2021, with domestic tourism unable to make up for the massive spending hole left by the lack of international arrivals through the tourism high season. Total tourism spending for the year declined by 16.6% nationally, with Auckland and key international tourism centres hardest hit. The opening of the trans-Tasman travel bubble may provide some relief to these regions, with the possibility of Australian tourists returning to New Zealand for the upcoming ski season. The decline in tourism spend is also likely to be less pronounced through the middle of 2021, as these are traditionally the low season for international tourism.

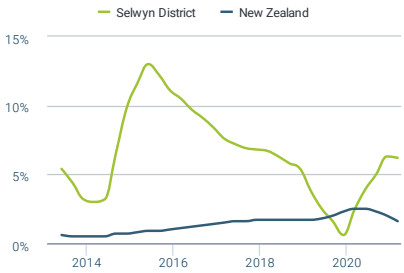
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Health enrolments

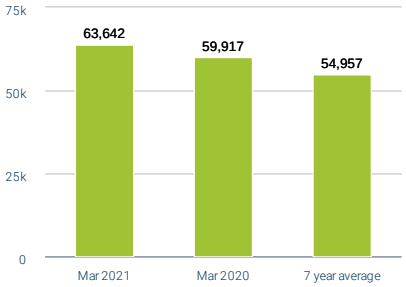
Annual change in health enrolments
Annual average % change March 2020 - March 2021



Health enrolments
Annual average % change



Health enrolments
Annual average, Selwyn District



Highlights for Selwyn District

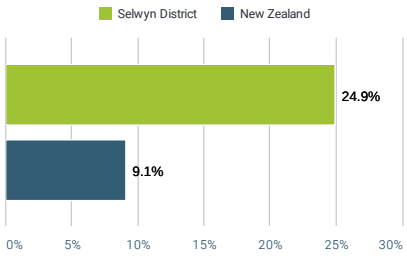
- The number of people enrolled with a primary health organisation in Selwyn District in the year to March 2021 increased by 6.2% compared with previous year. Growth was higher relative to New Zealand (1.6%).
- An average of 63,642 people were enroled with primary healthcare providers in Selwyn District in the 12 months ended March 2021. This compares with an average of 53,059 since the start of the series in 2014.

National overview

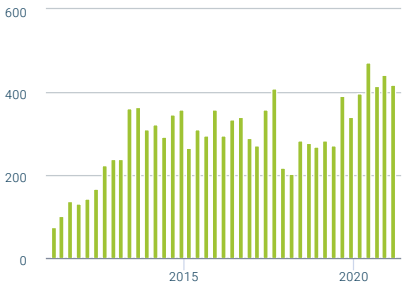
Health enrolment numbers show a continued slowdown in population growth across New Zealand as the plummet in net migration becomes clearer. Health enrolment growth slowed further to 1.1%pa in the March 2021 quarter, slowing average growth back to 1.6%pa over the last 12 months. Quarterly health enrolment growth is now the slowest since the end of 2015, which will drag annual growth lower over the next few quarters. Slower population growth provides some breathing room for stretched resources across New Zealand getting even more stretched but is also seeing some industries challenged by the lack of skilled workers coming into New Zealand.

Residential consents

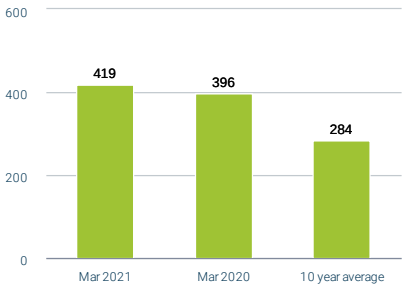
Growth in number of new dwelling consents
Annual average % change March 2020 - March 2021



Residential consents
Quarterly number, Selwyn District



Number of new dwelling consents
Quarterly number, Selwyn District



Highlights for Selwyn District

- A total of 419 new residential building consents were issued in Selwyn District in the March 2021 quarter, compared with 396 in the same quarter last year.
- On an annual basis the number of consents in Selwyn District increased by 24.9% compared with the same 12-month period a year ago. This compares with an increase of 9.1% in New Zealand over the same period.

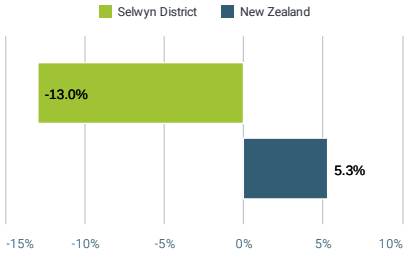
National overview

Annual residential building consents climbed to a record high, lifting 9.1% from a year prior to 41,028 new dwelling consents in the year to March 2021. Townhouses remain the driving force behind consent growth, with the number of townhouses approved climbing 40% over the year to March 2021. It is too early to ascertain for certain how the government's housing package will impact residential consents, with the package both incentivising investors to move to new builds, but also likely taking some of the heat out of house price growth that was encouraging record high consents.

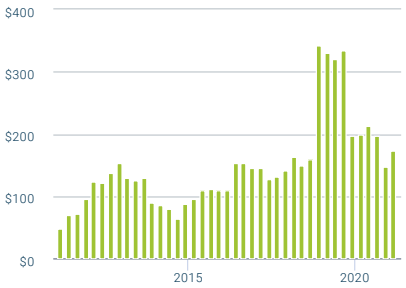
Infometrics
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Non-residential consents

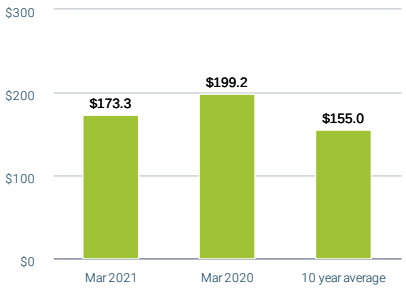
Growth in value of consents
Annual average % change March 2020 - March 2021



Non-residential consents, Selwyn District
$m, annual running total, Selwyn District



Non-residential consents
Annual value ($m), Selwyn District



Highlights for Selwyn District

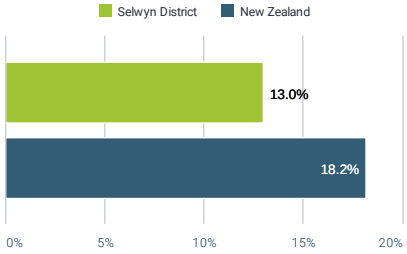
- Non-residential building consents to the value of $173.3 million were issued in Selwyn District during the year to March 2021.
- The value of consents decreased by 13% over the year to March 2021. By comparison the value of consents increased by 5.3% in New Zealand over the same period.
- Over the last 10 years, consents in Selwyn District reached a peak of $341.6 million in the year to December 2018.

National overview

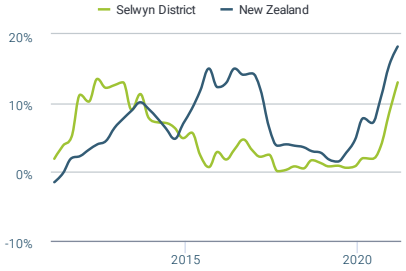
Non-residential building consent values grew 5.3% over the year to March 2021, driven by growth in education, warehouse, and factory consents (up 46%, 26%, and 24% over the year, respectively). Consents have been stronger in recent months, particularly as we compare to March 2020, when the uncertainty of COVID-19 was starting to hamper new investment. The non-residential construction industry has begun to gain back significant confidence and momentum as the economic outlook has improved. However, capacity constraints and increasing cost pressures could limit future growth investment decisions.

House values

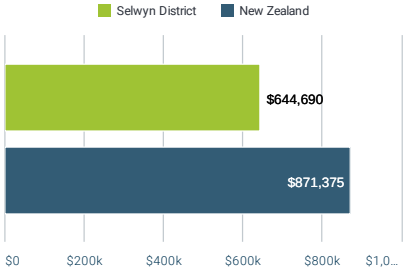
Annual change in house value
Annual % change in house value March 2020 - March 2021



House value growth
Annual % change



Average current house value
Average house value in March 2021 quarter



Highlights for Selwyn District

- The average current house value in Selwyn District was up 13% in March 2021 compared with a year earlier. Growth underperformed relative to New Zealand, where values increased by 18.2%.
- The average current house value was $644,690 in Selwyn District in March 2021. This compares with $871,375 in New Zealand.

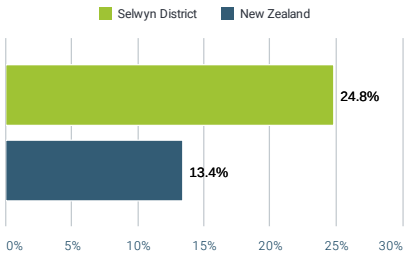
National overview

House values across New Zealand rose 18% in the March 2021 quarter, with strong growth across all regions and values in all regions now sitting at record highs. This wide-spread growth has been largely driven by incredibly low interest rates, coupled with a shortage of housing. House price growth remains particularly strong in Gisborne and Hawke's Bay, with values up 32% and 27% on average over the last 12 months. This growth has made it increasingly difficult for first home buyers without financial backing to enter the housing market. However, the government's Housing Package is expected to help slow growth by reducing investor demand and ability to pay.

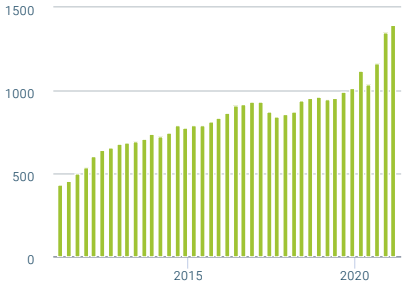
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House sales

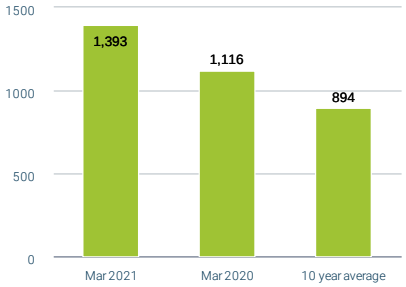
Annual change in house sales
Annual average % change March 2020 - March 2021



House sales
Annual number, Selwyn District



House sales
Annual number, Selwyn District



Highlights for Selwyn District

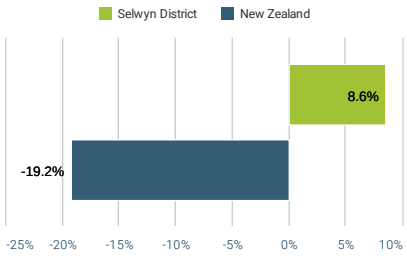
- House sales in Selwyn District in the year to March 2021 increased by 24.8% compared with the previous year. Growth outperformed relative to New Zealand, where sales increased by 13.4%.
- A total of 1,393 houses were sold in Selwyn District in the 12 months ended March 2021. This compares with the ten year average of 894.

National overview

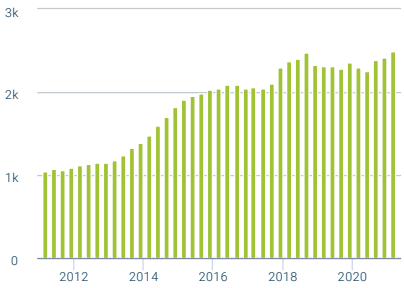
The number of houses sold in New Zealand grew 13% over the year to March 2021. This annual result has been bolstered by incredibly strong sales growth over the last six months, driven by record low interest rates and hot prices encouraging buyers, although momentum has slowed recently. Sales growth has been particularly strong in both the West Coast and Auckland regions. We expect the government's new housing package will decrease investor demand for existing property, and sales volumes looking forward. This package, coupled with the reintroduction of loan to value ratio (LVR) restrictions will limit investor activity.

Car registrations

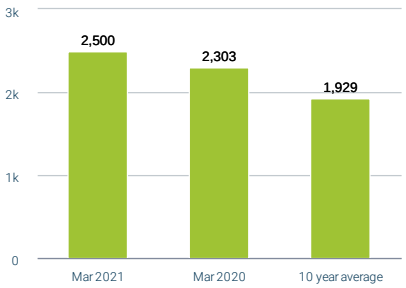
Car registrations
Annual average % change March 2020 - March 2021



Car registrations
Annual number, Selwyn District



Car registrations
Annual number, Selwyn District



Highlights for Selwyn District

- The number of cars registered in Selwyn District increased by 8.6% in the year to March 2021 compared with the previous 12 months. Growth was higher than in New Zealand (-19.2%).
- A total of 2,500 cars were registered in Selwyn District in the year to March 2021. This compares with the ten year average of 1,929.

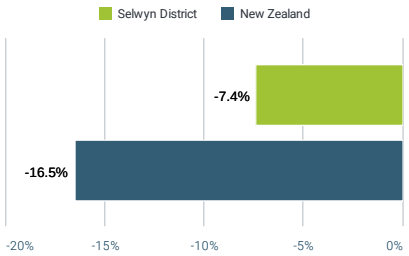
National overview

Car registrations recovered some ground in the March 2021 quarter, up 8.9%pa. Higher import numbers boosted vehicle availability, and rental registrations saw an uptick. Comparative March 2020 quarter figures were likely affected by the early stages of the pandemic, but registrations are still sitting 12% below March 2019 levels. Over the year to March 2021, registrations were 19% down on the previous year. Car stocks remain low despite the recent increase in car import numbers, meaning that there could be more strength in registrations going forward if supplies hold up. However, a shift in spending priorities towards overseas travel could also dampen enthusiasm for further spending on cars.

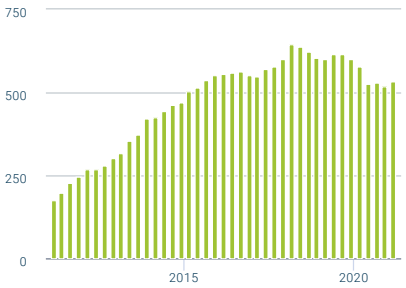
Infometrics
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Commercial vehicle registrations

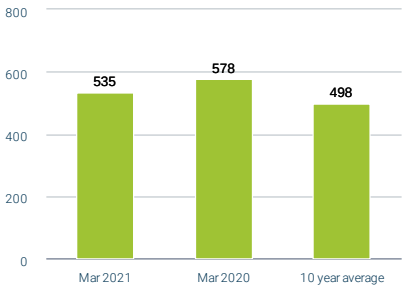
Commercial vehicle registrations
Annual average % change March 2020 - March 2021



Commercial vehicle registrations
Annual number, Selwyn District



Commercial vehicle registrations
Annual number, Selwyn District



Highlights for Selwyn District

- The number of commercial vehicles registered in Selwyn District decreased by 7.4% in the year to March 2021 compared with the previous 12 months. Growth was higher than in New Zealand (-16.5%).
- A total of 535 commercial vehicles were registered in Selwyn District in the year to March 2021. This is higher than the ten year annual average of 498.

National overview

Commercial vehicle registrations in the March 2021 quarter climbed sharply, up 17%pa, to see the highest number of quarterly registrations since the September 2019 quarter. This increase likely reflects of continued strength in the construction industry and primary sectors, particularly over the harvest season. However, the effects of the June 2020 quarter lockdown remain with registrations over the year to March 2020 down by 16.5% compared to the previous year. Commercial registrations strength is expected to continue, driven by increased availability of commercial vehicle stock, along with continued construction activity and international demand for New Zealand's primary products.

Infometrics
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Technical Notes

Building Consents

Building consents data is sourced from Statistics New Zealand. The number of residential consents issued for new dwellings is the measure for residential consents. For non-residential consents, the measure is the value of both new buildings and alterations.

Consumer Spending

The consumer spending data is sourced from Marketview. It measures total electronic card spending using spending through the Paymark network and adding to it an estimate of non-Paymark network spending using the pattern of BNZ card holder spending at non-Paymark retailers. For further breakdown of the data by storetype and other variables contact Marketview.

Employment (place of residence)

Employment data is based off a range of Stats NZ employment datasets, and represents the number of filled jobs, based on the area of residential address for the employee (rather than workplace address). This place of residence location means that the employment series reflects trends in employment of an area's residents, which may be different to trends in employment at businesses in an area, particularly when there are strong commuting flows. The most recent quarter is based off the average of Monthly Employment Indicator (MEI) filled jobs from Statistics New Zealand for the past three months, with previous quarters being backcasted using the percentage change in the quarterly Business Data Collection dataset published by Statistics New Zealand.

Gross Domestic Product

Gross Domestic Product is estimated by Infometrics. A top down approach breaks national industrial production (sourced from production based GDP measures published by Statistics New Zealand) is broken down to TA level by applying TA shares to the national total. Each TA's share of industry output is based on earnings data from LEED. GDP growth in recent quarters is based on a model which uses the various partial economic indicators presented in this report as inputs. Estimates of GDP for these most recent quarters are provisional until Infometrics updates its annual GDP series in the Regional Economic Profile at the beginning of each year. Gross domestic product is measured in 2020 dollar terms.

Health Enrolments

Health enrolments are sourced from the Ministry of Health. They record the number of people in each area who are enrolled with a Primary Health Organisation (PHO). Enrolment is voluntary, but most New Zealanders enrol at a general practice for health reasons and for the benefits of enrolment, such as cheaper doctors' visits and reduced costs of prescription medicines. Changes to how the Ministry of Health recorded this data led to Infometrics revising our approach to health enrolment figures for the March 2019 Quarterly Economic Monitor onwards. Our new approach completely revises our timeseries of health enrolments, so care should be taken when comparing the March 2019 report with previously downloaded reports.

Previously, the data provided was only for those people whose addresses are able to be accurately recorded by the Ministry of Health. We have now switched to breaking down TA-level health enrolments based on trends in stated health enrolments by area, to ensure that the total number of enrolees published in the Monitor align with the national-level figures published by the Ministry of Health. A new system for classifying and recording health enrolment addresses from March 2019 onwards by the Ministry means significantly higher numbers of unallocated enrolees, resulting in the need to review our model.

House Sales

The number of house sales is sourced from REINZ. The indicator measures the number of house sales at the point when the sale becomes unconditional. The unconditional date is the date when all the terms of an agreement have been satisfied and the sale and purchase can proceed to settlement.

House Values

House values (dollar value) are sourced from CoreLogic. The levels quoted in the report are average values for the quarter.

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Jobseeker Support Recipients

In July 2013 the New Zealand's welfare system changed to better recognise and support people's work potential. As part of this the Jobseekers Support benefit was introduced. This benefit is for people who can usually look or prepare for work but also includes people who can only work part-time or can't work at the moment, for example, because they have a health condition, injury or disability.

Data presented for the September 2013 quarter onwards is provided by the Ministry of Social Development (MSD). Data prior to September 2013 are Infometrics estimates based on re-grouping pre-July 2013 benefit categories to be consistent with the post-July 2013 benefit categories. The pre-July 2013 benefit categories used to estimate the number of Jobseekers Support recipients are: Unemployment Benefit and Unemployment Benefit Hardship; Unemployment Benefit Training and Unemployment Benefit Hardship Training; Sickness Benefit and Sickness Benefit Hardship; Domestic Purposes Benefit - Sole Parent (if youngest child is 14 or over); Women Alone and Widow's Benefit (without children or with children 14 or over)

Tourism Expenditure

New Tourism Electronic Card Transactions (TECTs) are an interim replacement for the Monthly Regional Tourism Estimates (MRTEs). We have removed our previous timeseries of MRTEs and published the three annual snapshots provided in the TECTs. The TECTs reflect the expenditure for all electronic card transactions (ECTs) in New Zealand related to tourism. Marketview use a base of spending on the Paymark network (approximately 70 per cent of total ECT spend) to scale up to total ECT spend.

Traffic Flow

Traffic flow growth rates are calculated from the number of vehicles passing approximately 110 sites monitored by New Zealand Transport Agency. Each of the sites has been mapped to a territorial authority.

Unemployment Rate

Regional level unemployment rates are sourced from Statistics New Zealand's Household Labour Force Survey. Trends in the number of Jobseekers are used to break down regional unemployment rates to TA levels. The TA level unemployment rates are benchmarked on census following the release of each census. To reduce volatility the unemployment rate is presented as an average for the last four quarters.

Vehicle Sales

Car and commercial vehicle sales data are sourced from New Zealand Transport Authority. Sales are based on new registrations which include the first time registration of new vehicles and used vehicles imported from overseas.

Weekly Rents

Rents ($ per week) are averaged across the quarter in question from monthly rental data sourced from MBIE. Rental data pertains to averages from data collected when bonds are lodged and does not control for specifications of the home (eg. size, number of bedrooms, age of home, etc).

Downloaded: Wed Jun 02 2021

REPORT

TO:	Chief Executive Officer
FOR:	Council Meeting – 23 June 2021
FROM:	Deputy Electoral Officer
DATE:	16 June 2021
SUBJECT:	**REPRESENTATION REVIEW: PRELIMINARY CONSULTATION**

RECOMMENDATION

That the Council receive the report on Representation Review – Preliminary Consultation, for information.

1. PURPOSE

The purpose of this report is to provide the Council with an overview of the progress of the Representation Review process, and outline for information the scenario options which are to be consulted on through Preliminary Consultation during July.

2. BACKGROUND

The Council last undertook a representation review in 2015 in preparation for the 2016 elections. Councils are required by law to review representation arrangements at least once every six years.

The process for the review is set out in the Local Electoral Act 2001. The Council must provide for effective representation of communities and their interests and fair representation of electors. Some of the factors the Council must consider include:

- Communities of interest
- Effective representation of communities of interest
- Number of elected members
- Fair representation of electors

The population of each ward, divided by the number of members to be elected by their ward, must produce a figure no more than 10% greater or smaller than the population of the district, divided by the total of elected members.

Selwyn's population has been growing rapidly in recent years. However, population growth has not occurred evenly across the district. This means the existing ward boundaries are no longer appropriate as they do not provide effective representation

across the district. The current ward boundaries must be reviewed to provide for fair and effective representation.

Table 1 below shows the district population change from the last representation review until 2020 with the current +/-10% rule shown in the last column.

Table 1: Population increase by Ward

Existing Wards	**Population 2014**	**Population 2020**	**Increase**	**+/-10% Rule**
Ellesmere Ward	7,480	9,620	29%	**-24.1%**
Malvern Ward	8,460	9,320	10%	**-26.4%**
Selwyn Central Ward	19,450	30,640	58%	**20.9%**
Springs Ward	14,050	20,100	30%	5.8%
Total	49,440	69,680	41%	

With the changes in Selwyn's population, significant work has been completed to better understand which representation scenario or scenarios best provides for fair representation of electors.

Representation arrangements determined in this review will apply for the 2022 and 2025 local elections.

3. REPRESENTATION REVIEW SUBCOMMITTEE

The Representation Review Subcommittee held its inaugural meeting in August 2020 and has met several times since then to review population data, consider the factors noted above, review research and engagement, and develop options for consideration through consultation.

Preliminary analysis has included

- workshops to review scenarios
- discussions with two other councils
- qualitative and quantitative research commissioned to canvass residents views of communities of interest, and fair and effective representation
- a workshop with the Malvern Community Board.

Over the past six months the Subcommittee has reviewed a range of scenarios presenting different mechanisms for meeting the requirements of effective representation and compliance with the +/-10% rule.

These have encompassed the full range of options from no wards (election at large) through to two, three, and four wards; and with the number of councillors ranging from seven to 11.

Having considered the factors of fair and effective representation, communities of interest and population data, the Subcommittee in June confirmed it wished to proceed with four main options to take out to the community for preliminary consultation. All these scenarios meet the requirements of the +/- 10% rule. The options are:

- 4 wards, 10 councillors
- 4 wards, 7 councillors
- 3 wards (Springs/Ellesmere combined), 10 councillors
- 3 wards (Springs/Ellesmere combined), 9 councillors

The Subcommittee also considered a report on the role of community boards, and agreed to include options for the consideration of community boards as part of preliminary consultation.

4. PROPOSED CONSULTATION

The Subcommittee is now proposing to conduct preliminary consultation with the Selwyn community to seek residents' views on which of these options best meet their preferences for representation and which they would prefer to see put in place for future elections.

Consultation will be undertaken through an informal preliminary consultation phase. Although preliminary preliminary consultation is not required as a statutory process, it is encouraged under the Local Government Guidelines (Ch8).

Consultation activity

Consultation will be carried out through:

- Online engagement through the Council's YourSay platform
- Printed information and feedback forms
- Public meetings (one per existing ward)
- Workshop with the Malvern Community Board

Information and awareness will be provided through:

- News media articles
- Council Call articles
- Social media information
- Council website

Preliminary consultation will open on Monday 5 July and close at 5pm on Friday 30 July 2021. This preliminary consultation is non-statutory and no formal hearings are required.

An initial draft of the consultation material is attached as an appendix. This draft is subject to any amendments made by the subcommittee since the preparation of this report.

Subsequent steps and consultation

Following this preliminary consultation, the Subcommittee will consider all public feedback before selecting one option as the Initial Proposal, to go out for the first stage formal consultation.

The Subcommittee's recommendation will go to the full Council which will formally adopt the Initial Proposal, which must be publicly notified no later than 8 September 2021. As outlined in the separate report on the timeline, consultation on the Initial Proposal would occur in September.

Following consultation on the Initial Proposal, the Council will review the public submissions, hold hearings (if required) and deliberations, and make a resolution determining its Final Proposal. This must be publicly notified within six weeks of the close of public submissions.

The Final Proposal is subject to appeal, and the Council must forward any appeals or objections to the Local Government Commission no later than 15 January 2022. The Commission will make its determination by 11 April 2022

Note this is essentially the same timetable and process as was followed in the Council's 2015 Representation Review.



Stephen Hill

Group Manager Communication and Customers/Deputy Electoral Officer

Appendix: Draft of Preliminary Consultation document setting out the options on which public feedback is sought.

DRAFT Preliminary Consultation document **June 2021**

The way your Council is structured is changing.

Selwyn District Council is currently undertaking a Representation Review, which will result in changes to the way the Council is elected and structured in the future. This includes possible changes to the number of wards, ward boundaries, the number of councillors, and whether there should be Community Boards.

What is the representation review?

Selwyn District Council last undertook a representation review in 2015, in preparation for the 2016 elections. Councils are required by law to review representation arrangements at least once every six years.

The processes for the review are set out in the Local Electoral Act 2001. The Council must provide for effective representation of communities and their interests and fair representation of electors. Some of the factors the Council must consider include:

- Communities of interest
- Effective representation of communities of interest
- Number of elected members
- Fair representation of electors

The population of each ward, divided by the number of members to be elected by their ward, must produce a figure no more than 10% greater or smaller than the population of the district, divided by the total of elected members.

What's the current structure?

At present, the Council is made up of the mayor, who is elected at large by all electors, and 11 councillors, who are elected across the four existing wards: Ellesmere (2), Malvern (2), Selwyn Central (4), and Springs (3).

There is a community board in Malvern ward which has five elected members across two subdivisions: Tawera (2) and Hawkins (3). The costs to operate this community board amounts to $148,829. This cost comprises members' remuneration, advertising and consulting fees, training, board member travel expenses, and Council staff support. The significant items are members' remuneration ($54,755) and Council staff support ($69,380). These costs are recovered by way of a targeted rate ($48.00) across all rateable properties in the Malvern ward.

What's changed since 2015?

Selwyn's population has been growing rapidly in recent years. However, population growth has not occurred evenly across the district. This means the existing ward boundaries are no longer appropriate as they do not provide effective representation across the district. The current ward boundaries must be reviewed to provide for fair and effective representation.

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	2014 Estimated Population*	2020 Estimated Population*	% Increase
Malvern Ward	8,460	9,320	10%
Selwyn Central Ward	19,450	30,640	58%
Ellesmere Ward	7,480	9,620	29%
Springs Ward	14,050	20,100	43%
Total	49,440	69,680	41%

*Source: Statistics NZ

The level of growth that has occurred around the district's townships means the ratio of population to elected members no longer meets the +/-10% rule. For this reason a significant reorganization of ward boundaries and/or representation is unavoidable.

What's proposed?

The Council's Representation Review sub-committee has developed four options for reorganising the ward boundaries and is seeking community feedback on these. Within these options the sub-committee has proposed a number of different scenarios for community boards.

These are preliminary proposals at this stage. After this feedback process, the sub-committee will recommend to the Council its preferred option, which will then be open to the community for further consultation.

The options proposed for consideration are:

1. Four wards with 10 elected representatives.
2. Three wards with 10 elected representatives.
3. Three wards with 9 elected representatives.
4. Four wards with 7 elected representatives.

What about community boards?

The Council must consider whether community boards are appropriate to provide fair and effective representation for individuals and communities within our District.

The purpose of a community board is to:

(a) represent, and act as an advocate for, the interests of its community; and
(b) consider and report on all matters referred to it by the territorial authority, or any matter of interest or concern to the community board; and
(c) maintain an overview of services provided by the territorial authority within the community; and
(d) prepare an annual submission to the territorial authority for expenditure within the community; and
(e) communicate with community organisations and special interest groups within the community; and

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(f) undertake any other responsibilities that are delegated to it by the territorial authority.

A community board is an unincorporated body and is not a committee of the council. Community boards are often established in wards which cover a wide geographical area and contain groups with significantly different communities of interest.

To ensure fair representation community boards can elect their members from different areas of the ward. These are called sub-divisions and the population of each subdivision, divided by the number of members to be elected by their subdivision, must produce a figure no more than 10% greater or smaller than the population of the ward, divided by the total number of elected community board members.

Given the geographic size of the Selwyn district and current population levels, it would be reasonable to assume that the costs applicable to the Malvern Community Board would be very similar for other electoral Wards, assuming those Boards would have five elected members, meet on a monthly basis, and have no more than one constituent clinic each month.

Based on the current targeted rate for the Malvern Ward, a rough estimate of the targeted rate for other wards would be in the vicinity of $30 to 50 per rateable property.

How will any changes affect the rates I pay?

Councillors are funded from district rates, but any change to the ward boundaries or the number of councillors will not have a significant impact on rates. Remuneration of councillors is based on a fixed pool of funds, which is spread across all councillors, irrespective of the number of councillors.

Also note that a reduction or increase in the number of councillors would not affect the total amount paid to councillors overall, as the total pool of remuneration is set independently by a government agency and divided between the number of elected members.

Community boards are funded by a targeted rate within the respective ward.

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Option 1

Four Wards with 10 elected representatives

Under this option the existing ward structure would largely be retained, with the major changes being West Melton moving from the current Selwyn Central ward to the Malvern ward, the area between Burnham and Rolleston moving from the current Selwyn Central ward to the Ellesmere ward and an area east of Rolleston moving from the current Selwyn Central ward to the Springs ward.

The total number of Councillors would drop from eleven to ten Councillors.

Ward	Population	Number of Councillors	Population per Councillor
Malvern	14,900	2	7,450
Selwyn Central	22,390	3	7,463
Ellesmere	12,700	2	6,350
Springs	19,690	3	6,563
Total	69,680	10	6,968

Community Board Alternatives

Option 1A – Four Wards with 10 elected representatives, no community boards

Under this option, the Malvern Community Board would be disestablished.

Option 1B – Four Wards with 10 elected representatives, one community board

Under this option, the Malvern Community Board would continue to operate.

Option 2

Three wards with 10 elected representatives

Under this option, the existing Springs and Ellesmere wards would combine into a single new ward, Springs-Ellesmere. Selwyn Central and Malvern wards would remain. The major changes being Burnham moving from the current Ellesmere ward to the Malvern ward, the area around Bankside moving from Ellesmere ward to the Malvern ward and an area east of Rolleston moving from the current Selwyn Central ward to the Springs-Ellesmere ward.

The total number of Councillors would drop from eleven to ten Councillors.

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Ward	Population	Number of Councillors	Population per Councillor
Springs Ellesmere	27,450	4	6,863
Selwyn Central	28,310	4	7,078
Malvern	13,920	2	6,960
Total	69,680	10	6,968

Community Board Alternatives

Option 2A – Three wards with 10 elected representatives, no community boards

Under this option, the Malvern Community Board would be disestablished.

Option 2B – Three wards with 10 elected representatives, two community boards

Under this option, the Malvern Community Board would continue to operate and a new community board would be established in Springs-Ellesmere.

Option 3

Three wards with 9 elected representatives

Under this option, the existing Springs and Ellesmere wards would combine into a single new ward, Springs-Ellesmere. Selwyn Central and Malvern wards would remain with altered boundaries. The major changes being West Melton moving from the current Selwyn Central ward to the Malvern ward, the area around Bankside moving from Ellesmere to the Malvern ward and an area east of Rolleston moving from the current Selwyn Central ward into the Springs-Ellesmere ward.

The total number of Councillors would drop from eleven to nine Councillors.

Ward	Population	Number of Councillors	Population per Councillor
Springs Ellesmere	29,010	4	7,253
Selwyn Central	24,340	3	8,113
Malvern	16,330	2	8,165
Total	69,680	9	7,742

Community Board Alternatives

Option 3A – Three wards with 9 elected representatives, no community boards

Under this option, the Malvern Community Board would be disestablished.

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Option 3B – Three wards with 9 elected representatives, two community boards

Under this option, the Malvern Community Board would continue to operate and a new community board would be established in the Springs-Ellesmere ward

Option 4

Four Wards with 7 elected representatives

Under this option the existing ward structure would largely be retained, with only minor changes being made to ward boundaries. The significant change with this option is that the total number of Councillors would reduce from the existing eleven to seven Councillors. This means that Malvern and Ellesmere wards would move from having 2 ward Councillors to only one.

Ward	Population	Number of Councillors	Population per Councillor
Malvern	10,830	1	10,830
Selwyn Central	29,330	3	9,777
Ellesmere	9,920	1	9,920
Springs	19,600	2	9,800
Total	69,680	7	9,954

Community Board Alternatives

Option 4A – Four Wards with 7 elected representatives, no community boards.

Under this option, the Malvern Community Board would be disestablished.

Option 4B – Four Wards with 7 elected representatives, four community boards

Under this option, the Malvern Community Board would continue to operate, and three new community boards would be established in Selwyn Central, Ellesmere, and Springs wards.

Other representation matters

Mayor: The mayor would continue to be elected ‘at large’ across the whole district.

Electoral system: The Council has resolved to retain the ‘first past the post’ system.

Māori wards: Following consultation with local rūnanga, the Council has resolved not to establish Māori wards at this time.

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What happens with your feedback?

The Council's Representation Review Subcommittee will consider the community's feedback along with other analysis and community information before making a decision on which option to proceed with. That decision will be in the form of an Initial Proposal, which will be discussed and adopted by the full Council in August 2021, then be open to the community for formal consultation in September 2021.

The arrangements determined through this Representation Review will apply for the 2022 and 2025 local elections.

About the subcommittee:

The Representation Review subcommittee comprises Councillors Mark Alexander (Chair), Shane Epiha (Deputy Chair), Grant Miller and Jenny Gallagher, Mayor Sam Broughton and Malvern Community Board Chair Mr John Morten.

Agendas and minutes of Representation Review subcommittee meetings are available on the Council website.

Have your say!

The Council is now seeking your feedback on these preliminary options, including the number of councillors, number of wards, ward boundaries and community boards.

Please select the TOP TWO options you most prefer for the Council's election arrangements for the 2022 and 2025 elections.

You can provide your preferences and give feedback:

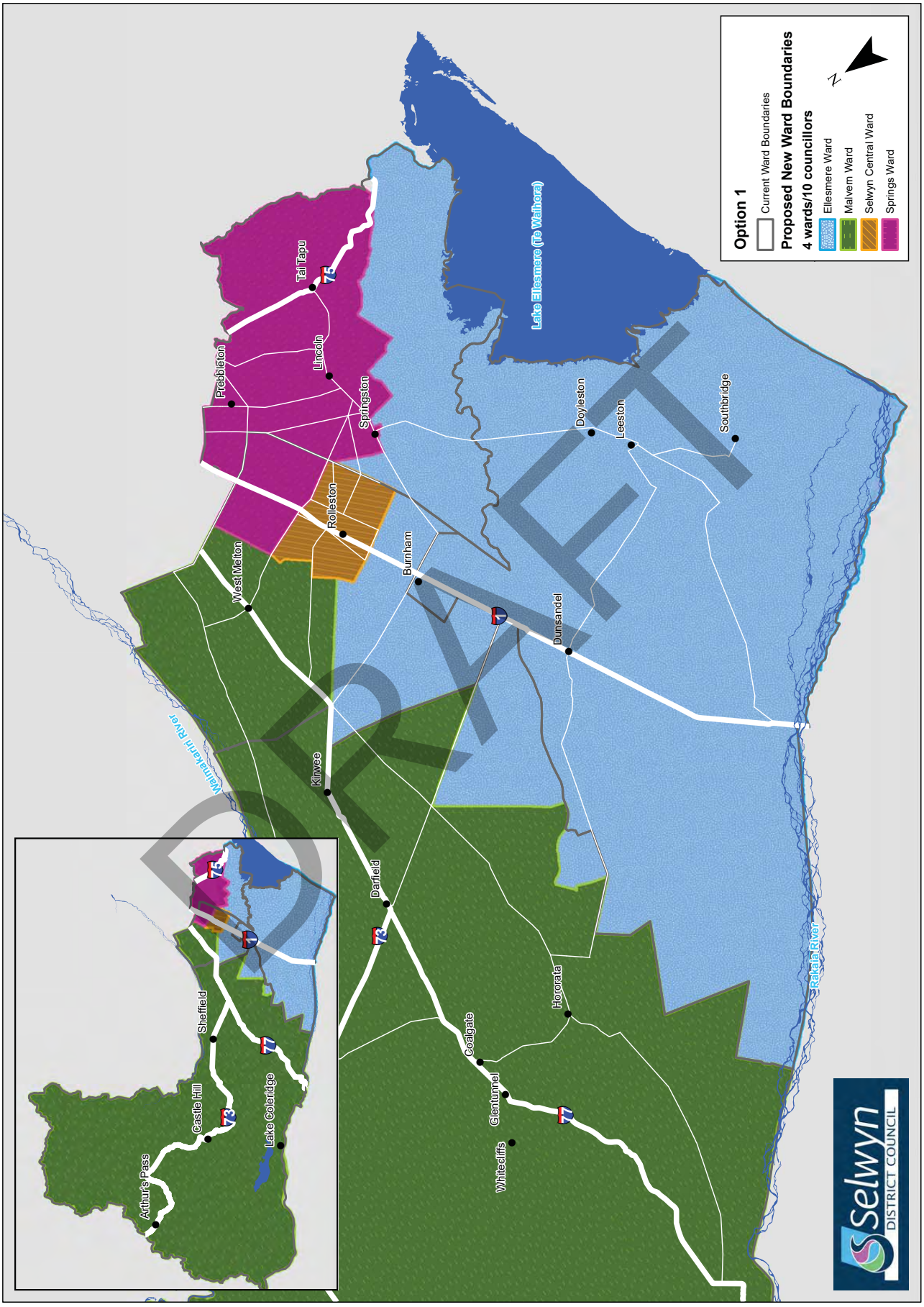
- Online at www.selwyn.govt.nz/representation
- Via a feedback form available at any Council service centre, or at public meetings.
- You can also send comments by email to: representation@selwyn.govt.nz

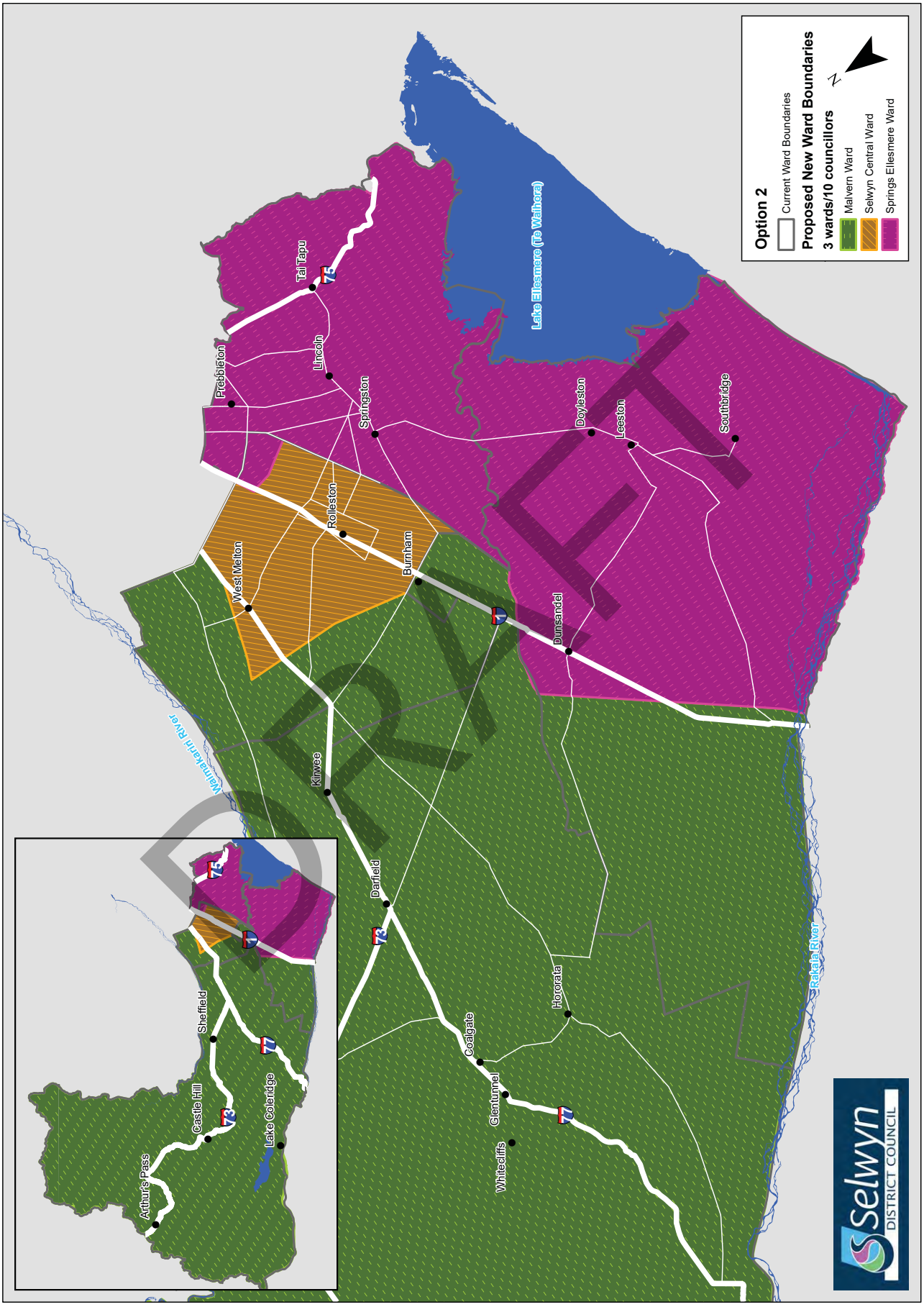
Consultation is open until 5pm, Friday 30 July.

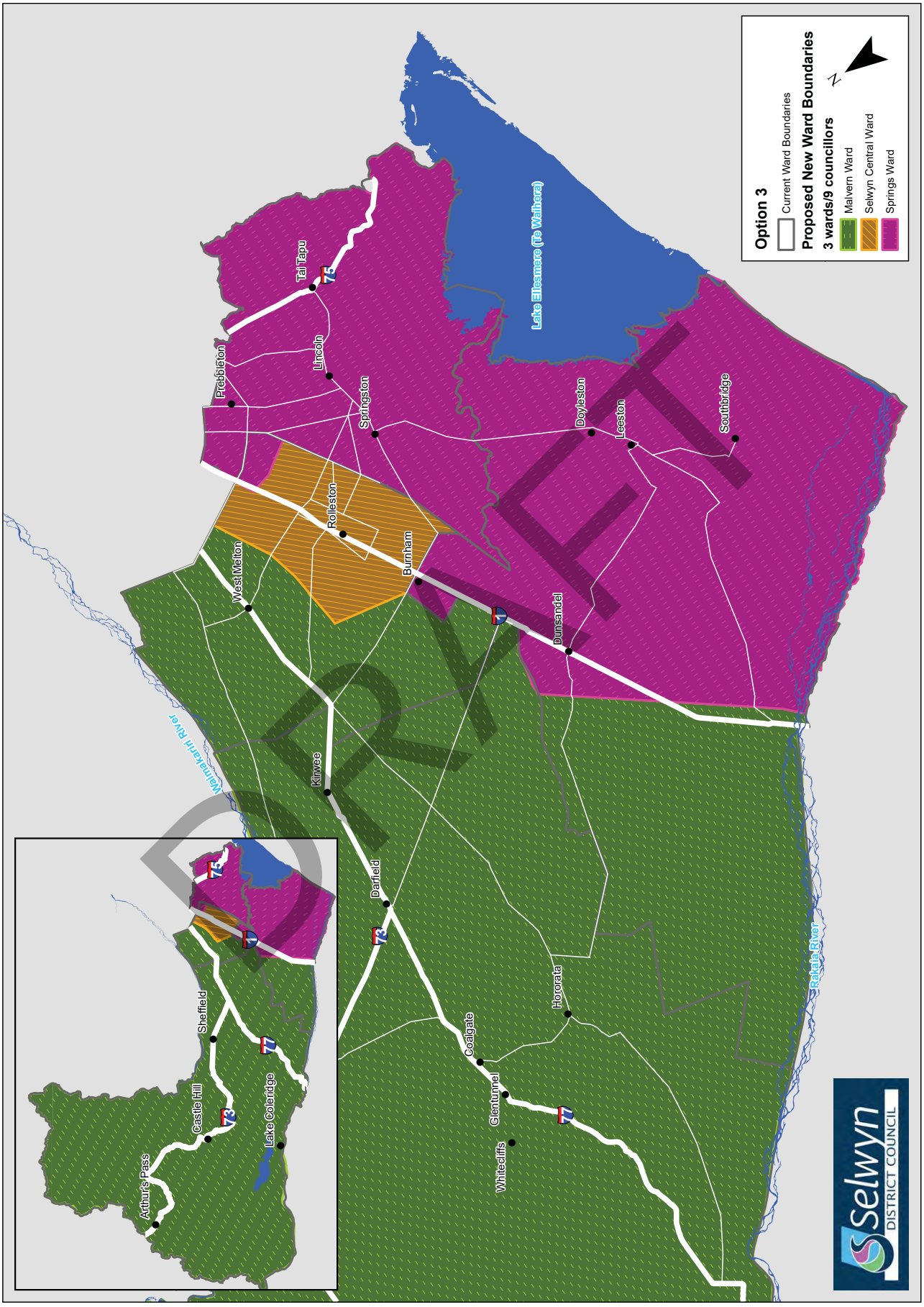
Public meetings to discuss options being considered as part of the representation review will be held at:

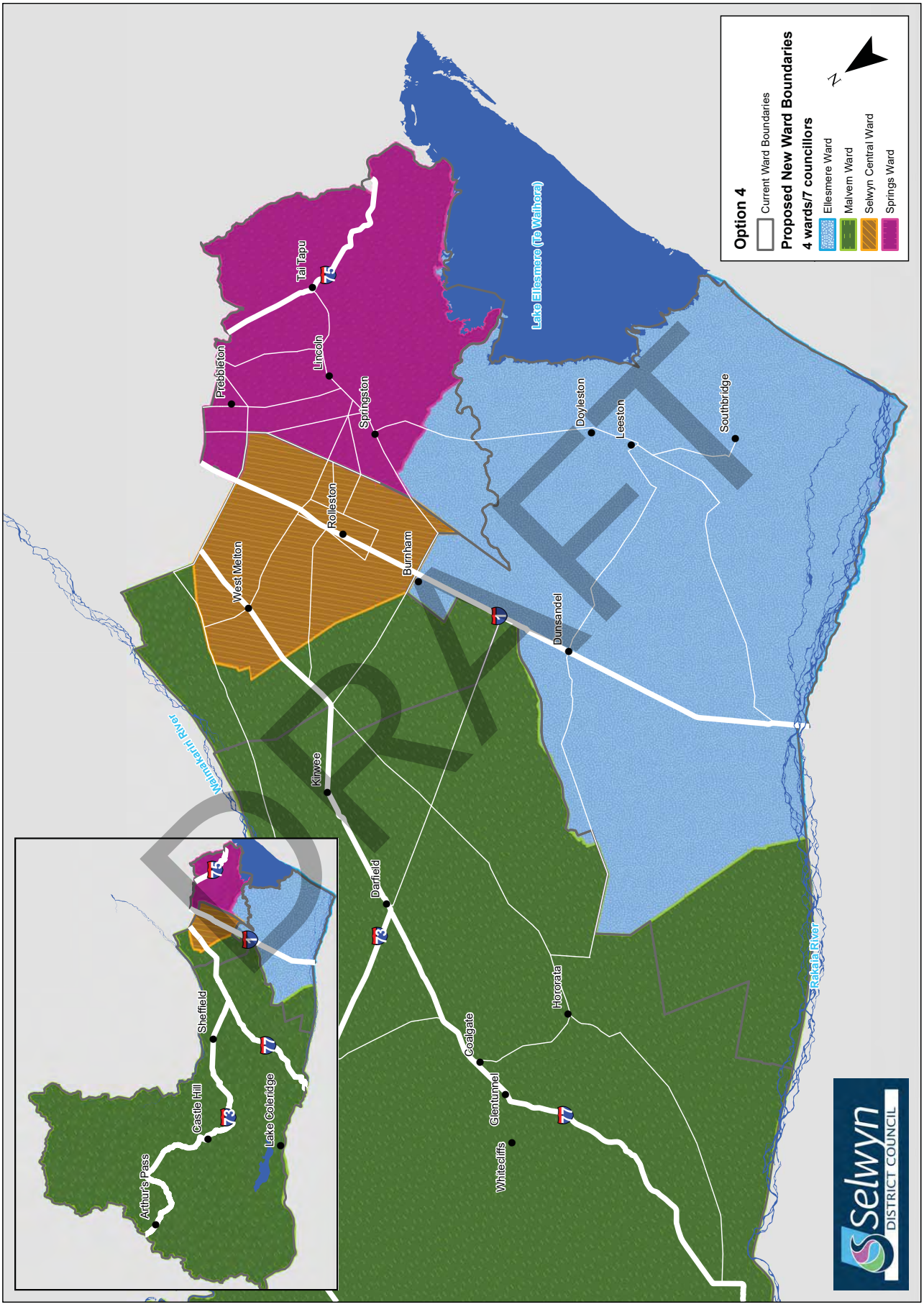
Darfield (Darfield Library) on xxx
Rolleston (Council offices) on xxx / West Melton TBC
Lincoln (Lincoln Library) on xxx
Leeston (Leeston Community Room, next to library) xxx

Information, maps and other details are also available online at www.selwyn.govt.nz/representation


Option 1
Current Ward Boundaries
Proposed New Ward Boundaries
4 wards/10 councillors
Ellesmere Ward
Malvern Ward
Selwyn Central Ward
Springs Ward
N
DRAFT
Lake Ellesmere (Te Waihora)
Tai Tapu
Prebbleton
Lincoln
Springston
Rolleston
West Melton
Burnham
Doyleston
Leeston
Southbridge
Dunsandel
Kirwee
Darfield
Coalgate
Glentunnel
Whitecliffs
Hororata
Waimakariri River
Rakaia River
Sheffield
Castle Hill
Lake Coleridge
Arthur's Pass
Selwyn
DISTRICT COUNCIL


Option 2
Current Ward Boundaries
Proposed New Ward Boundaries
3 wards/10 councillors
Malvern Ward
Selwyn Central Ward
Springs Ellesmere Ward
N
DRAFT
Lake Ellesmere (Te Waihora)
Tai Tapu
Prebbleton
Lincoln
Springston
Rolleston
West Melton
Burnham
Dunsandel
Doyleston
Leeston
Southbridge
Kirwee
Darfield
Coalgate
Glentunnel
Whitecliffs
Hororata
Rakaia River
Waimakariri River
Sheffield
Castle Hill
Lake Coleridge
Arthur's Pass
Selwyn
DISTRICT COUNCIL


Option 3
Current Ward Boundaries
Proposed New Ward Boundaries
3 wards/9 councillors
Malvern Ward
Selwyn Central Ward
Springs Ward
N
DRAFT
Lake Ellesmere (Te Waihora)
Tai Tapu
Prebbleton
Lincoln
Springston
Rolleston
Burnham
West Melton
Dunsandel
Doyleston
Leeston
Southbridge
Kirwee
Darfield
Coalgate
Glentunnel
Whitecliffs
Hororata
Rakaia River
Waimakariri River
Sheffield
Castle Hill
Lake Coleridge
Arthur's Pass
Selwyn
DISTRICT COUNCIL


Option 4
Current Ward Boundaries
Proposed New Ward Boundaries
4 wards/7 councillors
Ellesmere Ward
Malvern Ward
Selwyn Central Ward
Springs Ward
N
Lake Ellesmere (Te Waihora)
Tai Tapu
Prebbleton
Lincoln
Springston
Rolleston
West Melton
Burnham
Doyleston
Leeston
Southbridge
Dunsandel
Kirwee
Darfield
Coalgate
Glentunnel
Whitecliffs
Hororata
Rakaia River
Waimakariri River
Sheffield
Castle Hill
Lake Coleridge
Arthur's Pass
DRAFT
Selwyn DISTRICT COUNCIL

REPORT

TO: Council

FOR: Council Meeting on 23 June 2021

FROM: Chief Executive

DATE: 15 June 2021

SUBJECT: **AUDIT AND RISK SUBCOMMITEE CHAIRPERSON APPOINTMENT**

RECOMMENDATION

'That Council:

(a) acknowledges that the Chair of the Audit and Risk Subcommittee, Councillor Lemon wishes to step down from that position whilst remaining a member of the Audit and Risk Subcommittee; and

(b) advises the Audit and Risk Subcommittee that it is able to appoint its new Chair from within the current Subcommittee membership.

1. PURPOSE

At the Audit and Risk Subcommittee meeting of 8 June 2021, Chairperson Councillor Murray Lemon advised his intention to step down from his current role of Chair in order to focus on his biodiversity responsibilities. He does intend to remain an Audit and Risk Subcommittee member.

At today's meeting, Council will consider appointment to the position of Chair and related issues including access to information, remuneration levels, and expectation of the full Council on the position holder, albeit ackowleding that it is the responsibility of the Subcommittee to appoint its Chair .

2. BACKGROUND

Council's Audit and Risk Subcommittee was established by Council with specific responsibilities delegated to it. These are identified in the *attached* Terms of Reference, which are due to be reviewed by the Subcommittee at its next scheduled meeting.

When the Subcommittee was initially formed, its principal focus was on financial reporting and financial risk-related matters. Councillors will be familiar with Council's strong financial position and more importantly, will have had the opportunity to review recent reports from our independent auditors which have, in recent years, contained only a minor number of matters.

The work of the Subcommittee is now more focused on risk-based assessment, health and safety and business continuity.

The Subcommittee meets on a monthly basis to consider a range of staff reports, assessing performance against the Subcommittee's work programme established at the commencement of this calendar year.

In mid-2020, Council engaged in a process to appoint its first independent member to the Audit and Risk Subcommittee, noting a specific skillset that Councillors were seeking to be brought to the Subcommittee environment.

During the appointment process, it was the view of the Chair that the appointee to the independent position would transition into the role of Chair of the Subcommittee. The independent member was appointed by Council resolution for a four year term expiring on 30 June 2024.

The member has added considerable knowledge to Audit and Risk Subcommittee discussions and has demonstrated significant strength in risk, health and safety, and project management discussions. The member has also encouraged a review of reporting with changed emphasis on key matters which have been adopted by the Subcommittee.

3. SUBCOMMITTEE MEMBERSHIP

There are currently five elected members of the Audit and Risk Subcommittee plus one independent member. Mayor Broughton is an ex-officio member. As identified in the Terms of Reference, the maximum term on the Subcommittee is two electoral cycles.

Currently the Chair (Councillor Lemon) is in his second cycle whilst the other Subcommittee Members (Councillors Epiha, Reid, Hasson and Mugford), are in their first cycle. The Chair is elected by the Subcommittee, as is the Deputy Chair (Councillor Reid).

As noted at the top of this report, the Chair has indicated that he wishes to step down from that role to give focus to his biodiversity portfolio, however he does wish to remain as a Subcommittee member. Given that the Chair is the only second term member and adds significant value to the direction of the Subcommittee and the depth of discussion at the table, I would support his retention at the Subcommittee table. It is therefore proposed that Council's discussion centre on the position of Chair rather than wider membership.

Whilst it is the role of the Subcommittee to elect its own Chair, this paper has been prepared for consideration by full Council at today's meeting to give wider opportunity to the matter being discussed and particularly the fact that the Subcommittee may choose to appoint an independent member (non-elected) through the electoral process to a position of significance.

The matters that Council will need to consider include:

- The level of remuneration for the Chair
  - the Chair of the Subcommittee does not receive any additional remuneration associated with that position, rather he simply receives the same level of remuneration as his elected member colleagues, which is paid from the remuneration pool advised to Council by the Remuneration Authority annually.
  - the independent member is paid an annual sum of $15,000 which is paid from the general rate
  - it would be reasonable to expect an additional level of remuneration to be paid to an independent Chair in recognition of meeting preparation (regular meetings with the Mayor and Chief Executive, agenda setting and action point follow-ups), and additional responsibilities including reporting to Council.
  - my recommendation would be that Council consider elevating the remuneration to reflect any additional expectations placed on the position holder by Council.

- Access to Council information
  - given the level of responsibility afforded to the Chair of the Audit and Risk subcommittee it would be reasonable to expect that office bearer to have full access to Council documentation that encompasses area of responsibility administered by the Audit and Risk Subcommittee
  - there would need to be an agreement between Council and the independent member acknowledging confidentiality, use of Council information, access to Council database, and extension of professional indemnity

- Attendance at Council meetings, workshops and briefings
  - as the current Chair is an elected member of Council, he is in attendance at, and able to speak to Audit and Risk Subcommittee matters (adoption of minutes, work programme, or identified risk areas) during Council meetings
  - if it is the expectation of Council that the independent member attend regular Council meetings, that would need to be factored into the level of remuneration

- Expectation of the position holder
  - Council will review its expectation of any person who is appointed as Chair of the Audit and Risk Subcommittee in respect to performance of the Subcommittee against the annual work programme and in response to any matters raised with Council by our independent auditors
  - responsibility under the Local Government Act 2002 will be clearly articulated with the independent member should they be appointed to the position of Chair

The appointment of an independent Chair to an Audit and Risk Subcommittee and often a second independent member, is becoming standard practice across the local government sector. It is my view that knowing there is an independent set of eyes across Council practices and processes with specific emphasis on work programme and risk and exposure to the organisation will give a greater level of surety to elected members.

It is my recommendation to Councillors that the Audit and Risk Subcommittee be encouraged to proceed with an election of a new Chair from within its current membership. If that person is a non-elected member of Council, then there would be a requirement to prepare a letter of engagement specifically acknowledging expectation of Councillors on the position holder together with details of access to information, attendance at meetings, and level of remuneration.

I do not see the need to review Subcommittee membership, rather I would expect that the current members will review their Terms of Reference at the next scheduled meeting and make any recommendations for change, including an assessment of skill base gaps to a subsequent meeting of Council.



David Ward
CHIEF EXECUTIVE

AUDIT AND RISK SUBCOMMITTEE
Terms of Reference Amended by Council on 24 June 2020
To be reviewed in December 2020

The Audit and Risk Subcommittee shall be a Subcommittee of Council, established by Council.

The existence of the subcommittee does not remove from council any of its legal obligations or responsibilities.

The number of members of the Subcommittee shall be no less than five. One member of the Subcommittee shall be independently appointed by Council for a term of up to four years. A quorum of members shall be three. The maximum term on the Subcommittee shall be two electoral cycles.

Meetings shall be held monthly.

1. Purpose

The purpose of the Terms of Reference is to assist the Council to discharge its responsibilities as outlined below:

- Undertake health, safety and wellbeing due diligence responsibilities as required under the Health And Safety At Work Act 2015
- Ensure the robustness of Council's internal control framework
- Ensure the integrity and appropriateness of internal and external accountability and reporting
- Ensure the robustness of risk management systems, processes and practices
- Ensure compliance with appropriate laws, regulations, standards and best practice guidelines
- Establish and maintain controls to safeguard council's financial assets
- Establish controls to safeguard council's non-financial assets and implement an effective detailed reporting process.
- Regularly monitor and ensure Council is complying with its financial policies including liability management (borrowing) policy and investment policies.

To allow it to undertake these responsibilities the Subcommittee can request information and reports from staff on matters relating to its purpose.

2. Health, Safety and Wellbeing

2.1 Receive regular reports and undertake site visits to satisfy itself that Council clearly understands all aspects of health and safety legislative compliance.
2.2 Establish and receive reports from an Internal Management Committee focused on health, safety and wellbeing issues
2.3 Reports to incorporate reference to mental health, incidents and near misses, responses and initiatives implemented to mitigate risks

3. Internal Control Framework

3.1 Ensure that management's approach to maintaining an effective internal control framework is sound and effective.
3.2 Enquire as to the steps management has taken to embed a culture that is committed to probity and ethical behaviour.
3.3 Reports to focus on:
- Policies, process and documentation
- Controls, systems, internal checks
- Independent review

3.4 engage in a risk based internal audit programme

4. Risk Management

4.1 Review the current and comprehensive risk management framework and associated procedures for effective identification and management of Council's significant risks.
4.2 Review at least annually, the Council's risk profile.

5. External Reporting and Accountability

5.1 Enquire of external auditors for any information that affects the quality and clarity of Council's financial statements, and assess whether appropriate action has been taken by management.
5.2 Satisfy itself that the financial statements (statutory and monthly) are supported by adequate systems of internal control.
5.3 Receive and consider external financial statements, and recommend their adoption, or not, by Council.

6. Financial Governance

6.1 Consider the appropriateness of Council's existing accounting policies and principles and any proposed changes.
6.2 Enquire of the internal and external auditors on practices and issues surrounding financial governance
6.3 Monitor the Council's debt and interest position and overall cash and treasury management
6.4 Monitor the performance of the council's investments.
6.5 Engagement in a process to review and make director and trustee appointments to trusts and companies that require Council representation.
6.6 The content of financial statements to focus on exception reporting for both financial performance and key non-financial indicators

7. External Audit

7.1 Confirm the terms of the appointment and engagement, including the nature and scope of the audit, timetable and fees, with the external auditor.
7.2 Receive the external audit reports and review action to be taken by management on significant issues and audit recommendations raised within.
7.3 Conduct a members only session with external audit to discuss any matters that the auditors wish to bring to the subcommittee's attention.

8. Compliance with Legislation, Standards and Best Practice Guidelines

8.1 Review the effectiveness of the system for monitoring Council's compliance with laws, Council's own standards and best practice guidelines

9. Review Process

9.1 On an annual basis the subcommittee will review its terms of reference to ensure all relevant legislation is acknowledged and incorporated.
9.2 At the commencement of each calendar year the Subcommittee will develop its work programme for the year ahead. The work programme will include linkage to Council's Annual Plan key activities and projects, the CEO's agreed KPIs and to risk assessment.

10. Reporting

10.1 On a monthly basis, the Chair will formally report to Council any matters of significance that have been brought to the attention of the Audit and Risk Subcommittee.
10.2 These reports will be accompanied by comments on corrective actions.

REPORT

TO:	Council
FOR:	Council Meeting on 23 June 2021
FROM:	Chief Executive
DATE:	15 June 2021
SUBJECT:	**COUNCIL CONTROLLED ORGANISATION STATEMENTS OF INTENT FOR THE YEAR COMMENCING 1 JULY 2021**

RECOMMENDATION

'That the Council receives the final Statements of Intent for the year commencing 1 July 2021, for the following Council-Controlled Organisations:

a) SICON Limited including Blakely Construction Ltd
b) Central Plains Water Trust
c) Orion New Zealand Limited
d) Selwyn District Charitable Trust'

1. PURPOSE

The purpose of this report is for the Council to receive the Statements of Intent (SOIs) from its Council-Controlled Organisations (CCOs) for the year commencing 1 July 2021.

The purpose of an SOI is for an organisation to set out the activities and intentions for the coming financial year. The content of these four attached SOIs are consistent with the requirements of the Local Government Act 2002.

2. BACKGROUND

In each case, the SOIs have been considered and received by Council's Audit and Risk Subcommittee. The Audit and Risk Subcommittee now recommend receipt by Council of the following SOIs:

a) SICON Limited including Blakely Construction Ltd
b) Central Plains Water Trust
c) Orion New Zealand Limited
d) Selwyn District Charitable Trust'

3. OPTIONS

The Council has two options available to it:

Option 1 – receive the final Statements of Intents as presented; or

Option 2 – reject the final Statements of Intents as presented.

Schedule 8 of the Local Government Act 2002 requires a CCO to deliver the completed SOI to the shareholders on or before 30 June each year.

Option 1 is the preferred recommendation of the Chief Executive, the Mayor and Chair of the Audit and Risk Subcommittee as all SOIs have undergone a thorough review by the Audit and Risk Subcommittee.



David Ward
CHIEF EXECUTIVE

SICON LIMITED

STATEMENT OF INTENT
FOR THE THREE YEARS COMMENCING 1 JULY 2021

1. INTRODUCTION

SICON Ltd (SICON, the "Company") is a Council Controlled Organisation (CCO) established by the Selwyn District Council. This Statement of Intent sets out the overall intentions and objectives for the trading period of 1 July 2021 to 30 June 2024.

2. THE OBJECTIVES AND PHILOSOPHY OF THE COMPANY

Principle objective: To be a profitable, sustainable contracting and maintenance business while continuing to provide added value to the Selwyn District Council. SICON will continue to develop relationships outside of the Selwyn District that enhance the company's sustainability and profitability.

SICON will contribute to the district's goal "To be a safe place to live, work and play" through its mission statement to "Build and preserve the foundations for communities to thrive".

In meeting this objective, the following aspects of the company are in place:

Our Business Philosophy

Infrastructure Built on Trust.

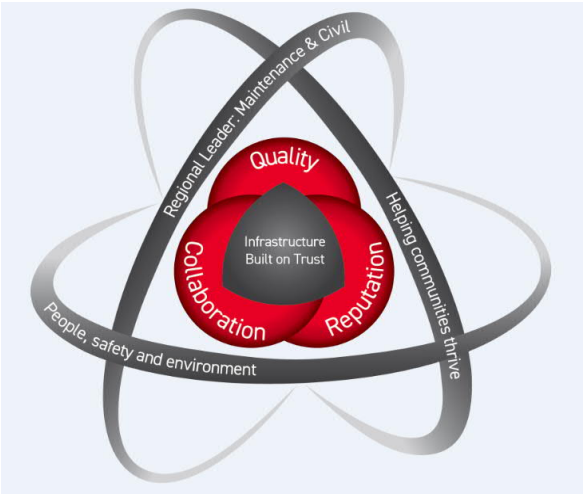
Our Mission

To build and preserve the foundations for communities to thrive.

Our Vision

To be a leading source of horizontal infrastructure through trust, sustainability and progression.

Strategy



Our strategy is based around three key elements: Quality, Collaboration and Reputation.

Values

Integrity in our connections
Pride in our work
Determined in our approach
Reliable in our actions
Innovative in our solutions
Safe in our work practices

3. NATURE OF SCOPE OF ACTIVITIES

SICON will be the provider of quality civil contracting and maintenance services. Consistent with its objectives, the Company will pursue activities designed to ensure the efficient and prudent utilisation of its capital assets and human resources.

4. GOVERNANCE

Role and Responsibility of the Board

The company's shareholder appoints the directors to govern the activities of the company. The Board draws on relevant corporate governance best practice principles to assist and contribute to the performance of the Company. The functions of the Board include:

- Review and approval of corporate strategies, the annual budget and financial plans
- Overseeing and monitoring organisational performance and the achievement of SICON's strategic goals and objectives, in particular as outlined in the Statement of Intent
- Monitoring financial performance including approval of the annual and half-year financial reports and liaison with SICON's auditors
- Ensuring there are effective management processes in place
- Working with management to create shareholder value
- Reviewing and approving major corporate initiatives
- Enhancing and protecting the reputation of SICON
- Ensuring the significant risks facing SICON and any subsidiaries have been identified, and appropriate and adequate controls, monitoring and reporting mechanisms are in place and managed
- Reporting to the shareholder
- Appoint the Chief Executive and monitor and manage their performance as required.

The Board's Responsibility to the Shareholder

The Directors are responsible to the shareholder for the performance of SICON in both the short and the longer term and seek to balance these sometimes competing objectives in the best interests of the Company and its shareholder. Their focus is to enhance the interests of the shareholder and other key stakeholders, and to ensure SICON is properly managed.

Board Composition
The composition of the Board of Directors is appointed by the shareholder. The board, including the appointment of a Chairman, is governed by the Constitution.

The Board establishes committees as appropriate to assist in the execution of its duties and to allow detailed consideration of complex issues. There are currently two committees:

1 The People & Safety Committee, which was established in 2015, consists of the Board

2 The Audit & Risk Committee, which was re-established in 2013, consists of the Board.

The current board consists of 4 board members. With the opportunities currently existing in the market a review of its composition will take place to ensure these opportunities are maximised.

Board Meetings
The Board has statutory responsibility for the affairs and activities of the company, which is achieved through delegation to the Chief Executive who reports monthly to the Board on matters including:

- Financial results against budgets
- Consultation and communications with major clients, Local and Central Government and industry groups
- Compliance with legislation and adhering to commercial best practice
- Fixed asset management
- Human resource management
- Health & Safety management
- Strategy and plan monitoring
- Issues affecting the industry
- Current and future workload
- Future opportunities and threats.

The Board holds eleven Board meetings a year and other special meetings are convened, as required.

Board Performance Review
The Board reviews its performance annually along with the performance of the CEO of the company. The review is designed to align the Board and the CEO with the future development and improvements of the company.

Independent Professional Advice
Directors independently, and the Board and Board Committees have the right, in connection with their duties and responsibilities, to seek independent professional advice at SICON's expense, subject to Board approval.

5. PEOPLE & SAFETY

The Company's People and Safety strategy has now expanded to encompass both the previous areas of legislative compliance, human resources, and health & safety best practices, to now also include a comprehensive environmental and quality focus. Outcomes are practically based, ensuring easy and quick implementation, through SICON's collaborative culture.

SICON's People and Safety strategic goals are:

1. Grow capability. Achieved by implementing targeted development programs and through investment in-field staff training, competency assessment, and leadership development
2. Integrate and simplify people, H&S, Environmental and Quality management systems & processes
3. Sustainable cultural practices are adopted
4. Improved quality outcomes for the Company.

FY2022 - FY2024 will see a strong focus on maintaining ISO certifications, embedding new staff to H&S, Quality and Environmental roles, and the focus on new trainee and competency assessment programs.

All policies and procedures are reviewed annually, and risk is managed through daily identification, training (with specific attention given to high-risk activities), competency assessments, safety audits, OFI reporting and actions, accident investigations, and most importantly engagement of staff through a Health and Safety Coalition Group (HSCG). The HSCG continues to be extremely successful in gaining feedback and ideas on all P&S matters and delivering practical solutions.

Our ability to respond to the ongoing Covid-19 threat continues to be both well communicated and effective.

6. DIVIDEND DISTRIBUTION POLICY

The dividend distribution policy is to pay a minimum annual dividend equal to the higher of $1,200,000 or 50% of the Surplus After Tax of the Company.

Where it is anticipated that the minimum cash payment may impact negatively on the Company's balance sheet or growth strategy, the Directors will discuss options with Selwyn District Council. Any distribution needs to be prudent in the circumstances and meet the solvency test.

7. FINANCIAL PROJECTIONS

SICON Limited
Annual Budget

Statement of Financial Performance
For the Years Ending

$000s	2022	2023	2024
Revenue	$54,743	$55,838	$56,954
Expenditure excluding Interest	$49,177	$50,093	$50,908
Depreciation	$2,494	$2,306	$2,200
Amortisation	$83	$83	$83
IFRS16 - Leases	$100	$80	$65
Interest - External	$0	$0	$0
Total Expenditure	$51,854	$52,562	$53,256
Surplus before tax	**$2,889**	**$3,276**	**$3,698**
Tax	$809	$917	$1,036
Surplus after tax	**$2,080**	**$2,358**	**$2,663**

Statement of Financial Position

$000s	2022	2023	2024
Current Assets	$15,546	$15,869	$16,764
Non-Current Assets	$21,015	$22,119	$22,826
Total Assets	**$36,561**	**$37,988**	**$39,590**
Current Liabilities	$8,324	$8,572	$8,842
Non-Current Liabilities	$4,770	$4,770	$4,770
Total Liabilities	**$13,094**	**$13,341**	**$13,612**
Net Assets	**$23,467**	**$24,647**	**$25,978**
Equity	**$23,467**	**$24,647**	**$25,978**

SICON Limited
Annual Budget

Statement of Cash Flows
For the Years Ending

$000s	2022	2023	2024
Net Cash Flows from Operating Activities	$3,841	$4,995	$5,216
Net Cash Flows from Investing Activities	($3,089)	($3,493)	($2,990)
Net Cash Flows from Financing Activities	($1,040)	($1,179)	($1,331)
Net Increase/(Decrease) in Cash Flows	**($288)**	**$323**	**$895**
Opening Cash Position	$6,870	$6,582	$6,905
Closing Cash Position	**$6,582**	**$6,905**	**$7,800**

Financial Performance Targets

$000s	2022	2023	2024
Projected Revenue	$54,743	$55,838	$56,954
Projected NPBT	$2,889	$3,276	$3,698
Return on Equity	8.9%	9.6%	10.3%
Equity to Total Assets	64.2%	64.9%	65.6%
Total Equity	$23,467	$24,647	$25,978
Liquidity	1.9:1	1.9:1	1.9:1
Ratio of Consolidated Equity to Total Assets	64.2%	64.9%	65.6%

Key Assumptions:

Dividend to SDC per annum is a minimum of $800,000 per annum

Blakely Brand Name Intangible asset amortised 2022-2024

Bank Interest @ 4.08% payable / 0% receivable

Revenue increases annually at 2%
Costs (exc. Depreciation) increase between 1% and 2% annually
At the time of completing this SOI the impact of 3 new leases has not yet been calculated as per IRFS16.

COVID-19
SICON has reviewed its financial projections in relation to COVID-19 and the likely impact at micro and macro levels.

At a micro level whilst the investment in infrastructure seems to have a strong forward outcome, the complexities of the impact of COVID are not well-known long term. SICON continues to be cautious in its outlook to ensure we are in a stable position to weather the short and long impacts COVID is having on our clients. If the potential workload continues as predicted the significant impact on SICON will be around keeping and attracting skilled staff to meet the demands and timeframes of our clients. We are also now experiencing an increase in cost of materials and this will have some significant impacts on projects in the future.

At a macro level the effects on increased borrowing by the current government, increased material costs and the lack of new potential employees entering the country, will potentially see an overall increase in costs through the infrastructure sector.

8. STRATEGIC DIRECTION

Summary
SICON's strategic focus is to build on the foundation that has been created over the last few years, developing a long term growth strategy. It seeks to position itself in the industry as a leading Tier 2 contractor and look at ways to distinguish itself from its competitors. Our focus will be based around three key areas:

1. **Quality** – ensuring that our quality matches expectations from our clients and stakeholders
2. **Collaboration** – working with clients to deliver cost effective and innovative solutions
3. **Reputation** – to build a brand that attracts high calibre staff and provides a competitive advantage.

SICON has strong relationships with its existing Council and private clients. Its business philosophy "Infrastructure Built on Trust" has been a strength in building the business to where it is today. SICON will be focusing on diversifying its current client base using its existing reputation to open doors with new clients, as well as delivering quality services to win new contracts from existing clients. The company continues to invest heavily in its own digital transformation to provide a dynamic, information rich environment for clients to build sound business decisions on.

Key SICON and Selwyn District Council managers will meet on a regular basis to assess the Council's list of available capital expenditure projects to be completed during the current financial year, with a view to utilising available resource to advance completion of these projects in a timely and affordable manner for both parties. Regular reports will be produced to assist discussions. Completion reports, identifying both fiscal and community benefit are also to be prepared and circulated to each governance executive meeting during the financial year.

Environmental & Sustainable Leadership
The Company's successful investment in external environmental and health & safety expertise has led to the accelerated delivery of Environmental Management Plans for solid waste, greenhouse gas emissions, energy, and water along with gaining certification to the associated ISO standards.

The company is now applying resource to delivering on these four plans with a focus on "ABC":



Act (embedding sustainability into our work habits)



Buy (procurement with a sustainable mindset)



Connect (working with others with a sustainable mindset and on projects to progress our management plans).

"ABC" initiatives are listed in each of the four environmental management plans and will be a point of focus going forward.

Greenhouse gases emissions is the company's biggest contributor to climate change and will be a significant focus for the company over the next 5 years. All proposed vehicles purchases must incorporate an electric and hybrid vehicle analysis and where appropriate the introduction of these vehicles into the fleet will be committed to.

As a first step an electric pool vehicle will be introduced into the fleet by the end of the 2021 calendar year.

We will also explore native planting opportunities in Selwyn District to offset carbon emissions.

Community Engagement

The Company's mission in helping communities to thrive goes beyond physical infrastructure alone. We recognise the importance of social, economic, environmental, and cultural elements to a sustainable community and will look for opportunities to contribute to the growth of the communities within which we work across all these elements.

The company intends to actively engage in a cultural journey and build on its current relationships with local Iwi, Runanga and our stakeholder community.

Key Performance Targets

Specific performance targets for the year commencing 1 July 2021;

(1) Financial Performance:
Return After Tax to Opening Equity 8.0% (minimum)

(2) Quality Services:
To maintain ISO 9001 Quality Standard Certification

(3) Health and Safety:
To maintain ISO 45001 Health & Safety Certification

(4) People Performance:
(a) Staff Retention 70% per year
(b) Training & Development >1.5% of payroll costs each year

(5) Environmental Performance
To maintain ISO 14001 Environment Certification.

9. INFORMATION to SHAREHOLDERS

SICON will provide information which meets the requirements of the Companies Act 1993, the Local Government Act 2002, and the reporting requirements prescribed from time to time by the Institute of Chartered Accountants of New Zealand, in order to enable the shareholder to make an informed assessment of the Company's performance.

The company will operate on a "no surprises" basis in respect of shareholder related matters, taking into account matters that are commercially sensitive or given on a confidential basis.

Annual Statement of Intent

In accordance with Schedule 8 of the Local Government Act 2002, a draft annual Statement of Intent will be prepared and submitted to the shareholder for review by 1 March every year. After due consideration and discussion with the shareholder and completion of the annual business planning and budgeting, the final SOI is approved by the Board of Directors and delivered to the shareholder by 30 June every year.

Annual Report

An annual report shall be prepared in accordance with sections 67, 68 and 69 of the Local Government Act 2002, the requirements of the Companies Act 1993, the Financial Reporting Act 1993 and the reporting requirements prescribed from time to time by the Institute of Chartered Accountants of New Zealand. The annual report will be presented to shareholders within 3 months of the end of each financial year prior to being made available to the public.

Quarterly Reports

Half yearly reports shall be prepared in accordance with section 66 of the Local Government Act 2002, the requirements of the Companies Act 1993 and the reporting requirements prescribed from time to time by the Institute of Chartered Accountants of New Zealand. The quarterly reports will be presented to shareholders within two months of the end of each quarter of each financial year and will incorporate the results from any subsidiary companies.

Information contained within the quarterly reports will include:

- Year to date turnover for each division
- Year to date net profit for each division
- Detailed explanation for variances against budget
- Cashflow for the reporting period
- Projected year end result for each division
- Key contracts secured for delivery during the next quarter
- Identified business risks.

Quarterly reports will be presented to an In-Committee meeting of Selwyn District Council. It is expected that presentations will be made by a Company Director and the SICON Ltd Chief Executive.

Other Information

Produce other information as may be agreed between Selwyn District Council and the company or such other information as may significantly affect the specific objectives.

Statement of Accounting Policies

SICON Ltd has adopted accounting policies that are consistent with New Zealand International Financial Reporting Standards, generally accepted accounting practice and the policies adopted by the Selwyn District Council Group.

NZ IFRS standards and interpretations are subject to change and therefore the accounting policies are also subject to change during the period of this SOI. Subject to those possible changes, the company's accounting policies will be consistent with those published in the most recent annual report, with the exception that the accounting policies are now those of the group which includes SICON Ltd and any subsidiary companies.

Responses to special Shareholders requests

SICON will respond to any special requests made by the shareholder in a timely and accurate manner.

10. DIRECTORS' ESTIMATE FOR THE COMMERCIAL VALUE

On an ongoing basis, the commercial value of the shareholder's investment is estimated to be the Equity as shown in the latest audited accounts of the company.

Each 3 years, the Directors or shareholder, at their cost, may request a confirmation of the shareholder's investment by an independent assessment. The manner and timing of the assessment will be determined by the purpose for which it is undertaken, or by the terms of the request of the shareholder.

11. ACQUISITIONS AND DIVESTMENTS

The subscription or acquisition of securities in any company or organisation, or a divestment of part of the existing business, will only be considered where it is consistent with our objectives. When the board considers a transaction to be significant to the company business operations, we will consult with our shareholders.

Major transactions as defined by the Companies Act 1993, will be subject to shareholders approval by special resolution. However, when we are considering a significant acquisition or disposal of assets or securities, we will consult with our shareholders with as much lead-time as is commercially practicable in the prevailing circumstances. Where we decide to incorporate or subscribe for shares in subsidiaries to undertake our commercial activities, we will ensure effective management.

Board control of any subsidiary is exercised by our directors and management.

12. ACTIVITIES FOR WHICH THE COMPANY SEEKS COMPENSATION FROM ANY LOCAL AUTHORITY

The Company requires payment from the Selwyn District Council, in accordance with contracts from SDC in respect of contracts which the Company has been awarded. Likewise, if any other contracts are entered into between the Company and any territorial or regional authority, payment of the contract price will be required from such a contracting authority.

The Company will also seek compensation from any appropriate local authority for those contracts undertaken at the explicit request of central, regional or district governments to provide services to meet a particular social or economic goal.

Central Plains Water Trust

Statement of Intent

For the year ending 30 June 2022

CENTRAL PLAINS WATER TRUST STATEMENT OF INTENT FOR THE YEAR COMMENCING 1 JULY 2021

1. INTRODUCTION

Statutory requirement

- This Statement of Intent ("SoI") sets out for Central Plains Water Trust ("CPWT") the objectives, the nature and scope of the activities to be undertaken, and the key areas of focus of the Trust.
- The process of negotiation and determination of an acceptable SoI is an expression of the accountability relationship between CPWT and its settlors, the Christchurch City Council and Selwyn District Council under the Trust Deed.
- The SoI is reviewed annually with the Councils.

Contact addresses

- CPWT's registered office is at the offices of Central Plains Water Limited, 14 Nga Mahi Road, Christchurch.

Structure

- CPWT is a trust established for charitable purposes by a deed of declaration of trust (the Trust Deed) dated 9 August 2012 and is a Council-Controlled Organisation (CCO) established by the Christchurch City Council and Selwyn District Council.

2. TRUST OBJECTIVES

The Trust Deed sets out the following charitable purposes ("the Objects"), namely:

To promote the development of agriculture in the Central Canterbury Plains area of New Zealand for the benefit of all of the inhabitants of the Canterbury Region by:

1) Encouraging supporting and facilitating:
   a) sustainable development of the water resources of the Region
   b) agricultural and horticultural diversity in the Central Canterbury Plains area
   c) an appropriate balance of the benefits of agricultural development with the enhancement of ecological, social and recreational values in the Central Plains area.
2) Providing and facilitating education to the inhabitants of the Region in relation to water issues and sustainable agricultural development.

In pursuance of the Objects, the Trustees will have regard to:

a) appropriate strategic development plans for the water resources of the Regions;
b) whether other sources of funding or support are available, including assistance provided through industry or regional development policies and programmes of local authorities or central government;
c) the objectives, roles and activities of any other organisations engaged in economic development activities in the Regions;
d) inter-generational issues to order to promote long term sustainability of the water resources of the Regions;
e) the vision and principles agreed by the Trust to apply to the Scheme, as set out in the agreement in relation to the Scheme between Te Runanga o Ngai Tahu, Te Taumutu Runanga Inc, Te Ngai Tuahuriri Inc, Wairewa Runanga Inc, Te Runanga o Arowhenua Trust, Central Plains Water Trust and Central Plains Water Limited dated 29 May 2012, and any other matters that they believe are relevant;
f) a key role of the Trust to monitor use rights and compliance; and
g) the need to identify specific targets aimed at providing stakeholders with clear progress against the Trust's objectives.

3. NATURE AND SCOPE OF ACTIVITIES

CPWT is unique in that it holds the resource consents of the Central Plains Water Scheme and licences their use to Central Plains Water Limited under a Memorandum of Agreement dated 4 May 2016. Under the Agreement, CPWT's obligations include:

- reporting annually to the people of Canterbury on the Scheme's environmental, social and economic results; and
- administering the Environmental Management Fund (EMF) in the manner set out in the resource consents.

The reasonable costs of administering CPWT are agreed annually with CPWL, and these are paid annually by CPWL to CPWT.

4. GOVERNANCE

Role and responsibilities of the Board

The Trustees are required to manage the affairs of CPWT in accordance with the objectives of CPWT and otherwise in accordance with the terms of the CPWT Trust Deed.

The Trustees must also ensure that CPWT effectively carries out its responsibilities under the MoA.

The trustees see their prime responsibilities as:

- reporting to the public on the performance of the Scheme in relation to the trust's objects and community expectations over time*;*
- Encouraging supporting and facilitating an appropriate balance of the benefits of agricultural development with the enhancement of ecological, social and recreational values in the Central Plains area; and
- Providing and facilitating education to the inhabitants of the Region in relation to water issues and sustainable agricultural development.

The trustees discharge this responsibility through effective leadership and through excellent public communication.

The board of trustees seeks to maintain best practise systems, procedures, policies and guidelines to ensure that:

- plans and budgets reflect short and long term horizons;
- the performance of the Trust is monitored against the Trust's SoI by the board of trustees;
- all relevant matters are brought to its attention through a system of prompt and comprehensive reporting in accordance with the MoA;
- its financial statements are prepared and published in accordance with generally accepted accounting practice that give a true and fair view of the financial position of CPWT as at each balance date and the results of its activities and cash flows for each year;
- the assets of CPWT (the resource consents) are safeguarded by ensuring that internal control procedures are in place in order to provide a reasonable assurance that CPWT will function in a professional and lawful manner and that it follows rhis SoI to guide its future work in pursuit of CPWT's objectives; and
- all trustees subscribe to the principles of good governance and usually the accepted codes of best practice on corporate governance.

The Trust Board's reporting responsibilities

CPWT is a trust for charitable purposes and as such its beneficiaries are the people of Canterbury generally, however the trustees will ensure that the Councils as settlors are informed of all major developments affecting CPWT's affairs as required by the Trust Deed Information will be communicated to the Councils through both the Annual Report and the Half-yearly Report. CPWT will operate on a "no surprises" basis with regard to all issues which the Trustees consider to be of relevance to settlors.

The Board composition

Currently the board of trustees comprises:

- Pat McEvedy (chairperson)
- Vivian Leslie Smart

- Olive Webb.
- Mark Christensen
- Elle Archer
- Rob Lawrence
- Les Wanhalla

Process for appointment of Trustees

Trustees may be appointed in three ways:

- The Settlors jointly have the right to appoint Trustees for such term of office (not exceeding three years.
- The Trustees may themselves co-opt from time to time persons to serve as additional Trustees.
- Te Runanga o Ngai Tahu may appoint up to three trustees.:

Board meetings

The board meets quarterly and at such other times as business shall require.

Board performance review

The board will conduct an internal annual performance review at its first meeting following the end of CPWT's financial year.

5. HEALTH AND SAFETY

CPWT has no employees and no physical operations, nor does it have any direct or indirect responsibilities for the operations of CPWL, nor any public liability for the Scheme operations.

6. FUNDING

CPWT has no commercial operations and operates exclusively through an annual funding regime in accordance with the MoA. The total level of such annual funding is currently approximately $100,000.

7. STRATEGIC DIRECTION

Reporting to the public on the performance of the Scheme

CPWT publishes an Annual Sustainability Report for the Scheme on its website.

Environmental leadership

CPWT's environmental leadership arises generally in the pursuance of its objectives, and through its role as the holder of the Scheme's resource consents, and its public reporting functions.

The trustees wish to ensure that the Trust's effort is prioritised in areas which are not presently being undertaken by others and is commensurate with the capacity that the Trust has from time to time.

In 2021/2022, the Trust will engage in the following activities, although the extent to which the Trust can undertake these activities and achieve meaningful outcomes is limited by its capacity and resources:

1. Consideration of the benefits and risks to the environment, ecology, community and recreational values of the region from CPWL's activities, including but not limited to water quality, with reference to the objectives of the Canterbury Water Management Strategy and the Selwyn-Waihora Zone Committee ZIPA. For this purpose, the Trustees will present the Annual Sustainability Report, scheduled for completion by the end of December 2021, to the representatives of the Councils at the bi-annual meeting planned for February or March 2022.

2. Consideration of the ways in which the CPW Scheme is encouraging, supporting and facilitating an appropriate balance of the benefits of economic development, with the enhancement of ecological, social, cultural and recreational values in the Central Plains area. These matters will also be reported in the Trust's Annual Report to the Councils to be presented to the representatives of the Councils at the bi-annual meeting in February or March 2022.

3. Consideration of biodiversity enhancement opportunities across the region associated with sustainable development of the water resources of the Region, with particular reference to the CPW Scheme, the role of mahinga kai and the national direction to give effect to Te Mana o Te Wai.

Community Engagement and Education

CPWT maintains a website for the purposes of public information and engagement concerning the operation of the Scheme.

The Community Liaison Group required by the resource consent conditions was established in December 2013 and is being supported as required.

The trustees are developing and will facilitate the 'Story of Water', an education program for the young people of Selwyn District, focussing on the benefit and significance of water to sustainable agricultural/horticultural development.

Consideration of educational opportunities including the Trust's plans for the engagement with schools set out in the Strategic Plan, and also with other stakeholder groups (to be identified) in order to enhance public knowledge of water issues and the benefits of the proper management of water for sustainable economic development.

Engagement with Selwyn District Council and Christchurch City Council

Representatives of the Trust Board will meet with representatives of the Councils bi-annually and on such additional occasions as may be agreed to discuss the Trust's monitoring of the performance of CPWL in operating the Scheme. This will include the Trustees' presentation of its Annual Sustainability Report. The Report is scheduled for completion by the end of December 2020 and the Trust representatives will present it to the representatives of the Councils at the bi-annual meeting planned for February or March 2021.

The trustees will also discuss and agree with the Settlors on any key potential areas of additional focus for the Trust. The extent to which the Trust can undertake these activities and achieve meaningful outcomes is limited by its capacity and resources.

Key outputs

• Reporting to the public on the performance of the Scheme	• Continue use of Liquid Earth (Brydon Hughes) to obtain data from CPWL and prepare the Annual Sustainability Report • Continue to publish the Annual Sustainability Report on our website • Continue to send the Annual Sustainability Report to selected media with a press release to highlight salient points • Print and disseminate a limited number of Annual Sustainability Report copies to community organisations, people and libraries • Offer objective perspectives on water issues to selected media.
• Environmental leadership	• Instigate informal talks with water users • Instigate talks with academics especially Lincoln University on water issues with a view to having collaborative projects on selected topics • Become a member(s) of Irrigation NZ and attend conferences
• Community engagement and Education	• Develop and implement a primary schools education package about water • Develop a financial plan to support our education initiatives including CPWL funding (based on surplus funds from our operations), use of the EMF, and possible other external sources • Employ on contract a person to develop the primary schools

	package and to deliver it (probably a Trust Board member) • Offer speakers to talk about CPW to Canterbury organisations, using a power-point presentation • Improve the website to make it more effective for use by older students and researchers
• Engagement with Selwyn District Council and Christchurch City Council	• Continue six-monthly briefings by CPWT with additional briefings by exception

8. ANNUAL AND HALF YEAR REPORTING TO COUNCILS

Frequency of reporting:

A half yearly report and an audited annual report as at end of June.

Accounting policies:

Refer to Schedule 1 attached.

Reporting on agreed key areas of focus

CPWT will provide formal reports to the settlor Councils on its agreed key areas of focus through half-yearly and annual reports.

CPWT representatives will meet with representatives of the settlor Councils to discuss current activities, progress against the agreed key areas of focus and future opportunities and risks generally on a half-yearly basis.

9. ESTIMATE OF COMMERCIAL VALUE OF THE TRUST'S ASSETS

CPWT' only asset is the resource consents for the CPW Scheme, and otherwise has no non-current assets (for example, property, plant and equipment, etc.). Any current assets (for example, cash and accounts receivable) at any one time are held exclusively to fund the needs and commitments of the Trust. Accordingly, the estimated commercial value of the Trust is effectively nil.

SCHEDULE 1

STATEMENT OF ACCOUNTING POLICIES

Statement of reporting entity

Central Plains Water Trust was initially formed through a Declaration of Trust on 15 April 2003. This has been replaced by a deed of trust dated 9 October 2012. The Trust is a charitable trust and is a Council Organisation of both the Selwyn District Council and the Christchurch City Council under the Local Government Act 2002.

Basis of preparation

The financial statements of the Trust have been prepared in accordance with the requirements of the Local Government Act 2002 and Generally Accepted Accounting Practice in New Zealand (NZ GAAP). They comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS).

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

The financial statements have been prepared on an historical cost basis.

The financial statements are presented in New Zealand dollars and the functional currency of the Trust is New Zealand dollars.

The Trust has designated itself as a public benefit entity for the purposes of PBE IPSAS.

Changes in accounting policies

There have been no changes in accounting policies during the year.

Standards and Interpretation issued and not yet adopted

There are no standards and interpretations issued and not yet adopted that are applicable to the Trust's operations.

Going concern

The financial statements of the Trust have been prepared under the going concern assumption.

The Trust is reliant on Central Plains Water Limited to fund both its operating expenses and its liabilities under the MoA.

Central Plains Water Limited was formed to investigate, construct and operate a water management scheme for the Central Canterbury Plains. It has completed the construction of, and has commissioned both Stages 1 and 2 of the Scheme and also the Sheffield Scheme. The Company is now operating the whole Scheme in the manner required by the resource consents granted by the consent authorities. The resource consents have been

transferred to the Trust, which in turn has granted the Company an exclusive license to use the resource consents as set out in the MoA.

If CPWL was unable to continue in operational existence, the Trust would lose that source of funding. In such circumstances, other sources of funding would need to be obtained, so that the Trust could continue to carry out its functions effectively.

If the Trust was unable to obtain such additional funding, it may be unable to continue in operational existence. In this event, adjustments may have to be made to the financial statements to reflect the situation that assets may need to be realised other than in the amount at which they are currently recorded in the statement of financial position. In addition, the Trust may have to provide for further liabilities that might arise.

Significant accounting policies

The following significant accounting policies have been adopted in the preparation and presentation of the financial report.

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Revenue from a contract to provide services is recognised by reference to stage of completion of the contract at year-end balance date.

Interest income is recognised using the effective interest method.

Revenue in Advance

Revenue in Advance is recognised as revenue when expenditure is incurred. This practice is based on the Reimbursement Agreement with Central Plains Water Limited dated 6 May 2004.

Cash and cash equivalents

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

Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

A provision for impairment of receivables is established when there is objective evidence that they will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

Financial assets

The Trust classifies its financial assets into the following categories: financial assets at fair value through surplus or deficit, held-to-maturity investments, loans and receivables and financial assets at fair value through other comprehensive income. The classification depends on the purpose for which the investments were acquired. The Trustees' or management determine the classification of investments at initial recognition and re-evaluate this designation at every reporting date.

Financial assets and liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in the surplus or deficit.

Purchases and sales of investments are recognised on trade-date, the date on which the Trust commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Trust has transferred substantially all the risks and rewards of ownership.

The fair value of any financial instruments that are not traded in an active market is determined using valuation techniques. The Trust does not have any financial assets of this nature at this time.

The four categories of financial assets are:

Financial assets at fair value through surplus or deficit

This category has two sub-categories: Financial assets held for trading and those designated at fair value through surplus or deficit at inception. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term or if so designated by the Trustees'. Derivatives are also categorised as held for trading unless they are designated as hedges. Assets in this category are classified as current assets if they are either held for trading or are expected to be realised within 12 months of the balance date.

After initial recognition, they are measured at their fair values. Gains or losses on re-measurement are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

After initial recognition, they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit. Loans and receivables are classified as 'trade and other receivables' in the statement of financial position.

Currently, the Trust has trade and other receivables in this category.

Held to maturity investments

Held to maturity investments are assets with fixed or determinable payments and fixed maturities that the Trust has the positive intention and ability to hold to maturity.

After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Financial assets at fair value through other comprehensive income

Financial assets at fair value through other comprehensive income are those that are designated as fair value through comprehensive income or are not classified in any of the other categories above.

This category encompasses:

- Investments that the Trust intends to hold long-term but which may be realised before maturity; and
- Shareholdings that the Trust holds for strategic purposes.

After initial recognition, these investments are measured at their fair value with valuations performed by an independent valuer with sufficient regularity to ensure no investments are included at a valuation that is materially different from fair value. The valuation changes are recognised and held in a revaluation reserve.

On de-recognition, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to the surplus or deficit.

Currently, the Trust does not hold any financial assets in this category.

Impairment of Financial Assets

At each balance date, the Trust assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the surplus or deficit.

Income Tax

Up to 30 June 2008 the Trust was a Charitable Trust exempt from income tax under sections CW34 and CW35 of the Income Tax Act 2004. The Trust is not registered as a charitable entity under the Charities Act 2005 and its charitable tax exemption lapsed on 1 July 2008. The Trust is not currently seeking registration as it does not intend to make a financial profit from its activities.

As the Trust does not trade, and its costs are reimbursed under the Memorandum of Agreement with Central Plains Water Limited, the Trust does not have any tax expense, liabilities or assets.

Orion

For FY22, FY23 and FY24
Orion New Zealand Limited
Approved by the Orion Board DD/MM/21



Statement of Intent

This Statement of Intent (SOI) is submitted by the Board of Directors of Orion, in accordance with section 39 of the Energy Companies Act 1992 (the Act). It sets out the Board's overall intentions and objectives for Orion New Zealand Limited and its subsidiary companies, (the Orion Group) for the year commencing 1 April 2021 and the following two financial years. The companies that comprise the Orion Group are listed in Appendix 2.

Peter Allen, Operations Trainer, and Jessalee MacLean, Internal Communications Lead, discuss a network development plan.

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John Austin
Bruce Gemmell
Jason McDonald
Geoff Vazey
Sally Farrier
Richard Wilson – Associate Director

Executive

Interim Group Chief Executive
Jono Brent
Interim Orion Network Chief Executive
David Freeman-Greene
Interim Connetics Chief Executive
John Thompson

Our **Purpose** is to power a cleaner and brighter future for our communities

1. Our Purpose

Orion's Group Purpose is central to all we do and is the touchstone for this Statement of Intent.

As New Zealand transitions to a low-carbon economy, the energy sector has a critical part to play. Orion has established its Purpose to ensure it is a vital player in that transition for our community, our region and New Zealand. We are focussed on helping our community realise its aspiration for a sustainable future.

Our SOI delivers on our commitment to undertake our core network role to the high standard expected by our customers. It also outlines many new projects and initiatives aligned to our Group's Strategy.

2. Our Group scope

Orion owns and operates the network that provides the people of central Canterbury with the power they need to go about their daily lives and run their businesses.

We deliver electricity to more than 210,000 homes and businesses and are New Zealand's third largest Electricity Distribution Business. Electricity distribution is an essential, lifeline service that underpins regional, community and economic wellbeing. It also has a critical part to play in New Zealand's transition to a low-carbon economy.

We take pride in stewardship of our assets for the long-term benefit of customers and the wider community.

Traditionally the scope of our business has been to deliver electricity to our region's homes and businesses. Our principle subsidiary Connetics' core business is the design, construction and maintenance of overhead and underground power lines and associated equipment. Specialists in electrical distribution, Connetics supports Orion with the design and build expertise to maintain and develop our network and provides these services to other electricity distribution businesses around New Zealand.

Recognising we are in the midst of radical change in the energy sector and the climate change crisis, we challenged ourselves to consider how we need to adapt, remain relevant and proactively harness opportunities in the fast-evolving energy landscape.

We developed our new Group Strategy to respond to the challenges facing our industry and New Zealand, and position Orion for a new, purpose led future.

3. Orion Group Strategy



Our Group Strategy is changing the shape of Orion's contribution to our communities - to use the skills and expertise of the Orion Group to meet the changing needs of our communities today and tomorrow.

3.1 Our Group Purpose

Powering a cleaner and brighter future for our communities encapsulates the contribution we want to make to our community's future wellbeing and prosperity.

- **Powering** – conveys our commitment to taking action and reinforces our focus on energy
- **Cleaner** – speaks to our commitment to assisting our region and New Zealand's transition to a low carbon future and being environmentally sustainable
- **Brighter** – reflects our contribution to social and economic prosperity
- **Our communities** – reflects our holistic view that includes our people, our region and New Zealand

3.2 Sustainable Development Goals

We have selected a subset of the 17 United Nations goals that define our global sustainable development priorities and aspirations. We consulted with a variety of our key stakeholders who helped us choose the seven goals most relevant to Orion, and where we could have the most impact. They provide a common language that enables us to collaborate and form partnerships with other like-minded organisations.

3.3 Impacts

We aim to make a clear, measurable long-term impact in three areas:

- **Strategic Leadership** – we aim to expand and harness the capabilities across the Group to deliver on our Purpose in a dynamic and complex environment.
- **Regional Prosperity** – we will lead our region through an equitable transition to a carbon neutral economy. We will become a catalyst for economic and social development for the region. We are committed to managing our costs efficiently and prudently. Affordability is important to us. Our electricity distribution network will adapt as needed to remain fit for purpose for our customers.
- **Sector Transformation** – we will collaborate with others to ensure the sustainability and viability of the South Island electricity sector. We will have transformed the way our industry develops capability.

3.4 Strategic themes

Our Group Strategy is focussed on five themes to fulfil our Purpose:

- **Re-imagining the Future Network** – rapidly changing technologies and New Zealand's drive for a low carbon future have the potential to alter the demands on our network assets and the services our customers require. We are focussed on understanding what these changes mean for our customers, and how our network can be re-configured and engineered into one that provides the services our customers need in a changing energy landscape.

- **Customer Inspired** – listening to our customers, and being alert to changes and opportunities in the market inspire us to seek out new ways to enhance our service and empower customer choice. This theme focusses on ensuring we engage with our customers in our decision making, and actively seek out new systems and services to provide an exceptional customer experience.
- **Lead and Grow** – we aim to be a forerunner in our field, providing strategic infrastructure leadership. We will capitalise on our strengths and expertise to explore opportunities to maintain our position as a respected contributor to the development of our industry, for an evolving energy future.
- **Accelerating Capability** – we are making a commitment to invest in human capability to ensure our Group and our sector can respond to the challenges ahead. We are focusing on the essential skills and capabilities we need today and on the new capabilities needed for a sustainable future. Our sector underpins New Zealand's ability to thrive and the Energy Academy is reimagining the future of capability development. As we build capability across our sector, we are also committed to building capability within the Group. Through Christchurch City Holdings Limited (CCHL) Te Whāriki pilot, we have experimented with new ways of working, uncovered hidden talent and provided opportunities for our people to develop beyond their role and accessed talent from within the CCHL group of companies. We will continue to support Te Whāriki as it evolves and grows.
- **Powering the Low Carbon Economy** – we are a passionate advocate for clean energy, and a proactive enabler of those seeking help to reduce their carbon footprint through more efficient use of low carbon energy sources. Within our own operations, the Orion Group has committed to achieving carbon neutrality for corporate emissions by June 2022, the first electricity company in New Zealand to commit to this ambitious target. To meet the target, the Group is implementing initiatives to reduce its corporate emissions such as vehicle and building emissions, and investing in natural climate initiatives that will provide carbon offsets.

3.5 Our Foundation

We have a strong commitment to the health and safety of our people, our service providers and the public.

Underpinning all we do, it is critical we continue to perform our core network role exceptionally. Our SOI delivers on our aspiration to operate New Zealand's most advanced electricity distribution network and undertake our core network role to the high standard expected by our customers and to do so efficiently. It also outlines new projects and initiatives aligned to our Group's Strategic Themes. The initiatives under this heading in this SOI are dedicated to ensuring integrity and future effectiveness.

Aspiring to be New Zealand's most advanced electricity network reflects our focus on asset management improvement initiatives and, attention to embedding the right organisational risk management culture of continuous improvement to ensure we are future fit.

This includes providing our community with an understanding of how climate risks and opportunities might impact our business through our Climate Change Opportunities and Risk reporting.

We will continue to monitor changes in the COVID-19 pandemic situation and comply with Government agency requirements and guidelines in response to any changes in the situation.

3.6 Our Enablers

The building blocks that will enable us to achieve our Group Strategy are:

- **Leadership and Culture** – we are committed to being diverse and inclusive with a culture that generates a real sense of belonging. We will continue to engage our people in embracing an inclusive environment and will aim to increase diversity across all levels of the Group. We will aim for consistency, fairness and alignment with our business objectives for our employee remuneration. We are especially conscious of our public responsibilities in the setting of remuneration for senior executives, which is closely managed by the board and made publicly available via our Annual Report. We regularly compare our employee remuneration against relevant market data. In general, we aim to meet the market, subject to employee performance. We are committed to paying our people the Living Wage. Exceptions may occur for those who are part of a structured training programme such as an apprenticeship or work experience.
- **Data & Digitisation** – robust data gathering, and analysis will increasingly be used to inform our asset management decision making and strategy and optimise our performance. Obtaining customer insights through research and engagement will drive our thinking around customer service enhancements and enable us to optimise asset performance. We are increasing our focus on digital engagement with our community while not losing sight of the importance of face to face interactions with our community when it really matters.
- **Strategic Agility** – rapid technology change and changing customer behaviour, combined with uncertainty in our operating environment dictate the need to be flexible and agile in our strategic thinking and planning. We are developing a greater ease with change, and we approach this uncertainty confident in our ability to adapt to changing circumstances as needed.
- **Re-defining Value** – we recognise our long-term value to our community goes beyond our financial returns to shareholders. We intend to redefine long-term value to ensure that our business is sustainable and delivers what is truly important to our community and stakeholders, in line with our Purpose. This requires providing a broader definition of long-term value, which includes social and environmental benefits, while delivering committed financial returns to shareholders.

4. Our governance

The board
Our shareholders appoint the directors to govern and direct the Orion Group. The Group has two boards, one for Orion New Zealand and one for Connetics Limited. The boards are the overall and final body responsible for the direction and control of the companies' activities and decision-making. The boards' responsibilities include the overall strategy, objectives, stewardship, performance and reporting of the relevant entities and Group.

Statement of Intent (SOI)
In accordance with section 39 of the Energy Companies Act 1992 and the Group's constitution, the Orion board submits a draft SOI to shareholders in February each year. After due consultation with the shareholders and after considering their comments, and board approval the final SOI is delivered to shareholders. A copy of the SOI is available on our website.

Board operation
Our boards are committed to best practice governance. Our boards' operations are subject to the Group's constitutions and the board charter. The charter sets out how the boards and director shall undertake their responsibilities.

The Orion chair leads the board and its relationship with shareholders and other major stakeholders. The chair maintains a close professional relationship with the Chief Executive and leadership teams. New directors undertake an induction process to familiarise them with matters related to the company.

Policies
The boards review the companies' key policies at regular intervals.

Board performance and review
The boards regularly review their performance and the performance of the Chief Executive. The reviews aim to identify opportunities and set plans for performance development and improvement.

Board meetings and committees
Each board meets approximately ten times per year. Additional meetings are convened as and when required. The boards' annual work programmes are set by each board before the start of each calendar year. The boards receive formal agenda papers and regular reports, generally a week in advance of meetings. The Leadership Teams are regularly involved in board discussions. Directors also have other opportunities to obtain information and may seek independent expert advice.

The boards delegate some responsibilities and tasks to board committees, but the boards retain the ultimate responsibility and accountability for any committee's actions or inactions. Subject to any conflict issues, all directors receive agenda papers for committee meetings and all directors may attend committee meetings. The Orion board has two standing committees:

- the audit committee – liaises with the company's independent external auditor, and reviews the effectiveness of internal controls and financial and regulatory information used and issued by the board
- the remuneration committee – reviews the company's remuneration policies and practices and reviews and sets the remuneration of the company's Chief Executives and Leadership Team

Liability insurance and indemnity
The group arranges comprehensive liability insurance policies within the limits and requirements as set out in the Companies Act 1993 and the Group's constitution. The Group also indemnifies directors and employees within the limits and requirements set out in the Act.

Loans to directors or employees
The group does not make loans to directors or employees.

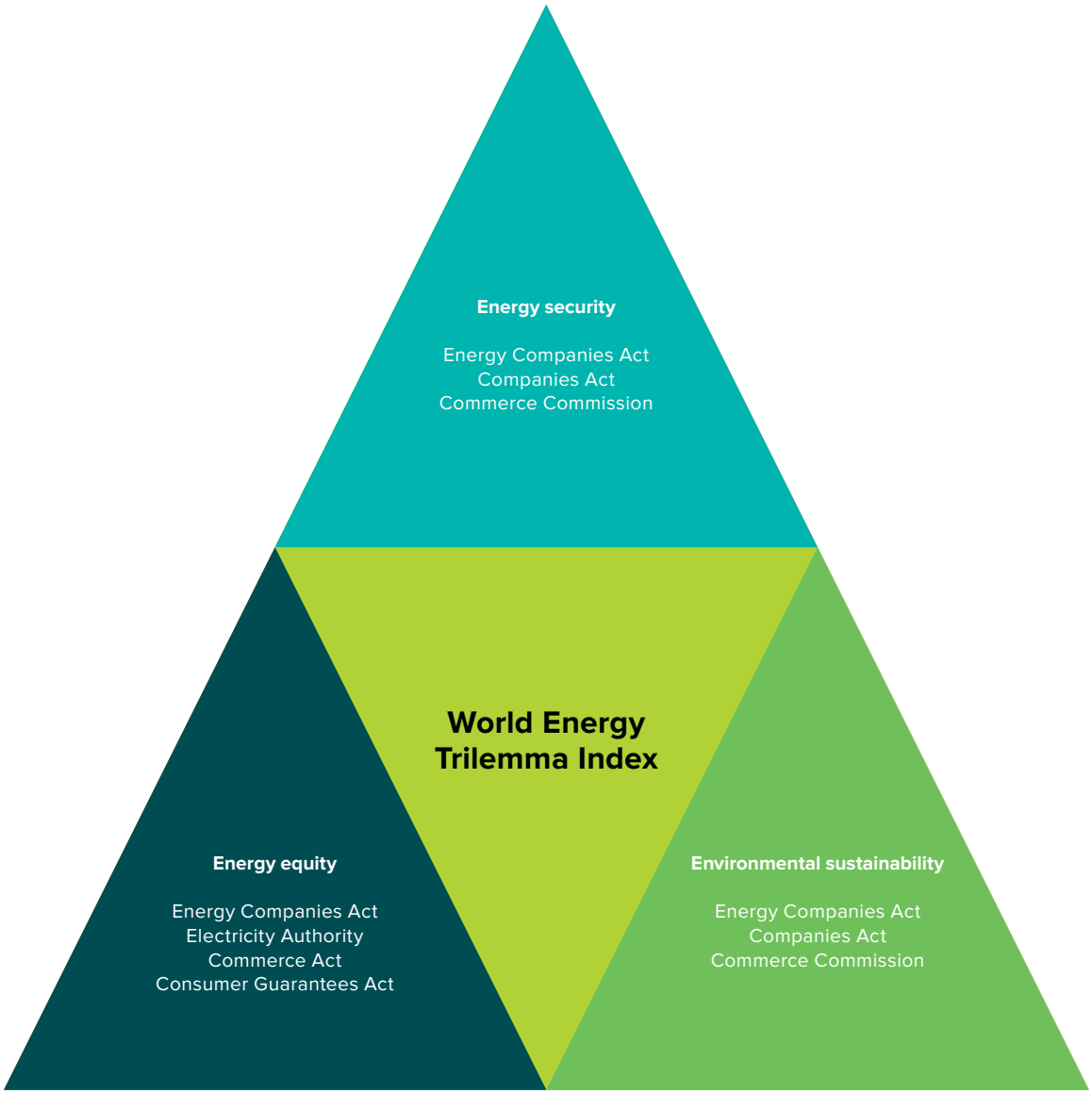
Legislative compliance
The boards receive regular updates and representations from management on legislative compliance. Areas of relevant law include industry-specific regulation, health and safety, corporate, taxation, financial reporting, commercial, environmental, human resources and privacy. Compliance manuals and training are made available to all employees, and independent experts are engaged for advice when needed.

We will continue our comprehensive legislative compliance programmes and we will meet our obligations under relevant legislation and regulations.

Auditor
Audit New Zealand on behalf of the Auditor-General is the auditor of the Group.

5. Energy Trilemma

As a purpose-led Group our aspiration is to accelerate Aotearoa New Zealand's transition to a low-carbon, affordable, equitable economy. To ensure we deliver on our Purpose we need to balance what is in the best interest of our community while managing our compliance under relevant legislation and regulation. Our key legislation is shown below, in the context of the World Energy Trilemma Index, which aims to provide equitable, secure and environmentally sustainable energy.



6. Our capital structure and our dividends

We maintain a capital structure that ensures we have financial capacity to manage strategic and operational risk, fund ongoing operations and enable investment to fulfil on our Purpose.

We estimate that the commercial value of shareholders' investment in the group is at least that which is stated as shareholders' equity in our audited financial statements. We reassess this value annually when we prepare out audited financial statements.

We will distribute funds to our shareholders subject to meeting the solvency requirements of s53 the Companies Act 1993.

In determining the level of funds available for distribution, our board will consider our earnings, cash flows, capital expenditure, future investment requirements and market and regulatory conditions.

Any dividend declared will be at a level that allows us to execute business strategy and maintain a sustainable capital structure.

In determining any dividend, our directors will also consider all forms of long-term value that we create for our shareholders and other stakeholders.

Dividends will be subject to maintaining our targeted shadow credit rating of at least A- which implies a gearing ratio (defined as debt/(debt plus equity)) which does not exceed 45 per cent.

We will pay our dividends in two instalments:

- in August 2021 and December 2021 for FY22
- in June 2022 and December 2022 for FY23
- in June 2023 and December 2023 for FY24

We will consult with shareholders on a 'no surprises' basis in the event of any substantial investment either because of the quantum or the nature of the investment which requires a significant increase in corporate debt, and/or has a subsequent material impact on dividends.

7. Acquisitions and divestments

We will only consider acquiring securities in a company or organisation, or a divesting part of an existing business, where consistent with our objectives. When we consider a transaction to be significant, we will consult with our shareholders with as much lead-time as is commercially practicable in the prevailing circumstances.

Major transactions as defined by the Companies Act 1993, will be subject to shareholders' approval by special resolution. Where we decide to incorporate or subscribe for shares in subsidiaries to undertake our commercial activities, we will ensure effective management.

Board control of any subsidiary is exercised by our directors and management.

8. Our relationships with our shareholders and wider CCC and SDC group

We actively support wider group entity initiatives to seek or develop opportunities to stimulate collaboration, share resources and identify where group approaches will achieve more than individual entity approaches, including:

- CCHL's five pillars of focus: financial, mana, kaitiakitanga, sustainability and people
- CCHL's 2021 group programme initiatives – optimising performance, accelerating innovation, enhancing community impact and expanding and leveraging capability
- Te Whāriki
- support the continued growth in the Selwyn district, driven by population and decarbonisation
- governance
- sustainability
- group targets for Christchurch City Council's 2030 carbon neutral plan
- carbon emissions targets, emerging technologies and innovation
- collaboration and capability
- debt financing

We collaborate with the wider Christchurch City Council and Selwyn District Council to explore opportunities and develop new business opportunities as appropriate.

No material intercompany transactions are forecast to take place with our shareholders, or the wider CCC and SDC group, during the three years covered by this SOI, except the payment of dividends, services provided or received on an arms-length commercial basis and services received that are covered by local authority rates.

We operate on a 'no surprises' basis with shareholders in respect of significant matters, to the extent possible in the context of commercial sensitivity and confidentiality obligations.

If a shareholder decides to sell shares in Orion, we will co-operate and work with that shareholder and its advisors, subject to our obligations at law.

How we will report to our shareholders

We submit our draft SOI to our shareholders for consultation annually, as required under the Energy Companies Act 1992 and the Group's constitution. Where appropriate, we will submit a revised SOI to our shareholders. Our performance targets are in section 8 of this SOI.

We will deliver our Annual Report to our shareholders on or before 30 June each year. Our Annual Report will include:

- our audited financial statements
- our performance relative to the targets we set in our SOI
- how we are meeting our community's expectations
- other information to enable an informed assessment of the Group's governance, performance and financial position

We will deliver half-year reports to our shareholders that will contain unaudited information similar in content to our Annual Report and will comply with financial reporting standard NZ IAS 34 – Interim Financial Reporting. We will provide regular updates to our shareholders on our performance, which may include updates on financial, strategic, risk and operational issues.

Our accounting policies will comply with applicable NZ IFRS standards and interpretations and will be consistent with the accounting policies adopted by the CCC group. We have applied the same accounting policies when preparing our financial forecasts in this SOI that we applied for our audited financial statements for the year ended 31 March 2020. Our actual accounting policies may change because of changes to NZ IFRS standards and interpretations.

9. Our performance targets

Description	FY22	FY23	FY24
Financial			
Electricity delivery revenue ($m)	227.6	230.1	233.2
Profit after tax ($m)	25.1	24.1	23.4
Fully imputed dividends ($m)	31.0	32.0	25.0
Profit after tax to average equity (%)	3.7	3.6	3.6
Debt to debt plus equity (%)	38	41	44
Equity to total assets (%)	51	49	47

	FY22 to FY24
Network reliability (these are regulated limits)	
SAIDI - planned	39.68
SAIDI - unplanned	84.71
SAIDI - total minutes per customer	124.39
SAIFI - planned	0.1496
SAIFI - unplanned	1.0336
SAIFI - total number of interruptions per customer	1.1832

	FY22
Health and Safety	
Events that did or could have resulted in serious injury to Orion Group employees	≤4
Events that did or could have resulted in serious injury to Orion service providers	≤4
Events that did or could have resulted in serious injury to the public, excluding car versus pole incidents	Nil
Customer Inspired	
Net Promoter Score	>50%

Notes and definitions: see Appendix 1

10. Our key initiatives

Re-imagining the Future Network

Rapidly changing technologies and New Zealand's drive for a low carbon future are providing opportunities for our customers to produce, store, consume and share electrical energy rather than simply consuming energy provided to them. These changes have the potential to alter the demands on our network assets and the services our customers require. It is vital we enable open access and customer choice while continuing to provide safe, reliable electricity.

1. Increase the real time 'visibility' of the state of our low voltage network
We have embarked on a significant upgrade of our advanced distribution management system (ADMS), which has been focused on our high voltage network – 11kV, 33kV and 66kV.

This project is to develop our ability to monitor our low voltage network (400V), in real time. Low voltage networks around the world have typically been built without this capability because power flows have overwhelmingly been one-way – from large centralised electricity generators to consumers.

Low voltage networks will increasingly need to support new and more complex two-way power flows, as customers increasingly adopt innovative technologies such as electric vehicles, home storage batteries, energy management systems and solar PV.

Project complete: 30 June 2021

2. Develop a live operating model of our low voltage network
We have embarked on a significant upgrade of our Advanced Distribution Management System (ADMS), which will enable us to include low voltage network monitoring and operation.

Our aim with this project is to integrate the low voltage network (400V) in real time into our current operating system. This will enhance operational response, decision making and customer communications; increase our safety outcomes and allow real time analysis of two-way power flows and demands.

Project complete: 30 September 2022

3. Undertake a trial of non-network alternatives to low voltage constraint management
As new technologies emerge, we will start to see changes in the traditional usage patterns on our low voltage network. In this trial we are investigating the use of alternatives such as low voltage Statcoms (voltage compensators) to maintain supply quality where previously we would have reinforced the LV network at greater cost and disruption to customers.

Trial in place: 31 March 2022

4. Data and digitisation strategy
Data and digitisation will enable us to deliver a better experience to customers and employees and be key to developing a smart network and high performing assets and operational performance.

Through data and digitisation and customer centricity we will continue to transform our customer's experience.

We will progress our strategy to create smart networks through the deployment of new technology platforms to enable the emergence of new commercial markets and the future energy marketplace.

Our asset management and operational performance will be enhanced with embedded digital practices, analytics and be enabled by artificial intelligence to drive efficiency, collaborative innovation and insight driven decision making.

Business processes will be optimised and automated, to support agile and flexible ways of working. We will develop a robust data and digital strategy and commence implementation.

Strategy in place: 31 March 2022

5. Non-network supply procurement
Future demands on our network may be less predictable and may not be best addressed through traditional network services. We will need to be adaptive to being able to offer solutions that are not necessarily traditional "poles and wires".

We will explore options to contract for the provision of such services from the open market, choosing solutions that are customer inspired and power the low carbon economy.

Options in place: 31 March 2022

6. Design for new field data collection method in place
Good asset management and decision making relies on good data on which to make decisions. Our in-field data collection of asset condition and maintenance will be enhanced. We have established a project to identify and design how and when we will collect this data and identify how and when we store and use it.

Project complete: 30 September 2021

10. Our key initiatives

7. Development of publicly available network constraint maps
To enable true and open access to our network for our customers and suppliers of non-network solutions we will publish information about where our network is constrained or where it can accept technologies freely. We will trial the publishing of heatmaps at a non-granular level. This will allow us to develop and evolve our offering to suit our customers.

Trial complete: 31 March 2022

8. Install a new digital voice radio network in Banks Peninsula
Our current analogue voice radio network has limited range and has significant coverage 'black spots' around the many hills and gullies of Banks Peninsula. These shortcomings can hinder the safety of our people, our service and our operational efficiency/effectiveness. In 2019, we successfully trialled a new type of digital radio equipment for the Peninsula. In the trial, we demonstrated that we can upgrade our voice radio network to achieve almost total high-quality digital coverage for the whole peninsula.

Our new radio network will be the first of its type for New Zealand and our trial has gained attention from several large voice radio user organisations throughout New Zealand. We will in due course also look to deploy this technology in the Darfield to Arthur's Pass area to achieve similar benefits.

Installation complete: 30 September 2021

10. Our key initiatives

Customer Inspired

We recognise our customers value great service and have a focus on continual improvement in this area. Our customers tell us they want to be confident our network is prepared to meet their future needs, and we will involve them in our decision making.

1. Implement a new Customer Relationship Management platform (CRM)
Customer requirements and expectations are changing and service offerings we make to customers are becoming more diverse. An integrated CRM is the foundation for building a single view of a customer and their various touch points with us; providing enhanced digital channels for interactions with customers and continuing to provide a high level of service in a more complex future. During this year we will establish the foundations of CRM and begin to build our business processes off that.

CRM foundation complete: 31 March 2022

2. Launch a new Outage Notifications service to our community
Customers are increasingly reliant on their electricity supply. Building off the establishment of CRM, we will provide customers with an option to subscribe to planned outage notifications via text or email for work we are doing on the network directly impacting them. This service will augment the current process of planned outage notifications to customers via retailers. As outage work progresses, we will keep subscribed customers informed of outage timeframes, changes to work and restoration of power. When outages on our network are necessary, this will allow customers to better plan their personal and working lives.

Outage notifications in place: 31 March 2022

3. Further develop our customer and community engagement programme to give greater voice to our stakeholders' views in Orion's decision making
We will continue to seek the views of our community through a range of community engagement activities.

We will appoint a community engagement specialist who will extend our current programme of community engagement that includes:

- Our annual customer survey of residential and business customers
- Three meetings of our Customer Advisory Panel per year
- Three Powerful Conversations workshops per year with metro, rural and a specific community group to be identified
- Significant project communications to affected communities
- Community outreach via social media, community groups
- Establish regular briefings to community boards and community groups to update them on Orion network developments and seek feedback on local needs

Programme in place: 31 December 2021

4. Continue our community sponsorships and align with our Group Strategy
We will continue to support our community through several strategic partnerships and smaller targeted sponsorships, aligned to our strategy.

Recognising the importance of growing sustainable businesses in Canterbury, we will continue our partnership with the Canterbury Employers Chamber of Commerce. We will maintain our longstanding partnership with Community Energy Action which recognises the need for our community to live in healthy homes and for residential customers and business customers alike to use energy efficiently.

Feedback from our community through Orion's Residential Customer Perceptions Survey told us our customers would prefer to see us supporting "grass roots" activities in our community rather than large "corporate style" events.

Last year we initiated a Community Fund Sponsorship programme, which we will continue this year, allocating $30,000 to support up to 25 groups with small grants. This is an internal programme where Orion people nominate local non-profit groups they are actively involved in for support. Many Orion people are passionate about being involved in our community and this is another way for Orion to give back to the community and empower our staff at the same time. The aim is to empower Orion people to make decisions on how we spend a small proportion of our sponsorship budget and to encourage wider engagement of Orion people in their community, with the support of Orion.

FY22 Programme complete: 31 March 2022

10. Our key initiatives

Lead & Grow

We ensure our business is financially sustainable and we invest prudently to deliver on our Purpose. We provide value for money for our community.

1. Continuous improvement of our works delivery
We are transitioning to a "Primary Service Delivery Partner" contracting model between Orion and Connetics for contract work which delivers improved safety, quality, and capability development.

The success of this new contracting model will be measured by our performance in safety, quality, and our focus on investment in capability development. Our Asset Management Plan will continue to be delivered on time and on budget.

Model measured: 1 April 2022

2. Connetics will shift its Southern operations from establishment phase to performance phase
Connetics will partner with its key customer in the region, Aurora Energy, to help deliver their significant programme of network maintenance and development into the future. The successful operation of Connetics' new Southern Region depot will be measured across a number of metrics.

Metrics in place: 31 March 2022

3. We have a clear three-year programme to continually optimise in service of our Group strategy
We have an agreed programme of work for FY23 to optimise the performance of the Group to ensure we can deliver on our strategic impacts and themes.

Programme in place: 31 March 2022

10. Our key initiatives

Accelerating Capability

We are a Purpose led, high performing team, focused on achieving great outcomes for our community. To deliver on our Purpose and keep pace with the rapid changes in our industry, we recognise the need to invest in the development and growth of our people. Building the level of employee engagement and passionate commitment to the Group's more dynamic future contribution to our communities will be essential to our success. We will be more agile and develop our ability to operate in a more fluid, fast paced and changing environment.

1. Enhance employee engagement
Our aim is to have highly engaged and motivated people who are proud to work for us. Our people have valuable insights that can help shape our culture and ways of working and through an engagement survey we will establish a benchmark of engagement of our people and identify key initiatives that will continue to grow and develop our people and our businesses.

Survey in place: 31 March 2022

2. Continue to embed and evolve leadership development
Our aim is to continue developing our leaders, so they can lead strategic initiatives with intent and velocity. Our programmes are tailored to context and objectives and focus on what we are seeking to achieve with our Group Strategy.

Programme on-going: 31 March 2022

3. Complete the next major phase of our diversity and inclusion programme
Our aim is to build an inclusive culture of belonging. As we continue to adopt more inclusive behaviours, we will shift our focus to targeting the systemic barriers that may exist within our systems and processes.

Programme phase complete: 31 March 2022

4. Complete the first major phase of initiatives for the Energy Academy
We will evolve the Energy Academy from establishment into the first phase of an extensive programme of initiatives. Key priorities include the introduction of a capability sharing platform for the sector, modelled on Te Whāriki, the launch of three future focused micro-credentials in partnership with tertiary institutions, and a sector-wide future workforce planning project.

Phase one initiatives complete: 31 March 2022

5. Continue to champion the Wāhine tū tahi, wāhine kaha - CCHL's Women & Leadership series
Wāhine tū tahi, wāhine kaha - CCHL's Women & Leadership is a series of events run by volunteers from across the CCHL group. The series helps build relationships and collaboration and breakdown biases. We have two more events planned for FY22 and we will evolve this series into an ongoing platform to encourage diversity across the CCHL group of companies.

Sessions complete: 30 September 2021

10. Our key initiatives

Powering the Low Carbon Economy

We are committed to taking decisive action to address the climate change emergency, and recognise the need to take action that is both urgent and game-changing.

1. Prepare to offset our Group corporate carbon emissions, to become carbon neutral by June 2022
In 2021 we will undertake the necessary steps to be ready to offset our Group corporate emissions excluding emissions from electricity lost as it travels along our distribution network. See Appendix 1.

Our activity includes the carbon reduction and planting measures detailed in initiatives 2. and 4. below. In addition to this, we will purchase carbon credits from a Verified Emissions Reduction Scheme in 2021, to allow the group to offset its corporate emissions until any planting scheme reaches maturity.

Group corporate carbon emissions neutral: 30 June 2022

2. Halve our Group benchmark corporate emissions by 2030 Obtain Group carbon reduce (previously CEMARS) certification
During 2022 we will pursue a group audit of carbon emissions to ISO 14 064-1 standard, in order to obtain carbon reduce certification.

This will necessitate the implementation of a fresh benchmark year but does not alter our goal to reduce our group corporate emissions by 2030 in line with keeping global warming within 1.5 degrees. In 2022, Orion will pursue an absolute reduction of its corporate emissions of 50 tonnes, from our existing benchmark year of 2018.

We are excluding emissions associated with electricity lost along our lines from our reduction target, as these are largely outside our control.

Group carbon reduce certification obtained: 31 March 2022

3. Undertake initial scenario modelling of physical risks to our network from climate change
We published our first Climate Opportunities and Risks report in August 2020. This contained largely qualitative analysis of our exposure to climate risk.

During 2021 we will expand our understanding of how our changing climate could affect our physical network by undertaking quantitative scenario modelling based on at least two warming scenarios. The results will be discussed in our 2021 Climate Opportunities and Risks report.

Scenario modelling complete: 30 September 2021

4. Partner with local landowners to create a native forest resource
In 2020 we committed to achieving carbon neutrality for our group corporate emissions by June 2022. As part of this we will partner with local landowners to plant an area of native forest of at least 200ha in at least two locations around our region. During 2021 we will identify and secure locations for this forest.

Partnerships in place: 31 March 2022

5. Set a business environmental budget aligned with the planetary boundaries
A healthy environment requires us to operate within the constraints of our planet. The Ministry for the Environment has already quantified NZ's status within the planetary boundaries, but this is difficult to apply at a business level to influence our day to day choices.

During 2021 Orion will work to identify its environmental quotas, within the planetary boundary framework and use this information to influence its business as usual decisions.

Business environmental budget in place: 31 March 2022

6. Partnerships to promote the effective use of electricity in the region
We have been working to establish partnerships to promote the effective use of electricity within community buildings in our region. During 2021 we will have monitoring and partnership outcome agreed within at least three sites.

Partnerships established: 31 March 2022

7. Access to data on thermal fuel boilers
We are working with other South Island EDBs to collect data on thermal fuel boiler sites to understand conversion opportunities in the South Island.

Data collection underway: 30 June 2021

10. Our key initiatives

Our Key Projects

We maintain and develop our network to support customer needs and ensure we can enable our customers to realise the benefits of access to New Zealand's low-carbon energy source, now and into the future. Maintaining our respected, leadership position in the New Zealand industry is also about ensuring safety, reliability and resilience are our top priorities.

1. Improve how we manage our critical health and safety risks
In FY21, we identified and reviewed our critical health and safety risk activities and our critical controls using the risk assessment tool, BowTie.

In FY22, we will develop and embed a Critical Control Assurance Programme to monitor the effectiveness of these controls to ensure we are taking all reasonably practicable steps to ensure the health and safety of our Group employees, service providers, visitors, customers and the public in relation to our critical risks.

Programme in place: 31 March 2022

2. Construct a new 66kV line between Highfield zone substation and Norwood GXP
Our existing commercial customers in this area are growing their businesses and placing constraint on our existing network. This project will provide these customers with the opportunity for growth by increasing the capacity of our network now, ahead of the planned full GXP to be installed in this area in following years.

Project complete: 31 March 2022

3. Replace our end of life 11kV switchgear at Oxford Tuam zone substation with modern vacuum breakers
This project is necessary as the current bulk oil filled breakers are near their end of life. Replacement of these breakers will enable us to take advantage of modern safety and protection systems, with remote operation. It will deliver enhance operational benefits to ongoing developments in the central business district.

Project complete: 31 December 2021

4. Build and commission a new zone substation at Belfast and connect it with our existing 66kV sub-transmission network and a new switching station to be built and commissioned at Marshland
This is a two-year project to support significant customer and demand growth in the north and north-east of Christchurch. We also forecast a follow-on project to interconnect Belfast with our Papanui zone substation by 31 March 2023.

Project complete: 31 March 2022

11. Appendix 1: Notes and definitions

Financial

- Our financial targets above are for the consolidated Orion Group and are in nominal terms - they include forecast inflation/escalation.
- Our key assumptions for our financial targets are:
  - our future electricity distribution revenues will be within the limits the Commerce Commission has set for Orion
  - our transmission charges from Transpower will be 'passed through' to customers
  - our future opex and capex will be in line with our approved network AMP, effective from 1 April 2021
  - no future major investments/divestments
  - no future natural disasters, material COVID-19 impacts, material adverse events or materially adverse decisions by regulatory agencies
  - no future asset revaluations

Reliability

- SAIDI and SAIFI are standard industry measures for network reliability:
- SAIDI refers to our system average duration: the minutes of supply interruptions per customer
- SAIFI refers to our system average frequency: the number of supply interruptions per customer
- Both measures exclude interruptions that are caused by electricity generators or Transpower, are caused by our low voltage (400V) network or last for less than one minute
- The Commerce Commission sets performance limits for our network reliability as part of the Commerce Act (Part 4) price-quality control regime. Our annual targets are consistent with our performance limits for FY21 to FY25
- The Commission assesses our actual unplanned network reliability against our limits each year after 'normalising' for the impacts of major events by 'capping' the measured impact of each major event. We will report our annual performance against our network reliability limits, after normalising for 'major events' using the Commerce Commission's methodology

Group corporate emissions

Our total Group carbon emissions for our current benchmark year of 2018 were approximately 19,300 tCO2e. Around 95 per cent of these are associated with electrical losses, directly linked to how New Zealand generates its electricity. We take steps to limit losses, for example by reducing peak load, but there are no viable solutions to eliminate them yet.

What we consider to be our Group corporate emissions are relatively small by comparison, around 3,000 tonnes per annum in 2018. They include direct emissions, such as petrol or diesel used by the group, as well as some indirect emissions, such as landfill gas and air travel by staff.

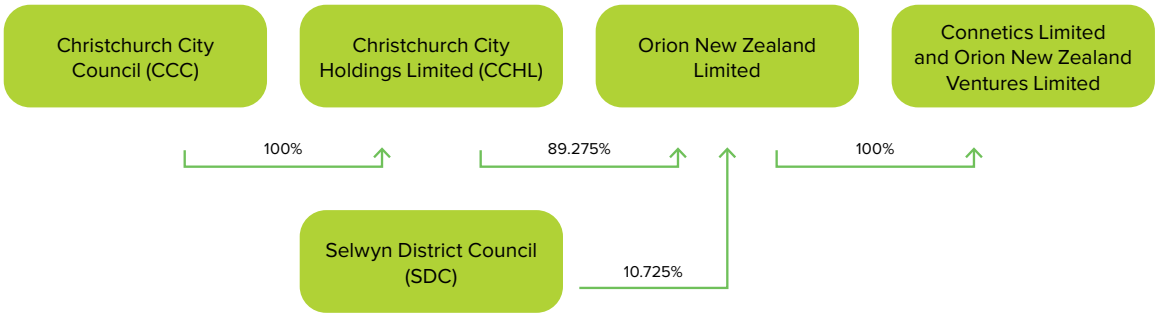
We believe it is important to manage our footprint regardless of its size and use mitigation of our corporate emissions to trial reduction measures that could also assist our customers.

Health and Safety

Events that did or could have resulted in serious injury are events defined in section 25 of the Health and Safety at Work Act 2015 as Notifiable Events.

12. Appendix 2: Our Group structure

Our Group Structure



How this SOI sits within our governance framework



Orion

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Selwyn District Charitable Trust

Statement of Intent

For the three years commencing 1 July 2021

Introduction

This Statement of Intent ("SoI") is prepared in accordance with Section 64(1) of the Local Government Act 2002.

The SoI specifies for Selwyn District Charitable Trust ("SDCT") the objectives, the nature and scope of the activities to be undertaken, and the performance targets and other measures by which the performance of the trust may be judged in relation to its objectives, amongst other requirements.

The SoI is reviewed annually by the Selwyn District Council and covers a three year period.

SDCT's registered office is at the offices of Selwyn District Council, Norman Kirk Drive and Rolleston.

Contact details for SDCT and its officers are:

C/- Selwyn District Council, Norman Kirk Drive, PO Box 90, Rolleston 7643
Telephone 03-347 2800

SDCT is a council-controlled organisation ("CCO") for the purposes of the Local Government Act 2002.

Objectives

SDCT is a trust for charitable purposes. It holds and distributes funds to support and encourage Selwyn District Council's provision of public services and amenities for the benefit of the public within the Selwyn District.

Nature and scope of activities

The trust receives funds in the form of charitable donations. It holds, invests and makes the funds available for the following purposes within the Selwyn District:

- Water/Waste Water Facilities: the construction, maintenance, operation and upgrading of water and waste water facilities for the benefit of the public;
- Roading: the construction, maintenance, operation and upgrading of roading for the benefit of the public;
- Transport Facilities: the acquisition, construction, maintenance, operation and upgrading of public transport facilities;
- Parks/Reserves: the establishment, maintenance operation and upgrading of parks and reserves for the benefit of the public;
- Recreational Facilities: the construction, maintenance, operation and upgrading of swimming pools or other recreational or leisure-time occupation facilities for the benefit of the public;

- Community Facilities: the construction, maintenance, operation and upgrading of public libraries or other similar community facilities for the benefit of the public;

- Cultural Facilities: the construction, maintenance, operations and upgrading of cultural facilities for the benefit of the public; and

- Other Infrastructure: the construction or establishment of new infrastructure projects of a charitable nature, or the maintenance and operation of existing infrastructure facilities that are of benefit to the public.

Corporate Governance Statement

The Council acts as trustee of the trust. The trustee will manage the affairs of the trust, including the receipt, investment and distribution of funds, in accordance with the terms of the trust deed. The trustee may delegate its powers to any person (including any committee, sub-committee or other decision making body) appointed by the trustee.

The trustee will:

- ensure that the full records and accounts are maintained for the trust fund;

- monitor the financial position of the trust fund; and

- approve the distribution strategy for the trust fund.

Information to be provided to Selwyn District Council

Annual statement of intent

SDCT will provide an annual statement of intent in accordance with Section 64(1) of the Local Government Act 2002.

Half yearly report

SDCT will provide a half yearly report in accordance with Section 66(1) of the Local Government Act 2002. This will comply with PBE IPSAS and generally accepted accounting practice and include any other information the trustee considers appropriate.

Annual report

SDCT will provide an annual report including audited financial and performance statements in accordance with Section 67 of the Local Government Act 2002. Again this will comply with PBE IPSAS and generally accepted accounting practice and include any other information the trustees consider appropriate.

Accounting policies

SDCT has adopted accounting policies that are consistent with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) and generally accepted accounting practice. The policies are attached to this statement.

Performance targets and measures

- The trust will aim to distribute all of the funds it receives in the year of receipt.
- The trust will aim to achieve investment returns in line with those achieved by Selwyn District Council.

Acquisition of shares in any company

SDCT will not acquire shares or debt securities in any organisation.

Ratio of consolidated trust funds to total assets

The purpose of the trust is to distribute funds and it is not anticipated that it will incur liabilities other than day to day creditors. As such, it is anticipated ratio of consolidated trust funds to total assets will be close to 100%.

Distributions

The purpose of the trust is to distribute funds for charitable purposes up to the value of the trust fund.

Commercial value of shareholders investment

The value of SDCT is equal to the value of the trust fund at any point in time.

Activities for which compensation is sought from any local authority

Currently there are no activities for which compensation will be sought from any local authority.

Statement of Accounting Policies
For the year ended 30 June 2022

Basis of preparation

The Board has elected to apply PBE SFR-A (PS) Public Benefit Entity Simple Format Reporting – Accrual (Public Sector) on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than $2 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future.

Goods and services tax (GST)

The Trust is not registered for GST. All amounts in the financial statements are recorded inclusive of GST.

Significant accounting policies

The following significant accounting policies will be applied in preparing the financial statements for the year ending 30 June 2022.

Revenue

Grants and donations

Donations and Council, government, and non-government grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met (“use or return consideration”). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

Interest revenue

Interest revenue is recorded as it is earned during the year.

Bank accounts and cash

Bank accounts and cash comprise cash on hand, cheque or saving accounts and deposits held at call with banks.

Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

Creditors and accrued expenses

Creditors and accrued expenses are measured at the amount owed.

Income tax

The Trust is a registered charity under the Charities Act 2005 and is exempt from income tax.

Tier 2 PBE Accounting Standards applied

The trust has not applied any Tier 2 Accounting Standards in preparing its financial statements.

REPORT

TO: Chief Executive Officer

FOR: Council Meeting – 23 June 2021

FROM: Asset Manager Transportation and Team Leader Transportation

DATE: 16 June 2021

SUBJECT: **TRANSPORTATION MONTHLY UPDATE**

RECOMMENDATION

'That the Council receives the report "Transportation Monthly Update" for information.'

1. PURPOSE

The purpose of this report is to inform Council on matters of interest in the context of the transportation activity.

2. SIGNIFICANCE ASSESSMENT/COMPLIANCE STATEMENT

As this report is for information only it is not considered to be significant in the context of Council's Significance Policy.

3. HISTORY/BACKGROUND

Selwyn District Council's current goal for the Transportation activity is:

> *'To maintain, operate, and if necessary improve, the road network and other transport activities to achieve a range of facilities that provides for the safe and efficient movement of people and goods to a standard that is both acceptable and sustainable'.*

4. ASSET MANAGEMENT

4.1. Transport Activity Management Plan – Long Term Plan

Waka Kotahi NZTA (NZTA) released at the end of May indicative funding approvals for Maintenance, Operations and Renewals (MOR) across the country for 2021-2024. For Selwyn this is as follows:

Activity class	2021-24 programme bid - requested total (Gross $)	2021-24 programme with indicative funding approval (Gross $)	2018-21 forecast allocation in August 2018 (Gross $)
Local roads maintenance	$52,169,000	$44,410,000	$40,556,000
Road safety promotion	$980,000	$726,000	$682,000

Appendix A provides an analysis of what this means for Selwyn and comparisons to other Councils in the region (excluding The Christchurch City Council).

In summary (over the 3 year funded programme):

- Selwyn achieved a 10% (rounded) overall increase in MOR funding compared to current funding levels. This compares to an Canterbury average of around an average 8% increase overall

- 85% of our requested programme is funded

- Selwyn will have largest funded MOR programme in Canterbury, and received the largest monetary increase of $3.9 million.

- Sealed Pavement Maintenance has had a 20% increase from current level $6.6million to $8 million which is significant.

- Sealed Road Resurfacing (reseals etc.) has had a 15% increase from $9.6 million to $11 million which is helpful.

- Sealed Road Rehabilitation (reconstruction etc.) has stayed the same at $3.3 million

- Unsealed Pavement Maintenance has had a small increase of 4% from $2.6 million to $2.7 million

- Unsealed Road Metalling has stayed the same at $3.4 million

- Traffic Services Renewals (traffic signs, markings etc.) has a relatively large 61% increase from $660K to $1.1 million

What this is telling us generally:

- The NZTA have prioritised national funding increases in the area of sealed road maintenance rather than road renewal funding. This aligns to their earlier recent messaging that funding maintenance activities is their current priority within current national transport funding constraints.

- Unsealed roads (low volume) funding remains around the same as current levels.

- Sealed road reconstruction funding remains the same

- The largest area of Selwyn's requested programme that was not funded is $5.9 million for sealed road renewals i.e. reseals and reconstructions that we considered necessary to preserve the asset and levels of service.

- On this basis our additional $3 million (over 3 years) of direct funding, plus the retention of local share funded by general rate in the Long Term Plan (LTP) of around $3.9 million (over 3 years) will become very important to further support these likely main areas that Council can enhance investment in:

    1. Unsealed roads
    2. Sealed road renewals – further reseals and pavement reconstructions.

- The Road Safety Behaviour Programme funding has increased by 6.5%. The extra $254,000 to fund the full requested programme has been included in the Low Cost/Low Risk programme application, with the support of the NZTA to do so.

Council roading and Contractor Staff will work to develop a strategy on how best use the LTP direct funding sources to undertake further works beyond what the NZTA subsidised funding can provide. This acknowledges Councils earlier stated objective in LTP deliberations to be transparent on how any direct funding would be used.

We now await the NZTA deliberations on the CAPEX Improvements Programme, which for Selwyn includes our Low Cost/Low Risk programme, Road to Zero safety projects, and large projects like the continuation of the Prebbleton arterial Intersection upgrades.

4.2. Canterbury Regional Land Transport Plan

The Regional Transport Committee endorsed the new Plan on the 27th May 2021. It is now expected to be adopted by Environment Canterbury at its 17th June meeting.

4.3. Plan Change Requests

Replies from all of the various Applicants to the Request for Further Information (RFIs) continue to be submitted. Some Plan Change Applicants are requesting meetings and seeking advice from Council on advancing detailed infrastructure planning and even construction potentially before rezoning approvals. This includes using Covid "fast track" opportunities facilitated by central government.

Investigations for the upgrade of the Selwyn Road corridor and key intersections are being advanced as part of the process related to the proposed plan changes in this area. This includes Selwyn/Springston Rolleston Rd, Selwyn/Lincoln Rolleston Rd and Selwyn/Weedons Rd intersections.

4.4. Major Strategic Transport Projects

4.4.1. Coalgate Roads Legalisation

Completed. Notification of the will be sent all Coalgate residents including how to engage with Council on paper road use and occupation aspects.

4.4.2. Rolleston/SH1 Access NZUp Project

A number of technical workshops have been held across the major stakeholders to consider issues and options for the next stage of the business case. This has included KiwiRail. The NZTA are planning to start the public engagement processes on the project in mid-July that includes a combined launch with the Minister of Transport and Mayor Sam Broughton.

4.4.3 West Melton SH73 Traffic Signals

Waka Kotahi NZTA have now engaged an engineering consultant to start undertaking the detail design work.

4.5 Greater Christchurch Partnership – Transport

The Interim Report on MRT has now been presented to all Greater Christchurch Partners. Based on comments received amendments are being made to the report before being considered by the NZTA Board to determine next steps.

Discussion continues on how MRT and planning for the 2050 Greater Christchurch Spatial Plan are best integrated.

In terms of the PT Futures Business Cases relating to the existing bus services and improvements to these, the Board has endorsed these subject to further work on providing pricing incentives (e.g. parking) to improve mode shift and further pre implementation business cases by the Partners.

4.6 Councillor Requests

Next State Highway Review

A letter has been sent to the NZTA from the Selwyn Mayor requesting a review of the state highway network in the Selwyn District. Attached as Appendix B

Street Lighting Upgrade – Lincoln Rolleston Road (from LTP deliberations)

Connetics have been instructed to undertake a detailed design and cost estimate to light the missing 570m section of Lincoln Rolleston Road from the Branthwaite Subdivision to Levi/Lowes Road.

For similar safety reasons based on recent enquires from the public, the missing 530m section of street lighting along Dunns Crossing Road between Burnham School Road and Lowes Road is also being investigated at the same time.

Council will be advised on recommendations relating to these once these details are available.

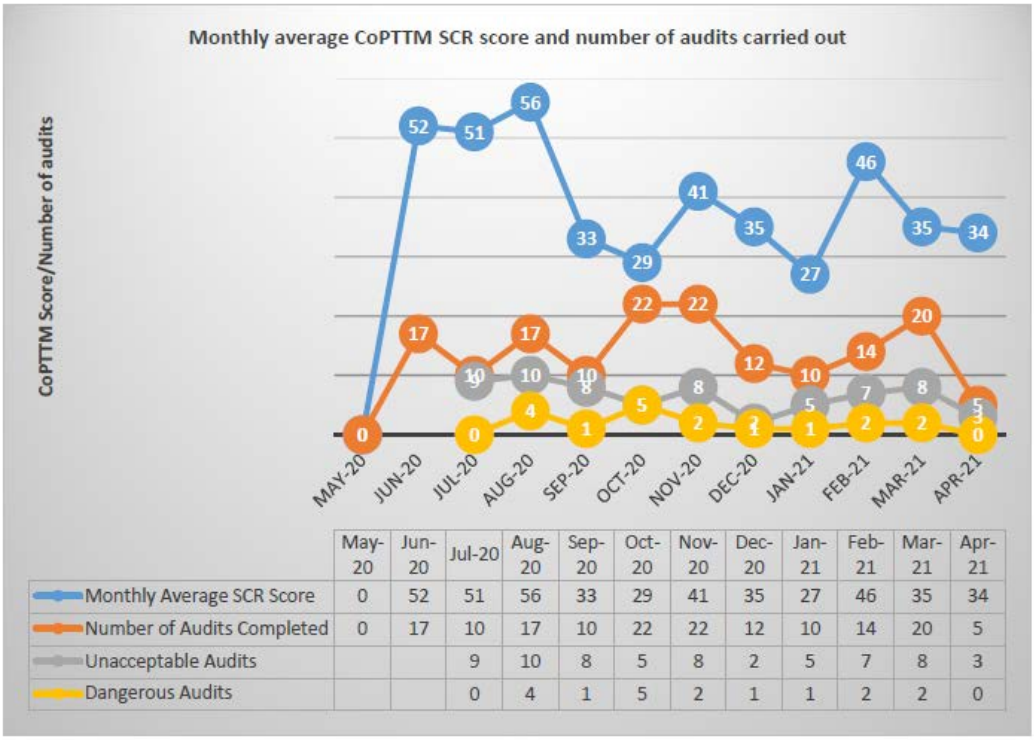
5. SERVICE DELIVERY

5.1. Corridor Management

Eight temporary traffic management audits were completed in May on the 83 active sites (5%). The unacceptable sites were rectified by the contractor at the time of the audit.

Audits May 2020

Average Score	**34**
Active sites in May	83
Road Space Bookings for May	11
Number of CoPTTM Audits Conducted in May	5
Number of Site Audits Conducted in May	8
% of sites audited	5%
5% of Actives sites	5
CoPTTM target (percentage of sites audited)	5%



	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21
Monthly Average SCR Score	0	52	51	56	33	29	41	35	27	46	35	34
Number of Audits Completed	0	17	10	17	10	22	22	12	10	14	20	5
Unacceptable Audits			9	10	8	5	8	2	5	7	8	3
Dangerous Audits			0	4	1	5	2	1	1	2	2	0

There have been 891 corridor access requests made in the previous 12 months (73 in May). There are 282 sites that are work in progress and 1048 sites that are in the warranty period.

5.2. Road Naming

The following road names have been approved over the previous month.

- **776 East Maddisons Road – private rights of way**

Sirius Lane
Turner Lane

5.3. Temporary Road Closures

The following temporary road closures have been approved over the previous month:

- Weedons Ross Road for a Canterbury Off-road Club event on 6 June
- Lanner Drive for a Street Party organised by Faringdon on 12 and 13 June

5.4. Road Maintenance and Renewals

Routine maintenance continued on the network along with the large quantity of work associated with the heavy rain event from 29 to 31 May. Most roads in the foothills and high country were affected with temporary repairs and then reinstatement being carried out. The repairs to get roads open will continue and progress to reinstatement where necessary at slips, scouring, fords, etc.

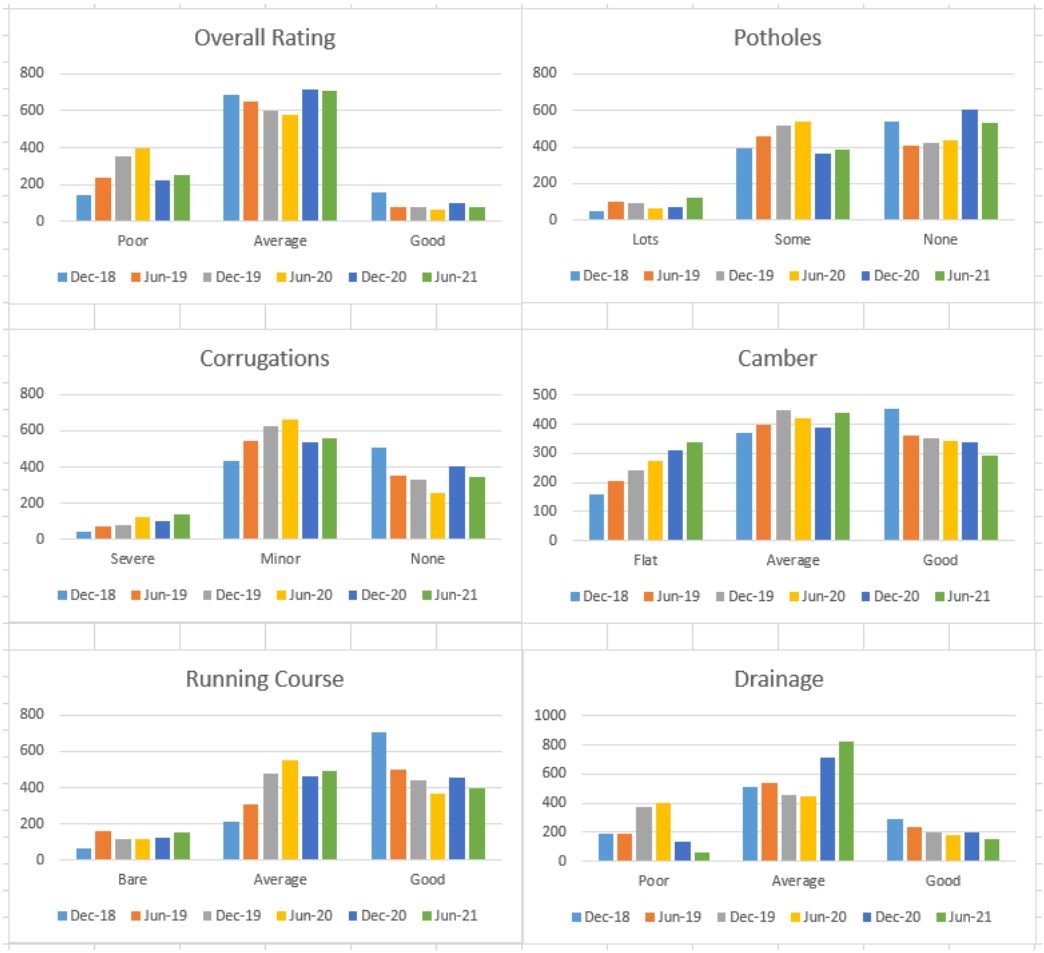
5.5. Unsealed Roads Assessments

The January to June 2021 six monthly inspections of the unsealed network have been completed.

The results of the inspections are shown on the graphs below with comparisons to the previous results.

Overall ratings for poor is 3% higher than the previous result, average is 1% lower and good is 2% lower.

The ongoing inspections and results will be monitored and provide useful information on the overall condition of the network. There still needs to be more inspection results to see a definite trend because the conditions are influenced by the seasonal weather conditions and also the funding available to carry out the work necessary.



5.6. Speed Limits

The proposed speed limits approved for consultation are having the maps and details prepared for the consultation. This has been delayed because of staff involvement in the heavy rain event. It is planned to have the proposed changes out for consultation by the end of June with consultation open until the end of July.

5.7. Capital Works

5.7.1. Low Cost Low Risk Projects

The following projects remain to be completed in the 2020/21 programme:

- Footpath extensions at various locations (from the Walking and Cycling Strategy) are progressing. Working in Rolleston.
- The Lincoln to Tai Tapu Cycleway. Signage on Perymans Rd to be installed.
- The Rolleston to Templeton Cycleway (Dawsons Rd to opposite Globe Derby Dr) has been awarded to City Care with construction continuing preparing the basecourse for sealing.
- Blakes Rd, Prebbleton, a pedestrian island at the kea crossing outside Prebbleton School.

5.7.2. Prebbleton Intersection Upgrades Stage 1

The contract has been awarded to Isaac Construction Ltd with the Shands Rd and Blakes Rd roundabout and the Springs Rd and Marshs Rd roundabout under construction.

5.7.3. Blakes Rd Seal Widening

This project is included in the Prebbleton Intersection Upgrades contract and is under construction.

5.8. Heavy Vehicle Restrictions

Information on prohibiting heavy vehicles through Prebbleton on Springs Road and Tennyson Street in Rolleston was requested at the Council meeting on 12 May 2021.

Prohibiting heavy vehicles on particular road sections may be implemented under clause 6.2 of the Traffic and Parking Bylaw.

6.2 Roads or Parts of Roads Restricted to Specific Classes of Vehicles

6.2.1 The Council may by resolution specify any road or part of a road that is restricted in some way to specific vehicles or for specific purposes. Specified restrictions are described in Schedule Two of this Bylaw.

6.2.2 A restriction imposed under this bylaw applies whenever traffic control devices indicating the restriction are in place near the location of the restriction.

6.2.3 No person may use a vehicle contrary to a traffic control device indicating a restriction imposed under Clause 6.2.1 except:

(a) being loaded or unloaded in the course of trade; or

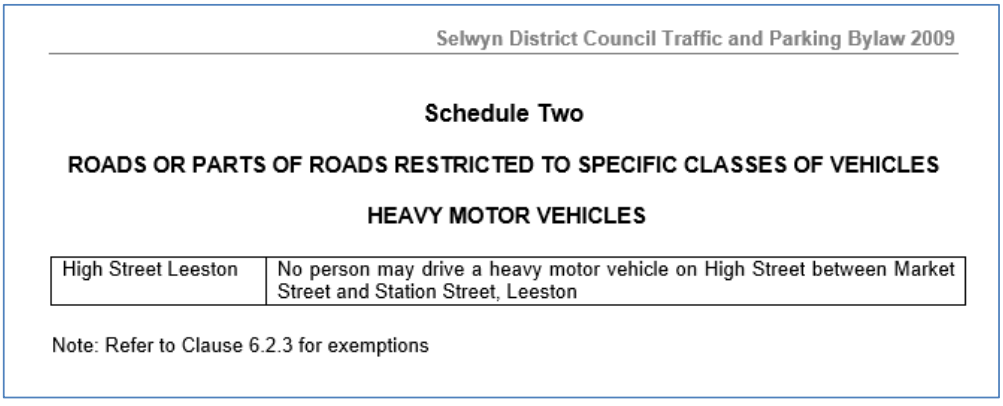
(b) carrying out work as a network utility operator in the course of trade; or

(c) an emergency vehicle.

A heavy vehicle is defined in the bylaw as follows:

"Heavy Motor Vehicle" means a motor vehicle having a gross laden weight exceeding 3500 kg but does not include a motorcar that is not used, kept, or available for the carriage of passengers for hire or reward.

We currently have High Street, Leeston prohibiting heavy vehicles with a bypass on Station Street.



Selwyn District Council Traffic and Parking Bylaw 2009

Schedule Two

ROADS OR PARTS OF ROADS RESTRICTED TO SPECIFIC CLASSES OF VEHICLES

HEAVY MOTOR VEHICLES

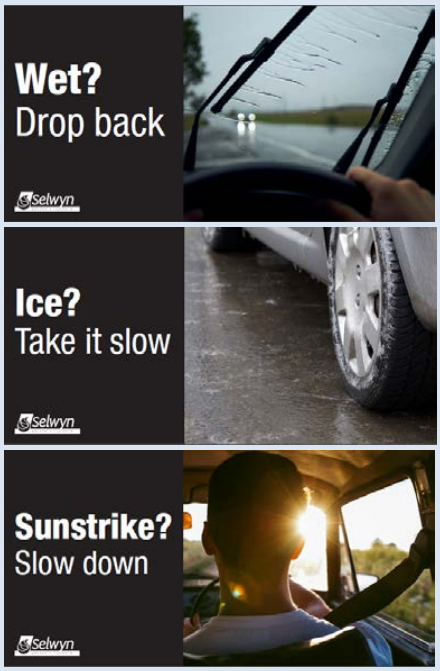
High Street Leeston	No person may drive a heavy motor vehicle on High Street between Market Street and Station Street, Leeston

Note: Refer to Clause 6.2.3 for exemptions

If it is desired to restrict heavy vehicles on both Springs Rd in Prebbleton and Tennyson St in Rolleston then alternatives routes appropriate for heavy vehicles will need to be determined and consultation carried out on the proposed restriction.

5.9. Road Safety Update

Following is a summary table of the current and future road safety campaigns being worked on by both the Road Safety Education Coordinator and the School Road Safety Coordinator.

Campaign	Timeline	Overview/Graphics
Winter Driving	June-August	Highlights the importance of driving to the conditions. 
Community Driver Mentor Programme		Community car for the Community Driver Mentor Programme 

Addressing Current Issues	June	Community education around current issues raised: • Pedestrian signal use • Watch for children on foggy mornings • How to use a kiss and go animation  

Winter Driving Campaign
The Winter Driving campaign for 2021 has been finalised and will highlight three key messages around lowering speed and increasing following distances. These messages contribute to the overarching theme of the importance of driving to the conditions. Ice scrapers have been ordered with the same message as the Ice creative shown in the table above. These were due to arrive in June but have had a delivery delay. The ice scrapers will be on offer for the community at petrol stations, libraries and workplaces from July.

Young Drivers
Registration for the July Leading Learners went live on the 11th June. Two courses will run in the upcoming school holidays, on the 12th and 14th July. The growing demand is meaning we sell out very quickly, with 32 on the current interest list. We plan to run three courses in October.

The demand for the Learner Driver Mentor Programme at Te Puna Wai is going well, with the FENZ mentors having supported two young people to achieve their Learner Licence.

The Community Driver Mentor Programme is progressing well, 13 out of the 32 mentors are ready to begin supporting a Learner Driver to achieve their restricted licence. There is also a community car (pictured above) which can be used if this is a barrier for a learner driver. We are now accepting referrals for disadvantaged learner drivers to begin receiving support.

Motorcycle Safety

Kickstart, which is a collaboration between Christchurch City Council, Waimakariri District Council, Selwyn District Council, ACC, Police, and Ride Forever trainers will be running a new event on the 15th June to coincide with Men's Health Week. 'Highway to Well' will see motorcyclists come together for an evening of guest speakers covering motorcycle safety and wellbeing, and a chance to chat with the Ride Forever trainers and other health providers. With the overall aim of encouraging riders to book in for a Ride Forever course.

Mature Drivers
A pilot course, Drive Wise is being run at the Ruapuna Raceway on the 28th June for drivers over the age of 65. The course is both practical and theoretical, and caters for groups of 6. The evaluation of the completion of the course will determine whether it is rolled out and in what capacity.

Active Autumn
Fourteen schools participated in the Active Transport Programme including the Waitaha School. A survey will be sent out to the school coodinators to review the programme.

Child Restraints
Child Restraint Technicians invited to attend the My Home My Castle Expo at Burnham Military Camp on 17 June, will promote good practice and have sign up to clinic spots available for clinic booked for 19 June.

SADD Workshop
Hosting SADD workshop on 22 June at HQ. Police invited to attend to support student led initiatives.

iBike Cycle Skills
Selwyn Sports Trust continuing to develop the cycle skills programme utilising SDC and ACC seed funding.

iBike
Community Cycle Skills Programme



6. PROPOSAL

Staff seek that the Council consider and approve the recommendation set out above.

7. OPTIONS

The options available to Council are to:

a. To approve the recommendation of this report, or
b. To decline the recommendation of this report

Staff would appreciate feedback on the subject matter and level of information provided in this report.

8. VIEWS OF THOSE AFFECTED / CONSULTATION

c. Consultation

No applicable

d. Māori implications

Not applicable

e. Climate Change considerations

Nothing directly applicable.

9. FUNDING IMPLICATIONS

To meet the required levels of service, by maintaining the asset in the appropriate condition, will require additional funding.

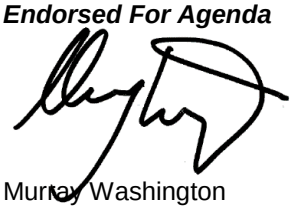


Andrew Mazey
ASSET MANAGER TRANSPORTATION



Mark Chamberlain
TEAM LEADER TRANSPORTATION

Endorsed For Agenda



Murray Washington
GROUP MANAGER INFRASTRUCTURE

Appendix A

s 10/6/2021

enance

21-24 programme d: requested total (Gross $)	**2021-24 programme with indicative funding approval (Gross $)**	% of request	Shortfall	2018-21 forecast allocation in August 2018 (Gross $)	% against 2018_21	Increase
$52,169,000	**$44,410,000**	85.1%	$7,759,000	$40,556,000	9.5%	$3,854,000
$6,994,000	**$4,701,000**	67.2%	$2,293,000	$3,864,000	21.7%	$837,000
$22,640,000	**$21,630,000**	95.5%	$1,010,000	$21,604,000	0.1%	$26,000
$36,787,000	**$34,611,000**	94.1%	$2,176,000	$33,127,000	4.5%	$1,484,000
	$188,251,000					
$40,520,000	**$38,694,000**	95.5%	$1,826,000	$37,254,000	3.9%	$1,440,000
$13,952,000	**$10,292,000**	73.8%	$3,660,000	$9,452,000	8.9%	$840,000
$59,670,000	**$42,151,000**	70.6%	$17,519,000	$38,465,000	9.6%	$3,686,000
$16,846,000	**$15,395,000**	91.4%	$1,451,000	$14,863,000	3.6%	$532,000
$41,700,000	***$32,856,000***	78.8%	$8,844,000	*$30,700,000*	*7.0%*	*$2,156,000*
$31,410,000	***$26,475,000***	*84.3%*	$4,935,000	*$23,726,000*	*11.6%*	*$2,749,000*
$32,540,000	***$24,700,000***	*75.9%*	$7,840,000	*$21,400,000*	*15.4%*	*$3,300,000*
$35,318,000	***$34,000,000***	*96.3%*	$1,318,000	*$32,437,000*	*4.8%*	*$1,563,000*
ding Christchurch)		84.2%			7.7%	Average percentages
$249,578,000	$211,884,000	84.9%	$37,694,000	$199,185,000	6.4%	$12,699,000 Averages on value

OFFICE OF THE MAYOR

SAM BROUGHTON

Phone 027 223 8345

16 June 2021

Nicole Rosie
Chief Executive
Waka Kotahi NZ Transport Agency
Private Bag 6995
Marion Square
Wellington 6141

Dear Nicole

State Highway Review – Selwyn District

I write on behalf of my Council to request that Waka Kotahi undertake a review of the state highway network in the District. This could be part of a review of the whole of the Canterbury region as a wider and more thorough approach.

In the past reasonably regular reviews were undertaken by the Agency on the adequacy of the state highway network in terms of how this national strategic roading network catered for changes in roading use and access needed across districts and regions. This included discussing with Councils any opportunities for local roads to become state highways to improve main network route coverage and destination connectivity.

From what we are aware, the last nationwide state highway review process was in 2002/03. Since then there has been no formal opportunity for a similar type of direct engagement. The earlier One Network Road Classification process and the current implementation of the One Network Framework does not seemingly allow for such a conversation with Waka Kotahi on this specific state highway matter.

As I am sure you are aware Selwyn continues to be one of the fastest growing districts in the country needing to move both significant numbers of people and freight. We continue to appreciate the ongoing support we receive by Waka Kotahi, and through other opportunities such as through NZUp, to accommodate our transport needs. However the changing overall Selwyn roading network, that now includes the new Southern Motorway, has resulted in our key arterial routes experiencing high traffic growth and volumes that connect to the motorway. Some of these are well above most

state highways in the district. This is particularly true in the Greater Christchurch part of the district.

For example both Shands Road and Springs Road connecting to Christchurch have traffic volumes of up to 12,000 – 16,000 vehicles a day in places. They provide the key roading and public transport links to our growing townships in the area such as Prebbleton, Rolleston and Lincoln, which also includes the Lincoln University.

On a wider level it is becoming more evident for the need for key parts of our rural network to connect increasing numbers of people and freight between existing state highway routes. The recent storm events in Canterbury have also shown that the current state highway network needs to expand to build in further resilience with improved alternatives and connectivity to cater unforeseen events.

The key routes we believe have merit to be considered for review include linking:

SH1 to SH73 at both Darfield and West Melton
SH73 to Waimakariri Gorge (Inland Scenic Route 72) - & beyond to Rangiora and SH1
SH1 at Burnham to SH75 at Tai Tapu, via Lincoln

My Council believes there is sufficient justification to warrant investigating these and our main arterial routes further with Waka Kotahi through a process similar to those state highway reviews undertaken previously.

Thank you for your consideration of this request and I look forward to Waka Kotahi's response.

Nga mihi

Sam Broughton
Koromatua ā-Rohe o Waikirikiri
Mayor of Selwyn District

cc David Ward, Chief Executive

2 Norman Kirk Drive, Rolleston | PO Box 90, Rolleston 7643 | P: 03 347 2800 | F: 03 347 2799
E: admin@selwyn.govt.nz | W: www.selwyn.govt.nz | Facebook.com/selwyndistrictcouncil

PUBLIC REPORT

TO:	Chief Executive
FOR:	Council – 23 June 2021
FROM:	Group Manager Property
DATE:	14 June 2021
SUBJECT:	**PROPERTY TRANSACTION UPDATE – 31 MAY 2021**

RECOMMENDATION

"That Council receives the update report on property projects as at 31 May 2021 for information."

1. PURPOSE

This report updates the Council on a number of matters that will be of interest to them.

The wording/paragraphs in RED are the updates since the last report.

Project name:	**Selwyn Aquatic Centre Extension**
Key staff:	Sandrine Carrara (Property Projects Manager), James Richmond (Selwyn Aquatic Centre Manager), Douglas Marshall (Group Manager Property), Phillip Millar (Acting Major Property Projects Manager)
Approved budget:	The approved budget is $14.8m which includes $1.1m (subject to a satisfactory business case) for a café facility.
Project overview:	An expansion of SAC is required to accommodate the additional demand from population growth for 'learn to swim', recreational swimming and management/administration space upgrade.
Update since last report:	The new pool is now open and operational. The new family changing rooms are also open. Work in the eastern side of the facility is behind schedule and currently aiming for completion on 2 July 2021. Staff have moved into the refurbished offices.
Next steps:	Finishing items, carpet and painting. Furniture installation in foyer area. Removal of temporary changing rooms/staff office Portacoms 2 July 2021.
Anticipated timeframe:	• New entrance, foyer and multi-purpose rooms – 2 July 2021 • Refurbishment of existing 25m 8 lane pool – June-September 2021 • Completion of entire project – September 2021

TE ARA ĀTEA PROJECT REPORTING

Report on this project is now in three key parts to ensure appropriate focus is on construction delivery. Council Property and Community Services are meeting weekly to ensure co-ordination of all sub-parts occurs. Community Services will be tabling operational related updates in their monthly reporting cycle, therefore the reporting on opening ceremony and operational readiness have been removed from this template.

Project name:	**Te Ara Ātea**
Sub-project:	**Building Construction**
Key staff:	Douglas Marshall (Group Manager Property), Denise Kidd (Group Manager Community Services and Facilities), Phillip Millar (Acting Major Property Projects Manager), Joanne Nikolaou (Property Projects Manager), Nicki Moen (Arts, Culture and Lifelong Learning Manager)
Approved budget:	$22.2 million (excludes construction of any commercial space)
Project overview:	A new innovative library and cultural space which will be an anchor for the Rolleston Town Centre
	Façade shade structure in place (90% installed). Interior fit out progressing well with off-site joinery units nearing finish ready for installation. Ceiling grid installed and ceiling panels (40% installed). Gib fixed and plasterwork ongoing (40% installed). Elevators / Lifts (90% installed). Floor coverings commenced (10%). Exterior landscaping dig out ongoing and concrete beams being installed.
Next steps:	Louvre system installation and interior fit out. Landscaping ongoing.
Anticipated timeframe:	The construction programme has not changed. 24 August 2021 is a major milestone being the scheduled issue of code compliance. Project team are monitoring programme closely and looking to rearrange works to be carried out in parallel where possible. Current programme concerns do not affect the 20 November 2021 opening date.

Project name:	**Te Ara Ātea**
Sub-project:	**Building Fitout**
Key staff:	Joanne Nikolaou (Property Projects Manager) Nicki Moen (Arts Culture and Lifelong Learning Manager)
Approved budget:	$2.08 million
Project overview:	All Furniture and Equipment
Update since last report:	The furniture has been ordered and arrival times are August/ September 2021. No issues with Covid delays regarding deliveries highlighted at this stage. A range of furniture types have been selected to accommodate different needs and abilities. Furniture installation is currently scheduled for September 2021. The shelving design has been agreed by the Arts, Culture and Lifelong Learning Team and instructed to be carried out. A list of equipment to be used for programming for Te Ara Ātea has been generated and will be ordered soon by the ACLL team.
Next steps:	Delivery and installation of items.
Anticipated timeframe:	August/September 2021

Project name:	**Te Ara Ātea Surrounds, Sensory Garden and Town Square**
Sub-project:	**Landscaping**
Key staff:	Phillip Millar (Acting Major Property Projects Manager)
Approved budget:	$1.8 million – Te Ara Ātea surrounds (separable portion 1) $800k – Sensory Garden $4.7 million – remainder for town square and landscaping
Project overview:	Area immediately around Library and Town Square
Update since last report:	Construction is progressing immediately around Te Ara Ātea with the Sensory Garden landscaping also taking shape. Most underground services have been installed. Paving and exposed aggregate headers are currently being installed. The Town Square landscape design is continuing. Developed design and costing work has been carried out on the covered arbour to be located in the Town Square.
Next steps:	Construction of landscaping around the Te Ara Ātea and the Sensory Space continues with completion scheduled for October 2021. Landscape features and planting will be installed over the next four months. Detailed design of the Town Square will be carried out over the next two months.
Anticipated timeframe:	October 2021 (Te Ara Atea surrounds and Sensory Garden) July 2022 (Town Square)

Project name:	**Selwyn Sports Centre**
Key staff:	Sandrine Carrara (Property Projects Manager)
Approved budget:	$21m
Project overview:	New Indoor court complex and changing room/toilet facilities servicing the outside fields at Foster Park.
Update since last report:	Code of Compliance has been issued and after the successful opening, the building is fully operational. During the May weather event, the SSC experienced unacceptable leaking from the roof which impacted on activities being held on two courts that day. The construction contractor attended site on the day of the rain and subsequent investigations have identified that some of the roof fastenings in the Kingspan were over tightened which resulted in the neoprene washers failing. Roof contractors have identified the leaks on the roof and have remedied the issue. A subsequent rain event will confirm if the problem has been resolved. An issue also arose with rain driving under a roller door but a solution has been identified and will shortly be implemented.
Next steps:	Project is considered complete and under 12 months defects period.
Anticipated timeframe:	Facility opened 2 May 2021. This will be the final report on this project.

Project name:	**Responsible Camping Working Group and Tourism Infrastructure Fund Projects**
Key staff:	Chris Burke (Reserves Officer – Parks & Reserves) Cameron Warr (Community Projects Manager)
Approved budget:	N/A
Project overview:	Central Government has established two funding pools to which local authorities can apply for financial support to tourism and responsible camping related projects: The Responsible Camping Working Group Fund (RCWG) and the Tourism Infrastructure Fund (TIF). The RCWG fund is now exclusively targeted for operational costs associated with camping over the period from Labour weekend to Anzac weekend. The TIF fund covers capital costs for infrastructure required to meet the demands from tourism activity and generally covers up to 50% of capital expenditure.
Update since last report:	**Responsible Camping Working Group Fund (RCWG)** An application to MBIE for the 2020/21 season was made and has been successful with a total of $219,834 being received. Season closes end of April and a full end of season report has been made to MBIE as per the conditions of the agreement. There was recently an indication that this fund may not proceed beyond June 2021. Staff will monitor the government information. **Tourism Infrastructure Fund (TIF)** Application lodged for Round 5 with the following projects submitted as below: • West Melton – public toilet on the highway side of the reserve (possibly within the area to be developed as car park adjacent to skate park), this is due to the road going to the current reserve sign posted public toilets no longer able to be accessed off the Highway due to proposed NZTA road changes. • West Melton Dump Station to be incorporated into above project • Lincoln – The Liffey public toilets upgrade. Alternative to Tai Tapu as sites in Tai Tapu were difficult to confirm or would require a lot of outlay for services with high pressure sewer lines to incorporate. Lincoln is sign posted as a bypass to Akaroa on SHWY 1 heading North at Burnham (Ellesmere Junction Road) • Sheffield Toilet – Replacing Toilet in the Sheffield Domain on Highway 73.
Next Steps	Awaiting decision

Project name:	**Leeston Library/Medical Centre Earthquake Seismic Weather Tightness Assessment**
Key Staff	Douglas Marshall (Group Manager Property) Kevin Chappell (Facilities Manager) Sue Faulkner (Facilities Projects Manager) Sandrine Carrara (Property Projects Manager) Denise Kidd (Group Manager Community Services and Facilities)
Approved budget:	$312,000
Project overview:	The Leeston Library and Medical Centre has been identified as an earthquake-prone building. An engineering report has shown parts of the building are below 34% of the required standards of the building code, meaning it is classified as earthquake-prone. While the report shows no urgent risk to the safety of people using the building, the Council had already removed an area of brick work that was identified in the report as being of concern.
Update since last report:	KRush Architects have prepared a floor plan based on discussions with the Leeston Medical Centre GP. Staff have met with the GP to discuss estimated annual rent based on the current build costs based on a 458m2 building.
Next steps:	To be reviewed based on options that are considered and Council decision on LTP consultation feedback.
Anticipated timeframe:	

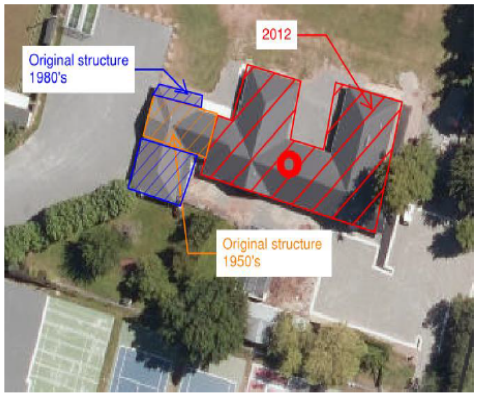
Project name:	**Hororata Community Centre – Replacement**
Key Staff	Douglas Marshall (Group Manager Property) Derek Hayes (Open Space and Property Planner)
Approved budget:	Three options as per draft LTP
Project overview:	Council will be consulting on options for community centre facility in the LTP.
Update since last report:	Draft LTP discussions.
Next steps:	Awaiting outcome of LTP consultation.
Anticipated timeframe:	Report back after LTP adoption.

Project name:	**Earthquake Prone Buildings**
Key staff:	
Approved budget:	N/A
Project overview:	• Mead Hall – DSA report received which concluded that this building is earthquake prone. The seismic work has been budgeted for the 2021/2022 financial year. • Tawera Hall (Springfield) – Detailed Seismic Assessment (DSA) report received which concluded that the building is not earthquake prone. The recent DSA report also noted an inconsistency with fire occupancy and seismic rating which needs to be reviewed. Advice is being sought as to the appropriate approach.

- Kirwee Pavilion – a recent DSA has noted some issue of earthquake prone concern with the original 1950's constructed area and an addition that occurred in the 1980's.

  The building is deemed earthquake prone at 26% but it is important to note the areas of building that are of concern are those constructed pre 2012 as noted in the narrative extract from the engineer below:

  The building comprises a clubroom with a large open area, kitchen and changing rooms. The clubroom is a single storey and discussion with the committee revels the original section was built in the mid 1950's. The image below shows the Kirwee Club Rooms and the extend and year of alterations. The assessment covered the pre-2012 section of the building shown in blue and orange as the 2012 section is not expected to pose a significant earthquake risk.

  The 2012 structure has a light timbered framed truss/rafter roof supported on reinforced block walls. The reinforced block walls will provide the lateral resistance to this section of the structure. The foundations consist of slab and perimeter footings. The original block walls supporting the structure in the 1950's section shown in orange, were found to be unfilled and unreinforced. the small 1980's extension shown in blue only consist of the roof, the walls supporting this side of the pavilion are unreinforced. the main extent of the 1980's extension consists of reinforced and filled block walls.

  Although the building is earthquake prone, it does not pose a life risk and can still be used. The notice relating to the earthquake prone concern will be attached shortly. The reserve committee has been notified at all stages of the assessment and they are advising users. A repair methodology and cost has now been received. Building usage will continue to be monitored with any substantial changes to be discussed with the Building Compliance Team. An earthquake prone notice has been attached to the building requiring the work to be completed before 12 April 2036.

- Leeston Rifle Range/Community Rooms
  The report has been received and the building has been assessed to be less than 33% NBS at Importance Level 2. The main areas of concern is the Rifle Range walls spanning out of plane and are assessed at being 16% NBS, cantilever columns less than 20% NBS, perimeter footing is assessed at 19% NBS.

	A decision as part of the Leeston Community Centre projects will need to be made if this building is to be demolished.
Update since last report:	A quantity surveyor costing of a concept strengthening design to achieve 67% NBS has been received for the Kirwee Pavilion. This cost estimate is $86,000 for the pavilion building (1950's and 1980's section of the building).
Next steps:	Although funding is not currently available Property staff will look for opportunities to reallocate funds to complete this work. Alternatively this could be included in future budgeting e.g. 2024/25 LTP review as there is renewal funding available that could potentially be brought forward.

Project name:	**West Melton Community Park**
Key staff:	Cameron Warr (Community Projects Manager) Hugh Sheppard (Community Project Co-ordinator)
Approved budget:	$250,000 (Community Park), also $61,680 (Playground Renewal) and $299,772 (Domain Extension – Development)
Project overview:	Community consultation regarding the location and features the community wanted to see within the park was undertaken early 2019. The community park will be located adjacent the Community Centre within the Domain. This area will incorporate a new replacement playground, picnic areas, walkways and landscaping utilising a portion of West Melton 'Domain Extension – Development' $299,772 and 'Renew Play equipment' $61,680 budgets.
Update since last report:	The skate area was completed 22 January 2021. We are under way with detailed design for the surrounding area. Detailed design package expected to be completed by the end of April. Some works will take place this financial year (including pathway access works), with the remainder being carried forward into next financial year. Meeting held on site with Committee 10 May 2021 to discuss possible incorporation of TIF funded toilet (if successful) into car parking area between the Community Park and Highway and further discussion of areas still to be tendered. Blakely Construction have provided pricing for the pathway works. Underway with preparing tender documentation for the remainder of the works. Some pathway works will be undertaken by Blakelys prior to make the area more user friendly in the meantime and during construction.
Next steps:	Blakely Construction to undertake works priced, additional landscaping and playground to be tendered in July
Anticipated timeframe:	Project to be completed end of October 2021

Project name:	**Reids Pit**
Key staff:	Cameron Warr (Community Projects Manager)
Approved budget:	BMX track Development $621,065
Project overview:	The Reids Pit development consists of the remediation/ development of a previously used gravel pit restored to allow use as a passive reserve.

Update since last report:	The works on site are back underway. The main priority on site is to fill the base and make safe the batters. The earthworks undertaken by Road Metals at no cost to Council was completed at the end of November 2020 (Unfortunately this work could only be undertaken when surplus material was available and with the addition of COVID has meant the works are about three months behind). Since then November we been working with one of the adjoining landowners to replace the boundary fence, completed a walkway around the planted ecological area and undertaken works to prepare the site for Sicon/Blakely to form the car park and commercial entry on Weedons Road. First walkway complete 29 January 2021. Blakely Construction have completed the main walking tracks, carpark and commercial entry for the reserve. Broadfield School has confirmed they are keen to be involved to assist with planting and possibly maintenance of areas planted by the school. (Please Note - All sloped areas to be planted within the pit will be undertaken by contractors)
Next steps:	Contact made with adjoining land owner in regard to acquiring land for safe access to Reid's Pit. Initial site meeting held with Landowners consultant. Discussions progressing. Council staff have made contact with the land owner's representative a number of times via email and phone but have not yet had a response. Complete remaining walking and bike tracks and some preparation and planting work over the next two months. Installation of sealed vault toilet block. Final works installation park furniture and signage
Anticipated timeframe:	The proposed toilet block will not be available until after June 2021 so funds will have to be carried forward for this item and associated works. Community plantings to be undertaken over the next 12 months.

Project name:	**Prebbleton Domain – Pump Track and Overflow Car Park**
Key staff:	Cameron Warr (Community Projects Manager) Hugh Sheppard (Community Project Coordinator)
Approved budget:	$325,000 (Pump Track) and $350,000 (Overflow Car Park)
Project overview:	This project is to develop a pump track within Prebbleton Recreation Reserve. Development of this will coincide with planning for the overflow carpark development within the Reserve.
Update since last report:	ECAN consent received. Blakelys are currently pricing the overflow car park and the tender for the pump track was released on 29 January 2021.

	Frew's Contracting Limited have been appointed the contract for development of the pump track. The tenders were assessed internally with the designs discussed with the Prebbleton Domain Committee. Community consultation re pump track design took place 29 May 2021. Feedback from this event and online responses are being collated. Soak pit completed, carpark construction progressing well. High rainfall has caused a slight delay to works. Will be awaiting an appropriate weather window for sealing works to be conducted.
Next steps:	• Design meeting scheduled to discuss the findings prior to the end of June for the pump track. Construction to begin in Spring 2021 • Completion of the carpark prior to the end of June 2021 Note: The construction of the car park will commence prior to the construction of the pump track, as the stormwater system utilised by the pump track area will be constructed by Blakelys during the car park works.
Anticipated timeframe:	Carpark to be completed by end of June 2021. The pump track construction will take place in the spring.

Prebbleton Roundabouts Land Acquisitions table now removed. Further updates on construction will be provided by the Transportation team.

Project name:	**Prebbleton New Park – Birchs Road**
Key staff:	Phillip Millar (Acting Major Property Projects Manager) Dylan Robinson (Landscape Architect Projects) Sandrine Carrara (Property Projects Manager)
Approved budget:	$12.5 millon (over 9 years 2020 – 2029)
Project overview:	This project is a 3 stage project to develop a new 22 hectare recreation park within the Springs Ward. This park will include a dog park, sports fields, 3.5x lit sportsfields, changerooms, carparks, cycle and walkway paths, native tree and plant areas, waterway upgrade, childrens playground and other features.
Update since last report:	
Next steps:	The NOR (Notice of Requirement) has been granted (March 2021) therefore design is underway for Stage 1a. Stage 1a includes approximately 10ha in the south-east corner of the Park including the dog park, dog park carpark, Leadleys Road carparks, 3.5x lit sportsfields, walking tracks, cycle tracks and playground features. Tender documentation is currently being compiled and consents being applied for Stage 1a works. Stage 1a is due to be tendered mid 2021 and construction to begin in October 2021.
Anticipated timeframe:	Stage 1a is anticipated to be completed by June 2022. Stage 1b is anticipated to be completed by June 2024. Stage 2 is anticipated to be completed by February 2029.

Project name:	**Gravel Reserve Re-Licensing Project**
Key staff:	Juliet Johnson (Lease/Licence Support Officer) Rob Allen (Acquisitions, Disposals and Leasing Manager)
Approved budget:	
Project overview:	Progress new Licences to Occupy for Gravel Reserves and other council land that expired 30th June 2019 and 30th June 2020 Of the 112 Licences expired 30th June 2019 • There is 1 licence waiting a new signed licence. • There are 2 licences waiting surrender at the licensee's request. • There is 1 licence holding over due to land remediation issues. 104 Licences expired 30th June 2020 All gravel reserves that expired 30th June 2020 have been re-issued for a further term or surrendered.
Update since last report:	Only three gravel reserves, that expired 30 June 2019, still require new licences to be signed. Of these: • One will remain holding over whilst remediation issues with the land are resolved. • One is still not responding to correspondence. • Two blocks have been tendered for a new licensee, 1 block was successfully tendered and a licence has been signed and sealed by Council, the other no tenders were received. I will follow-up with a couple of people who had expressed interest in the past.
Next steps:	Continue to chase the one 2019 outstanding licence.
Future Workflow:	Lease/Licence Renewal numbers, as at January 2021, by year are: 2021 - 9 Lease/Licences expire 2022 - 16 Lease/Licences expire 2023 - 10 Lease/Licences expire + 36 Gravel Reserve rent reviews 2024 - 77 Lease/Licences expire 2025 - 20 Lease/Licences expire + 92 Selwyn Huts Licences 2026 - 38 Lease/Licences expire 2027 - 17 Lease/Licences expire + 10 Gravel Reserve rent reviews
Anticipated timeframe:	June 2021

Project name:	**Upgrading Council Vehicle Fleet to Include Electric Vehicles**
Key staff:	Douglas Marshall (Group Manager Property) Tony Morgan (Facilities Support Officer)
Approved budget:	Annual fleet replacement budget
Project overview:	Council asked for some data on the fleet at the last meeting.

Summary of SDC fleet - April 2021

Type	Forecast replacement value	# of type
Ute	$1,350,000	31
Car	$760,000	19
Van	$200,000	5
	$2,310,000	55

The fleet replacement programme is as follows for the first 5 years of the LTP but please note the following:

- The description "ute" describes the vehicle to be replaced not what it might be replaced with.
- The replacement programme is based on a replacement at 200,000km alone. The current replacement policy is 5 years or 200,000km but a likely objective is to remove the vehicles that use diesel to reduce the carbon footprint.
- The average km travelled per annum is 16,069.

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Ute	3	1	4	4	7
Car	3	6	1	1	-
Van	-	-	-	-	-
Total #	6	7	5	5	7

Council staff continue to engage Meridian regarding EV charging options.

Update since last report:	
Next steps:	Decisions to be made on cost and funding to allow for the compound extension and charging stations yet to be confirmed.
Anticipated timeframe:	Update will be provided to July 2021 meeting.

Douglas Marshall
GROUP MANAGER PROPERTY