

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 <i>(the Council's role is in bold)</i>	Key reporting document	Relevant Council activity	Assistance will be sought from
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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
	Provide sewerage systems that minimise the negative effects of the activity.	Selwyn District Council 5 Waters Activity Management Plan	Wastewater Services	Federated Farmers Forest and Bird Te Taumutu Rūnanga Te Rūnanga o Ngai Tahu
	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
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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 & 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	Solid Waste Management	Ministry for the Environment Contract Partners Waste Minz
		Selwyn District Council Solid Waste Activity Management Plan		

Key community outcomes	The Council will <i>(the Council's role is in bold)</i>	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.	Selwyn District Council Community Development Strategy	Community Services	NZ Police Community Watch Neighbourhood Support Canterbury Safer Canterbury
	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, 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' & 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 & 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 NZ Transport Agency Environment Canterbury Accident Compensation Corporation Age Concern
		Selwyn Safety Management System		
		Selwyn Walking and Cycling Strategy		

Key community outcomes	The Council will <i>(the Council's role is in bold)</i>	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 & learning opportunities within the District.	Selwyn District Council Community Development Strategy	Community Services Community Facilities	Ministry of Education Local schools
	Provide lifelong literacy learning opportunities through its Libraries.	Selwyn District Council Libraries Strategic Plan		Tertiary education providers including Lincoln University Community Groups

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

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 & support Selwyn as a business, tourism & 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
	Advocate for improvements to telecommunications (e.g. broadband and other internet access options).			Education sector Local businesses Canterbury regional economic development agencies Telecommunication providers Federated Farmers Farming and horticulture businesses and networks
	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 <i>(the Council's role is in bold)</i>	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	NZ Transport Agency Environment Canterbury Kiwirail
	Advocate for improvements to state highways (NZ Transport Agency) 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		NZ Transport Agency 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 & promote the role of community in contributing to identifying exploring, sharing & 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 & organisations
	Provide support to local arts and cultural organisations & arts cultural & heritage activities & 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 Ngai 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	525 reserves and playgrounds covering over 123 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
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What we do and why we do it

The Community Services and Facilities Activities 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 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 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 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
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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 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 information, make enquiries,

	<p>book and pay online and at times/days that work for residents.</p> <p>Identify , encourage and promote appropriate potential funding sources and sponsors (external) to support community led activities and local social service provision</p> <p>Expand and develop initiatives to cater for new demand</p>
Changes to the population will increase diversity, particular age-cohorts and increase populations living in urban towns requiring different responses	<p>Develop a network of reserves that provides for a mix of uses</p> <p>Improve accessibility to facilities and spaces</p> <p>Build facilities that are flexible and can be adapted as needs change overtime</p> <p>Deliver programmes at facilities that cater for all age groups and at times residents can participate</p> <p>Build spaces for activities of target populations into new facilities and reserves</p> <p>Deliver initiatives and events that cater for all age groups and at times residents can participate</p> <p>Deliver initiatives and events that target populations including youth, newcomers and older people.</p> <p>Engage with young people, generally via Selwyn Youth Council, to ensure young residents have information and opportunities, including opportunities to influence decision making</p> <p>Promote opportunities for working and studying locally</p> <p>Further develop and enhance Selwyn Community Directory</p> <p>Be open at times and days that make sense for users</p> <p>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</p> <p>Expand service reach to Selwyn residents who face additional barriers to access</p> <p>Undertake planning routinely to gauge participant satisfaction and changing demand</p>
Community aspirations for our town centres will drive improvements	<p>Develop spaces including a public square and high amenity reserve to help create a vibrant and attractive Town Centre for Rolleston</p>

Sustain the increase in number and types of businesses based locally	<p>Further develop and enhance the Selwyn Business Directory</p> <p>Encourage buying locally, e.g. "Think Local" campaign</p> <p>Foster a Selwyn network for businesses to connect and collaborate, better understand and inform</p> <p>Routinely research to gauge issues and opportunities for local businesses</p> <p>Reimagine the Selwyn Business Awards every two years as an event that celebrates success in Selwyn</p> <p>Work with central governmental agencies to advocate for access to resources by local businesses.</p>
Making sure residents can use facilities and spaces safely and risks are managed	<p>Assess and monitor risks and put suitable controls in place</p> <p>Identifying critical assets and ensuring they are routinely and regularly inspected, maintained and continue to operate</p> <p>Ensure facilities and buildings are well maintained and compliance requirements are achieved</p> <p>Replacing or upgrading facilities identified as earthquake prone</p> <p>Check, maintain and upgrade playgrounds to meet safety compliance requirements</p> <p>Undertake regular inspections and implement associated responses to higher risk facilities and services such as swimming pools</p> <p>Inspect and maintain street and park trees</p> <p>Continue health and safety remediation of gravel pits</p>
Keeping facilities up to date and making sure they are well-used and valued by communities	<p>Implement planned asset renewal programmes for facilities</p> <p>Refocus the network of halls, community centres and libraries to improve access and service quality and promote use through programming and activation</p> <p>Provide library services and programmes for literacy (including digital literacy) and lifelong learning opportunities</p>

The impacts of climate change	<p>Use of more drought tolerant plant species and more efficient use of irrigation</p> <p>Planning and designing of any new community facilities and public spaces to be climate-resilient e.g. location selection, landscaping and building material selection</p> <p>Build climate change scenarios into planning/policy reviews to focus on reducing risks and developing resilience</p>
Protecting and enhancing biodiversity	<p>Take opportunities to preserve important ecosystems via land acquisition in subdivisions & along waterways</p> <p>Implement indigenous plant restoration programmes on Council land</p> <p>Protect and enhance Tārerekautuku / Yarrs Lagoon alongside project partners</p>
Changing visitor numbers and preferences (initially domestic) will affect demand	<p>Continue to monitor usage and develop “Selwyn – From The Land” website</p> <p>Promote Selwyn and its natural and unique features</p> <p>Foster significant events and campaigns locally that draw in visitors, e.g. “Visiting the Country”</p> <p>Actively seek opportunities to leverage impact of local events with wider regional events</p> <p>Pursue opportunities to build local operator / small business capacity</p>
Efficient and sustainable management of community facilities	<p>Manage facilities and spaces such as sports parks and community centres / halls on a network basis</p> <p>Fully understanding the impact and demand patterns of new facilities on the network as part of investment decision-making</p> <p>Introduce more consistent levels of service and maintenance standards for recreation reserves</p> <p>Support community and volunteer input within a revised framework</p> <p>Introduce a standardised and affordable charging approach for use and occupation of reserves</p>

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 popularity of online delivery of initiatives including capacity development, access, bookings and payments

Investigate regional, national and international trends (including self-service and digital technologies) and trial and implement as opportunities present

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
<p>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 900m² 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.</p>	2022/23	<p>Total Cost: \$8.87 million</p> <p>Library component of the facility - \$4.47m funded by borrowing serviced from the Libraries rate</p> <p>Community Centre component of the facility - \$3.9m funded by borrowing serviced from the Community Centres rate and \$0.5 funded from Development Contributions</p>
<p>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.</p>	2021-28	<p>\$10.4m funded by:</p> <p>Development Contributions \$9.7m</p> <p>Reserves Rate \$0.7m</p>
<p>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.</p>	2021-23	<p>\$4.2m funded by:</p> <p>Land sales \$3.0m</p> <p>Reserves Rate \$1.2m</p>
<p>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</p>	2021-23	<p>\$6.4m funded by:</p> <p>Development Contributions \$2.6m</p> <p>General Rate \$3.8m</p>
<p>Artificial 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:</p> <ul style="list-style-type: none"> • 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	<p>\$2.5m funded by:</p> <p>Development Contributions \$1.6m</p> <p>Reserves Rate \$0.9m</p>

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	2021-30	\$18.1m funded by: Development Contributions \$16.3m Reserves Rate \$1.8m

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.		
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 2021-23 (\$0.75m) 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 2022/23 (\$1.02m). 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: <ul style="list-style-type: none"> · 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 (\$0.91m total) and street and park tree maintenance from 2021-30 (\$4.3m total).	2021-30	\$3.21 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.	2022-2030	\$0.7m capital costs for public toilets funded by: General Rate \$0.6 Development contributions \$0.1

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 2024 (\$340,000), upgrading the Darfield (Grain Shed) toilets in 2023 (\$49,000), renewing the Leeston RSA toilets in 2022 (\$323,000), 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) 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.

\$2.1m capital costs for recreation reserve toilets funded by:
Reserves Rate \$1.6m
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
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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 Goals: Grow public satisfaction with the services Council provides Grow participation in events and programmes Grow community spirit Grow community, health, fitness and wellbeing	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%
Grow public satisfaction with the services Council provides Grow participation in events and programmes Grow community spirit Grow community, health, fitness and wellbeing	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%
Contribute to growing the Selwyn economy	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
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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%
	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.	Active Library membership increases annually	New measure 2019/20 baseline 20,341	≥5% p.a.	≥5% p.a.	≥5% p.a.	≥5% p.a.
				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
				The number of "digital" sessions (either logged in to library website, using a library computer or using WiFi 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
	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%
To promote economic development by collaboration, networking, information sharing & encouraging visitors.	Visitors are encouraged to come to Selwyn	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
	Routinely research local business conditions and impacts			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

[illegible]

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

[illegible]

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
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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%	100%
		Plan Changes are completed and made operative within 2 years of notification. NCS database updated and closed out.	100%	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%	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	Achieved
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	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%	100%

maintained and enhanced.							
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
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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	98%	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.	94%	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 BWOs audited annually	10% of all current BWOs audited annually	10% of all current BWOs audited annually	10% of all current BWOs audited annually
		Proportion of Code Compliance Certificates issued within statutory time frames.	98%	95%	95%	95%	95%
	Building consent applicants are satisfied.	Proportion of Building Consent Applicants satisfied or very satisfied.	95%	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%
All registered premises are operated in a manner that minimises any adverse effects on public health.	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
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Alcohol licencing

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

That activities granted a resource Consent are monitored 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%
Complaint received regarding District Plan Breaches:	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

[illegible]

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 roading and transport infrastructure and services needed for the vital economic and social linkages that allow Selwyn residents, businesses and visitors to live, work, and play in the district and beyond. We do this through working with Waka Kotahi NZ Transport Agency (NZTA) and the community to plan, fund, and provide a range of 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 within the transportation network,

- Public transport facilities 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 transport needs in coordination with our neighbours and other transport Agencies

The management of the Councils 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
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 the education hub at Lincoln University, and to Christchurch City tertiary institutions
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

As evident there are close parallels relating to safety, better transport options, and providing a roading network for moving freight when these are compared. The Council's more direct response to climate change includes its continuing investment in new walking and cycling facilities and public transport that will help contribute to reduce the dependency on private motor vehicles and fossil fuel consumption.

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 introduce more vehicles onto the road.	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 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. It will be a key challenge for the 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

Demand and asset management

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. 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 the transport 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 \$820 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.

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 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 slow speed zones and cycle lanes that connect to the University. Replacement of road 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 connections to Stage 2 of the Christchurch Southern Motorway. Improvements include road, walking & cycling, and public transport infrastructure improvements. Coordinated with the NZTA NZUp programme to provide a SH1 Rolleston “Fly Over” and intersection 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 improvements and intersections 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 in 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 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

[illegible]

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	Cleanfills and old closed landfills	1 operational cleanfill 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	<p>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.</p> <p>There is potential for nuisance from litter, dust and odours at the Pines Resource Recovery Park.</p>	<p>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.</p> <p>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</p>
Cultural	The pollution of groundwater is an important concern for our community.	<p>Dispose of cleanfill only at consented cleanfill sites and monitor groundwater regularly. Monitor cleanfill closely to ensure compliance.</p> <p>Dispose of residual waste at Kate Valley Regional Landfill where stringent resource consent conditions are met.</p> <p>Help facilitate alternatives to burning or burying of waste in rural areas. Work collaboratively with other Councils to manage illegal waste related activity.</p>
Safety	Bag collections increase risks to collection contractors through manual handling injuries, cuts, needle stick injuries, slips, trips and falls.	<p>Disincentivise bags, and incentivise 80 litre refuse bins through pricing. Extend kerbside service to additional properties wherever practical and cost</p>

		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.

Micro enterprise units(upcycling timber, metal, textiles)	2024/25	\$0.8m funded by refuse collection and disposal targeted rates and fees and charges and government Waste levy
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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
Multi-purpose waste hub (for processing and dismantling) and site works	2023/24	\$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

[illegible]

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 Water	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, sometimes to a higher standard or with a higher level of reliability than regular domestic services. 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 EColi 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.
	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.
		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 will 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 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.

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 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. 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 township which currently rely on onsite wastewater disposal.

- The Eastern Selwyn Sewage Scheme and Ellesmere Sewage Scheme have been and are programed for further upgrading 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	\$12m 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	\$23 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 – we're proposing to continue our current approach to maintaining safe water supplies, which meet community expectations, and comply with new regulations.
- 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 may be through options for increasing the volumetric (metered) water rate and 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 land drainage committees.
- 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 a	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)	a) Nil	a) Nil	a) Nil	a) Nil
					Achieved (Nil)	b) Nil	b) Nil	b) Nil	b) Nil
					Achieved (Nil)	c) Nil	c) Nil	c) Nil	c) Nil
					Achieved (Nil)	d) Nil	d) Nil	d) 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

[illegible]

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

[illegible]

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

[illegible]

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

[illegible]

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 a cost basis.

Support services include:

- CEO's department
- Finance function
- Information services
- Records management
- Asset management and service delivery

The internal Council services activity also covers the Council's corporate income, including dividends, interest and property leases. Because it includes corporate income, the Internal Council Services activity generates a surplus. This surplus is used to reduce the general rate requirement so that all ratepayers benefit from this income. As a result, the general rates line in the funding impact statement represents a reduction to general rates rather than funding from general rates.

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

[illegible]

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.

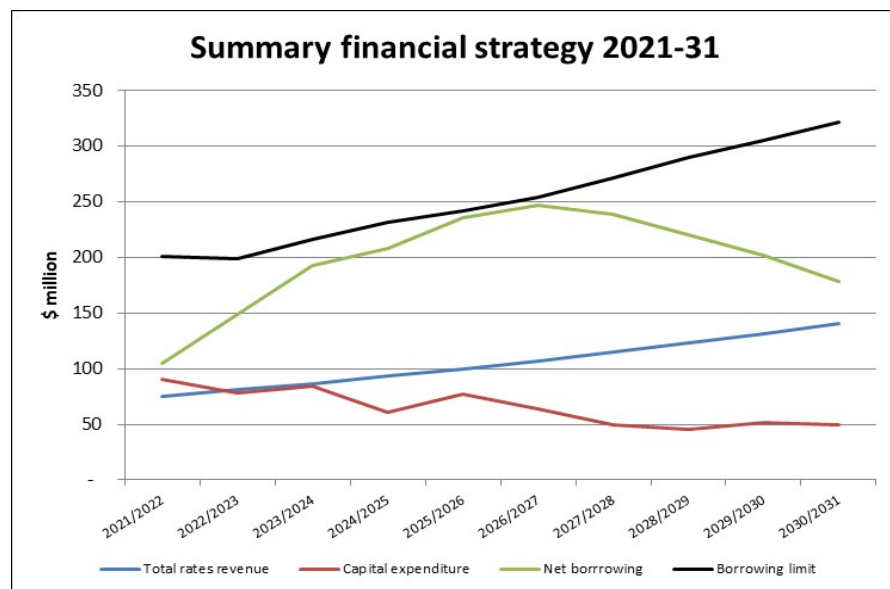
Our strategy

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 kept at reasonable levels.



Rates

The total rates a ratepayer pays 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.

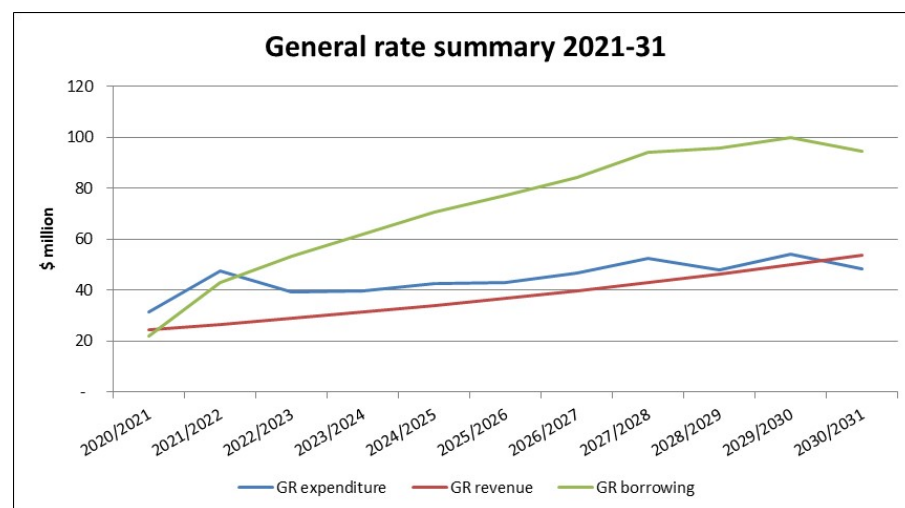
The amount of the general rate that individual ratepayers pay is based on the capital value of their property plus a uniform annual general charge. The Council has sought to minimise increases in the level of the general rate by using borrowing to fund expenditure that will deliver community benefits 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.

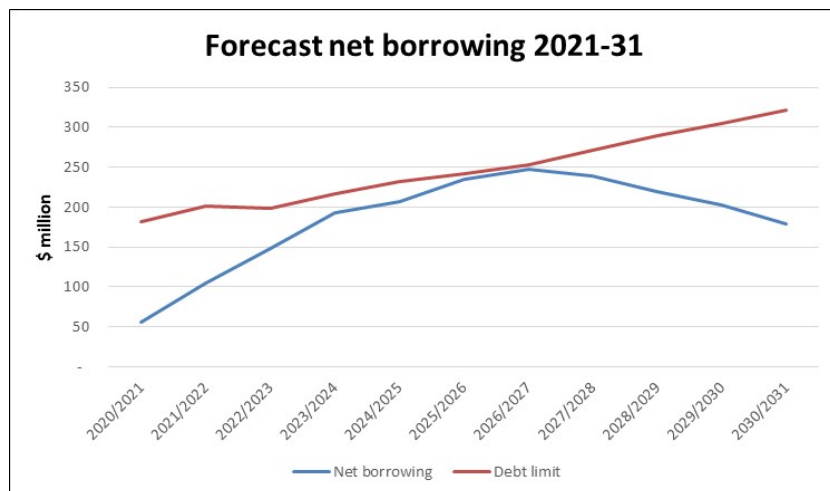
Interest costs and principal repayments will be met by a mix of the general rate, targeted rates, development contributions, land sales and lease revenue.

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%	156%
Net interest as a percentage of total revenue	<8%	4%
Net interest as a percentage of rates revenue	<15%	7%
Payback ratio (net borrowing/operating balance)	<9 years	9 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.

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 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

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	18,342	15,951	8,690	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	9,723	495	2,818	492	2,823	6,581	10,273	2,502	7,730	1,066
Solid waste management	2,819	76	3,376	1,179	3,026	-	23	101	103	106
5 waters services	19,598	14,451	28,433	4,824	14,665	10,991	1,285	1,330	3,063	3,012
Internal services	850	876	370	379	390	400	411	423	434	446
	51,370	31,888	43,727	18,198	34,710	28,564	17,877	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 for 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.

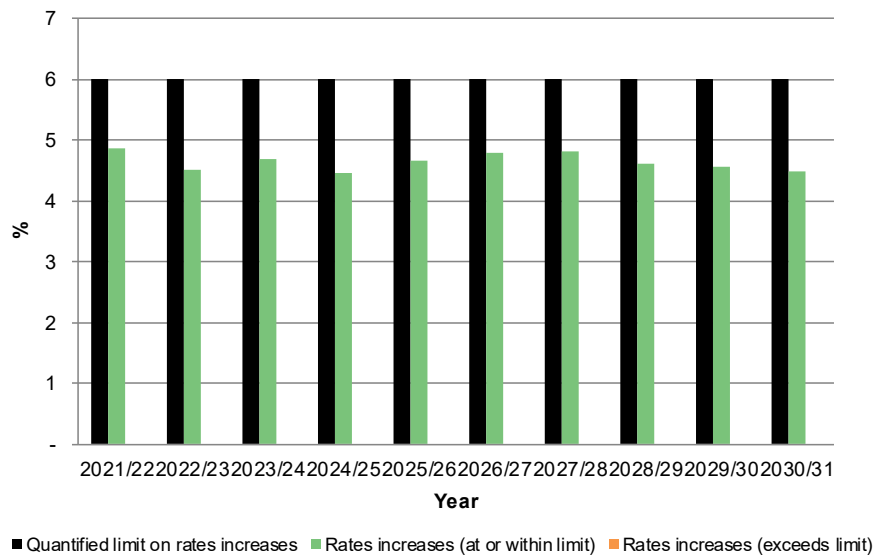
The Council is required to include this statement in its long term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

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.

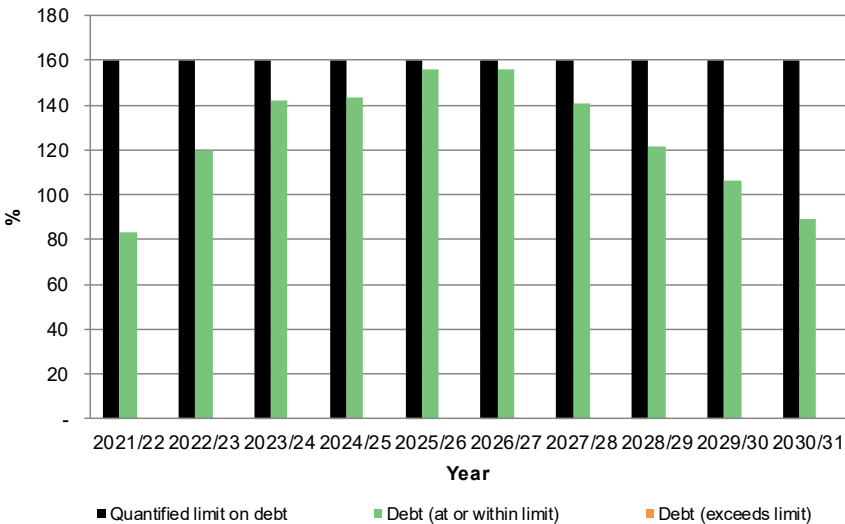


Debt affordability benchmark

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

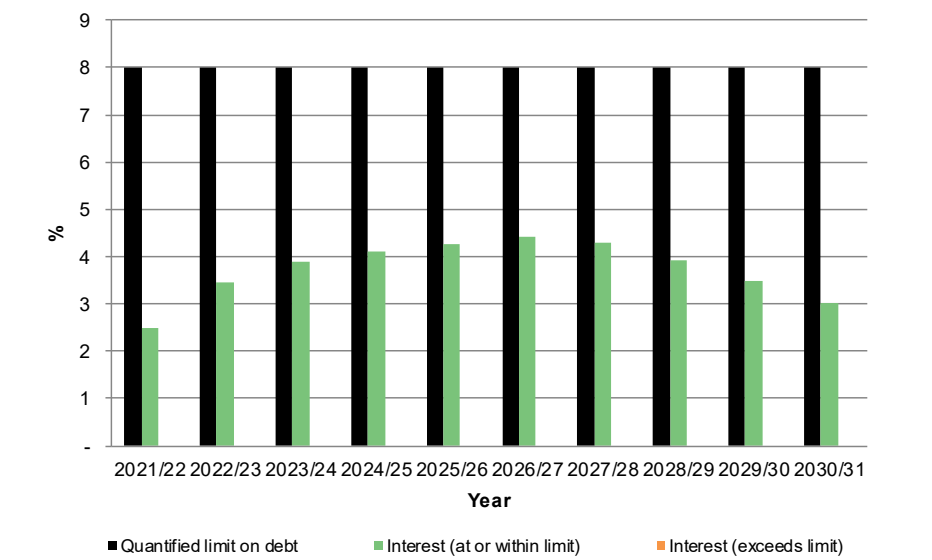
Net borrowing as percentage of revenue

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%.



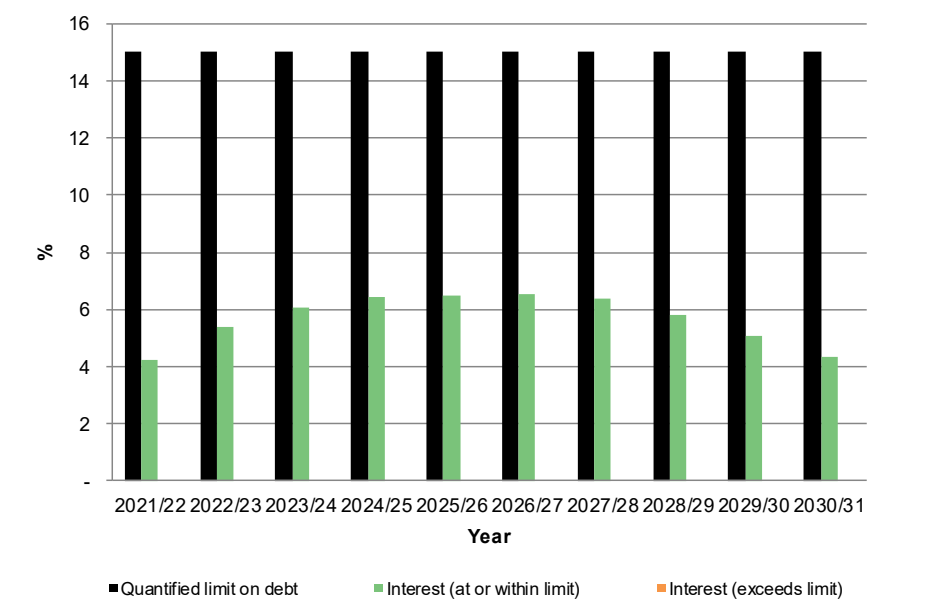
Net interest as a percentage of total revenue

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

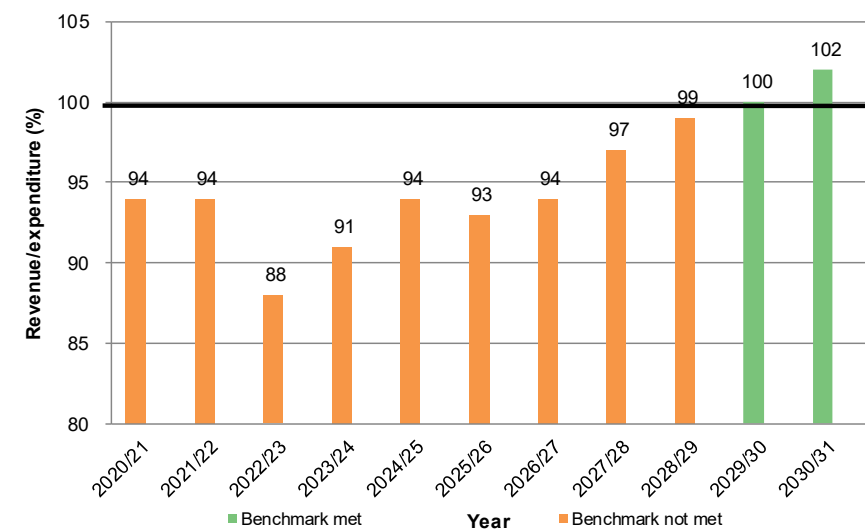
The following graph compares the Council's planned borrowing with a quantified limit on borrowing stated in the financial strategy included in the Council's long-term plan. The quantified limit is net interest as a percentage of rates revenue will be less than 15%.



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.

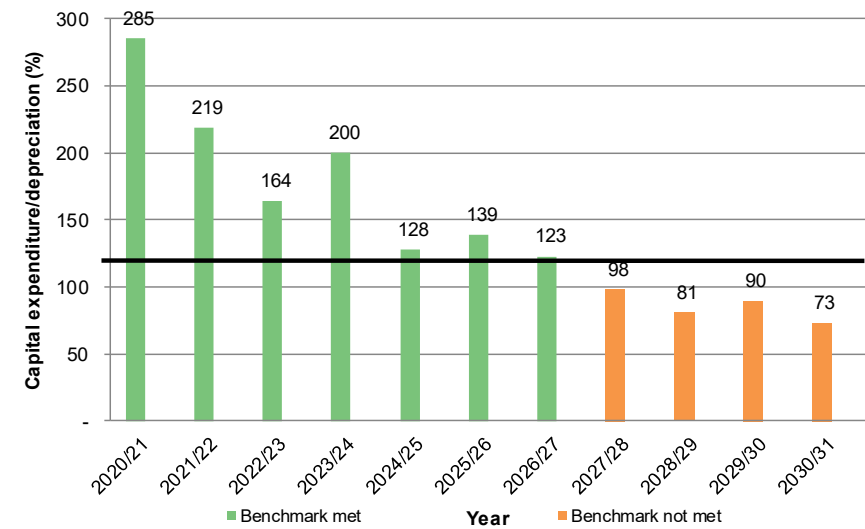


The Council will not meet the balanced budget benchmark in every year of the long term plan due to the Council's decision to not fully fund depreciation (the Council generally funds renewals rather than depreciation).

Essential services benchmark

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

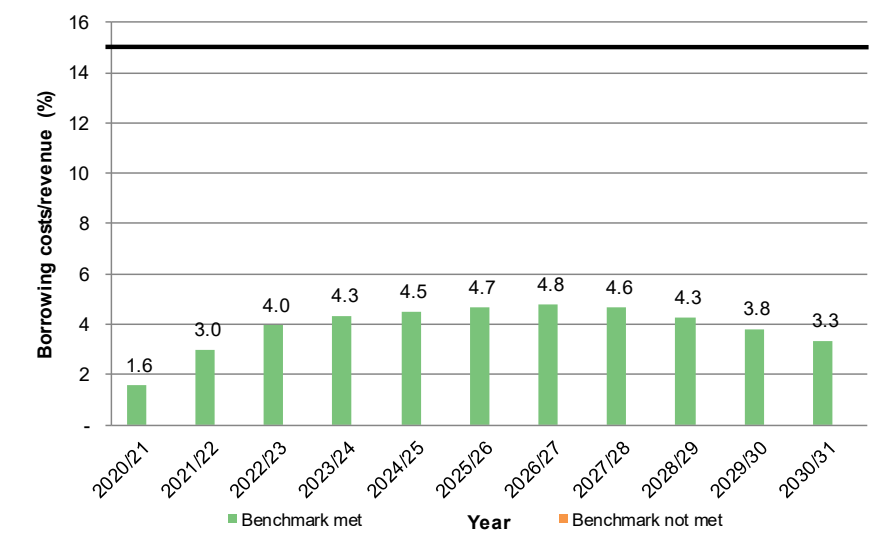
The Council meets this benchmark if its capital expenditure on network services equals or is greater than depreciation on network services.



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 [REDACTED]

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.

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	80,767	86,796	92,986	99,767	107,108	114,950	123,089	131,674	140,673
Development contributions	16,216	9,681	10,648	8,111	9,553	12,301	11,374	11,764	12,490	11,458	10,293
Subsidies and grants	17,012	22,016	12,350	15,352	17,263	14,745	13,781	15,292	17,244	17,067	17,381
Other revenue	57,495	67,302	64,522	70,567	71,266	68,498	70,855	73,804	75,361	77,960	83,110
Total revenue	158,599	173,845	168,287	180,826	191,068	195,311	203,118	215,810	228,184	238,159	251,457
Expenditure											
Employee benefit expenses	25,796	29,172	30,145	31,092	31,819	32,791	33,834	34,849	35,895	37,036	38,147
Depreciation and amortisation (Note 2)	35,025	35,577	39,075	42,602	44,291	47,950	51,045	52,329	56,037	59,186	60,535
Finance costs	1,787	3,758	4,913	5,858	6,543	7,044	7,585	7,877	7,721	7,248	6,684
Other expenses	58,216	65,960	67,332	69,569	70,825	74,133	76,176	80,566	83,560	86,510	91,576
Total operating expense	120,824	134,467	141,465	149,121	153,478	161,918	168,640	175,621	183,213	189,980	196,942
Surplus / (deficit)	37,775	39,378	26,822	31,705	37,590	33,393	34,478	40,189	44,971	48,179	54,515
Other comprehensive revenue and expense											
Gain on property revaluations	-	51,021	51,443	-	96,951	71,074	-	111,415	81,850	-	137,634
Financial assets at fair value	-	-	6,413	-	-	11,061	-	-	11,330	-	-
Total other comprehensive revenue and expense	-	51,021	57,856	-	96,951	82,135	-	111,415	93,180	-	137,634
Total comprehensive revenue and expense	37,775	90,399	84,678	31,705	134,541	115,528	34,478	151,604	138,151	48,179	192,149

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	1,868,477	1,958,876	2,043,554	2,075,259	2,209,800	2,325,328	2,359,806	2,511,410	2,649,561	2,697,740
Comprehensive revenue and expense											
Net surplus / (deficit) for the year	37,775	39,378	26,822	31,705	37,590	33,393	34,478	40,189	44,971	48,179	54,515
Other comprehensive revenue and expense	-	51,021	57,856	-	96,951	82,135	-	111,415	93,180	-	137,634
Total comprehensive revenue and expense	37,775	90,399	84,678	31,705	134,541	115,528	34,478	151,604	138,151	48,179	192,149
Balance at 30 June	1,799,842	1,958,876	2,043,554	2,075,259	2,209,800	2,325,328	2,359,806	2,511,410	2,649,561	2,697,740	2,889,889

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	33,051	24,608	20,734	20,207	17,217	23,730	36,936	37,670	35,161	33,255
Receivables from exchange transactions	8,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
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	90,656	84,735	77,254	76,727	73,737	80,692	91,956	92,690	90,181	88,275
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	42,735	49,033	55,501	62,277	69,316	76,615	84,321	86,513	88,771	90,893
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	453,181	469,365	478,730	505,847	514,112	513,887	532,315	533,084	533,514	567,597
Property, plant and equipment - infrastructural	1,311,809	1,446,644	1,543,791	1,606,816	1,722,727	1,839,828	1,878,118	1,997,431	2,102,467	2,130,243	2,262,768
Total non - current assets	1,879,121	2,077,361	2,203,403	2,282,261	2,432,065	2,575,531	2,620,895	2,766,342	2,885,669	2,916,133	3,084,863
TOTAL ASSETS	1,928,315	2,168,017	2,288,138	2,359,515	2,508,792	2,649,268	2,701,587	2,858,298	2,978,359	3,006,314	3,173,138
Current liabilities											
Payables under exchange transactions	21,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Borrow ings	-	662	594	609	1,943	3,414	9,997	28,050	29,744	24,929	19,605
Total current liabilities	21,000	30,662	30,594	30,609	31,943	33,414	39,997	58,050	59,744	54,929	49,605
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
Borrow ings	105,907	177,322	212,832	252,486	265,888	289,366	300,624	287,680	267,895	252,487	232,487
Total non - current liabilities	107,474	178,478	213,988	253,642	267,044	290,522	301,780	288,836	269,051	253,643	233,643
Equity											
General reserves	1,074,487	1,151,022	1,186,262	1,223,674	1,263,856	1,303,249	1,336,655	1,376,443	1,418,667	1,463,695	1,514,372
Special funds (Note 3)	37,913	40,737	32,319	26,612	24,020	18,020	19,092	19,493	22,240	25,391	29,229
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	680,719	732,162	732,162	829,113	900,187	900,187	1,011,602	1,093,452	1,093,452	1,231,086
Total equity	1,799,842	1,958,876	2,043,554	2,075,259	2,209,800	2,325,328	2,359,806	2,511,410	2,649,561	2,697,740	2,889,889
TOTAL LIABILITIES AND EQUITY	1,928,315	2,168,017	2,288,138	2,359,515	2,508,792	2,649,268	2,701,587	2,858,298	2,978,359	3,006,314	3,173,138

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											
<i>Cash was provided from:</i>											
Receipts from customers	119,855	124,817	123,807	131,504	142,120	150,292	156,491	167,054	178,733	186,969	196,029
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	4,709	4,850	4,976	5,106	5,244	5,380	5,525	5,686	5,845	6,003
	128,298	134,325	133,728	141,988	153,047	161,596	168,139	179,109	191,195	199,840	209,312
<i>Cash was distributed to:</i>											
Suppliers/employees	83,977	91,003	93,059	95,805	97,477	101,519	104,399	109,544	113,339	117,182	123,106
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	3,758	4,913	5,858	6,543	7,044	7,585	7,877	7,721	7,248	6,684
	86,919	98,890	102,390	106,519	109,187	113,968	117,595	123,292	127,176	130,794	136,407
Net cash from operating activities	41,379	35,435	31,338	35,469	43,860	47,628	50,544	55,817	64,019	69,046	72,905
Investment activities											
<i>Cash was provided from:</i>											
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	-	-	-
<i>Cash was applied to:</i>											
Purchase of property, plant and equipment	156,385	90,724	77,808	84,234	60,623	77,067	63,372	49,852	45,194	51,332	49,487
Purchase of development property	-	-	-	-	-	-	-	-	-	-	-
Purchase of intangible assets	-	-	-	-	-	-	-	-	-	-	-
Purchase of investments	-	-	-	-	-	-	-	-	-	-	-
	156,385	90,724	77,808	84,234	60,623	77,067	63,372	49,852	45,194	51,332	49,487
Net cash from investing activities	(110,017)	(84,342)	(75,223)	(79,012)	(59,123)	(75,567)	(61,872)	(47,720)	(45,194)	(51,332)	(49,487)
Financing activities											
<i>Cash was provided from:</i>											
Loans raised	70,707	56,837	36,312	40,263	15,345	25,574	19,270	9,759	1,877	4,142	-
	70,707	56,837	36,312	40,263	15,345	25,574	19,270	9,759	1,877	4,142	-
<i>Cash was applied to:</i>											
Settlement of loans	-	879	870	594	609	625	1,429	4,650	19,968	24,365	25,324
	-	879	870	594	609	625	1,429	4,650	19,968	24,365	25,324
Net cash from financing activities	70,707	55,958	35,442	39,669	14,736	24,949	17,841	5,109	(18,091)	(20,223)	(25,324)
Net increase / decrease in cash	2,069	7,051	(8,443)	(3,874)	(527)	(2,990)	6,513	13,206	734	(2,509)	(1,906)
Plus opening cash 1 July	10,343	26,000	33,051	24,608	20,734	20,207	17,217	23,730	36,936	37,670	35,161
Closing cash 30 June	12,412	33,051	24,608	20,734	20,207	17,217	23,730	36,936	37,670	35,161	33,255

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	39,378	26,822	31,705	37,590	33,393	34,478	40,189	44,971	48,179	54,515
<i>Add / (deduct) non - cash items:</i>											
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	35,577	39,075	42,602	44,291	47,950	51,045	52,329	56,037	59,186	60,535
	5,721	(3,694)	4,516	3,879	6,270	14,235	16,066	15,818	19,048	20,867	18,390
<i>Movement in working capital items:</i>											
Receivables from exchange transactions	-	-	-	-	-	-	-	-	-	-	-
Inventory & work in progress	(233)	-	-	-	-	-	-	-	-	-	-
	(233)	-	-	-	-	-	-	-	-	-	-
<i>Items classified as investing activities:</i>											
Gain on sale of property	2,350	249	-	115	-	-	-	190	-	-	-
	2,350	249	-	115	-	-	-	190	-	-	-
Net cash flow from operating activities	41,379	35,435	31,338	35,469	43,860	47,628	50,544	55,817	64,019	69,046	72,905

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
<i>Targeted rates attributable to activities:</i>											
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	9,120	9,907	10,645	11,544	12,621	13,723	14,885	16,074	17,155
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	80,767	86,796	92,986	99,767	107,108	114,950	123,089	131,674	140,673

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	72	65	72	80	88	92
Community facilities	7,932	6,807	7,825	8,598	9,008	9,801	10,090	10,329	10,809	11,080	11,410
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	920	1,017	1,020	907	768	712	717	745	759
Solid waste	339	266	295	407	538	696	827	843	892	900	909
Transportation	14,591	16,008	16,375	17,932	18,241	18,557	20,603	21,085	21,528	23,824	24,242
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	5,137	6,051	6,557	7,005	8,249	8,673	8,990	10,243	10,454	10,704
Water supply	4,458	4,722	5,339	5,700	5,969	6,688	6,932	7,087	7,842	8,041	8,237
	35,025	35,577	39,075	42,602	44,291	47,950	51,045	52,329	56,037	59,186	60,535

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

	Purpose	Opening			Closing
	of reserve	1 July 2021	Deposits	Withdrawals	30 June 2031
Reserve fund	fund	\$'000	\$'000	\$'000	\$'000
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)
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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	23,894	(29,057)	12,312
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	45,094	(52,262)	17,953

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	279	-	12,074
Earthquake Proceeds Fund Reserve	D	-	(9)	-	(9)
Pre 1989 Contributions Reserve	D	73	10	-	83
		11,879	289	-	12,168

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	128,485	(155,761)	29,220

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

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%
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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: <ul style="list-style-type: none"> • 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		<p>That an appropriate level of insurance will be secured by Council for its property and 5 waters infrastructure assets.</p> <p>That the premiums to be paid are affordable.</p> <p>That Central Government will provide a sufficient share for post event works as per the National Civil Defence Emergency Management Plan</p> <p>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.</p> <p>That increases in Insurance Premiums will be similar to CPI.</p>	Moderate	<p>There is a risk that insurance will be difficult to secure and that NZTA will not provide adequate emergency funding to reinstate damaged services.</p> <p>There is a risk that insurance premiums will rise more rapidly than expected.</p>	<p>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.</p> <p>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.</p>
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	<p>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.</p> <p>Works associated with nationally and regionally significant state highway projects will be fully funded by NZTA funding (e.g. Southern Motorway further extensions).</p> <p>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.</p> <p>NLTP Funding is provided by the NZTA in 3 year periods and that the following 7 years will be funded in a similar manner</p>	Moderate	<p>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.</p> <p>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.</p>	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	<p>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.</p> <p>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.</p>
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 is 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	<p>Traffic Growth</p> <ul style="list-style-type: none"> - General - Heavy - Passenger Transport <p>Walking and cycling</p>	The Council	<p>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.</p> <p>Heavy vehicle traffic growth will be higher than general growth with concentrations around industry and freight transport hubs, including the Rolleston inland ports.</p> <p>Passenger public transport growth will progressively increase in the Selwyn district.</p> <p>There will be a continuing effort to encourage walking and cycling as a viable transport alternative in urban areas.</p>	Moderate	<p>There is a risk that traffic numbers and composition will increase at a rate beyond that expected.</p> <p>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.</p> <p>Without investment and engagement in travel demand measures (TDM) to stem traffic growth from new developments this may lead to increased traffic congestion</p>	<p>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.</p>

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	<p>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.</p> <p>Water races will be closed at the rate predicted by Council.</p>	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	<p>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</p> <p>National - includes: Government Policy Statement on Land Transport Funding (GPS);</p> <p>Regional - includes: Regional Land Transport Plan, Greater Christchurch shared initiatives include: Mode Shift Plan, Travel Demand Strategy, Public Transport Futures Strategy Transport Statement;</p> <p>SDC strategies include: Walking and Cycling and Road Safety Strategy's, those identified in individual business cases.</p>	Moderate	<p>There is a risk that national, regional and local priorities change or differ from the priorities identified by Council.</p> <p>Late timing and confirmation of the GPS can occur that cannot be properly integrated into Council LTP and transport planning</p> <p>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.</p>	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	<p>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.</p> <p>While events may occur at any time, Council's planning will focus on operational resilience and Emergency Management.</p>	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
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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. <ul style="list-style-type: none"> • 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
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Asset Management Area: Sustainability

All	Climate Change	Ministry for the Environment The Council	<p>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.</p> <p>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.</p> <p>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.</p> <p>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).</p> <p>High level risks identified in Canterbury region and relevant to Selwyn includes hazards such as flooding, fire, sea level rise, drought, and storms.</p> <p>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.</p>	Moderate	<p>Climate change data is rapidly evolving and hence the impact assessment is an iterative exercise.</p> <p>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)</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p>
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			<p>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)</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>			
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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	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	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	27,832	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	121	122	123	123	123	123	124	124	125	125	125	126	126	126	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	1,132	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	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	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.

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	51,542	55,149	58,730	62,702	67,020	71,617	76,283	81,145	86,117
Subsidies and grants for operating purposes	4,398	4,580	4,572	4,847	5,441	5,620	5,681	6,611	6,675	6,889	7,873
Fees and charges	17,149	22,375	24,454	26,111	27,516	28,938	29,918	31,025	32,162	33,304	34,505
Interest and dividends from investments	7,288	5,329	5,450	5,576	5,706	5,844	5,980	6,125	6,286	6,444	6,603
Other operating funding	282	374	390	406	422	439	457	476	496	518	540
Total operating funding (A)	96,993	107,207	115,302	123,372	131,671	140,170	148,664	158,666	168,135	178,203	189,511
Application of operating funding											
Payments to staff and suppliers	83,669	94,687	97,018	100,189	102,160	106,427	109,500	114,890	118,913	122,989	129,150
Finance costs	1,787	3,759	4,914	5,858	6,542	7,044	7,586	7,876	7,721	7,248	6,685
Other operating funding applications	343	446	460	472	485	499	513	527	541	556	571
Total application of operating funding (B)	85,799	98,892	102,392	106,519	109,187	113,970	117,599	123,293	127,175	130,793	136,406
Surplus / (deficit) of operating funding (A-B)	11,194	8,315	12,910	16,853	22,484	26,200	31,065	35,373	40,960	47,410	53,105
Sources of capital funding											
Subsidies for capital expenditure	12,615	17,437	7,778	10,504	11,822	9,125	8,101	8,681	10,568	10,177	9,508
Development and financial contributions	16,216	9,681	10,647	8,111	9,552	12,301	11,374	11,765	12,491	11,459	10,292
Increase / (decrease) in debt	70,707	55,958	35,442	39,669	14,736	24,949	17,841	5,109	(18,091)	(20,223)	(25,324)
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	89,459	56,452	63,506	37,610	47,875	38,816	27,687	4,968	1,413	(5,524)
Applications of capital funding											
Capital - growth	109,555	51,370	31,888	43,726	18,198	34,710	28,564	17,877	8,644	15,392	6,662
Capital - level of service	33,284	19,273	23,765	20,021	21,963	22,684	15,567	11,227	14,332	13,412	16,508
Capital - renew als	13,545	20,083	22,155	20,488	20,462	19,674	19,241	20,747	22,217	22,529	26,317
Increase / (decrease) in reserves	(7,437)	(15,759)	(8,418)	(5,707)	(2,592)	(6,000)	1,072	401	2,747	3,151	3,838
Increase / (decrease) of investments	(33,706)	22,807	(28)	1,831	2,063	3,007	5,437	12,808	(2,012)	(5,661)	(5,744)
Total applications of capital funding (D)	115,241	97,774	69,362	80,359	60,094	74,075	69,881	63,060	45,928	48,823	47,581
Surplus / (deficit) of capital funding (C-D)	(11,194)	(8,315)	(12,910)	(16,853)	(22,484)	(26,200)	(31,065)	(35,373)	(40,960)	(47,410)	(53,105)
Funding balance (A-B) + (C-D)	-	-	-	-	-	-	-	-	-	-	-

Please refer to the significant activities section of the Long Term Plan for more detailed comparisons between the Long term Plan and the Long Term Plan and explanations for any significant variances.

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. 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)	<p>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:</p> <ul style="list-style-type: none">· 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 habitation 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 fixed amounts 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 Selwyn District.
 - **Community Centres** – this rate is set for the purpose of providing and maintaining the various community centres in the Selwyn District. A targeted rate is assessed per SUIP. Community centre loan rates are set for some community centres. Loan rates are payable on each SUIP 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 Selwyn District. This rate is assessed on each SUIP.
 - **Sewerage** – the rate is set for the purpose of providing and maintaining sewerage treatment and disposal systems. The targeted rate is assessed on each SUIP which has availability of service and additionally per urinals/pans in excess of four within the rating unit
- A full charge is made on each SUIP which is connected to the scheme, and a half charge is made for each rating unit which can be, but is not, connected to the sewerage scheme.
- Sewerage loan rates are set for some schemes. The targeted rate is assessed on each SUIP where there has been no election to pay a lump sum contribution for physical works constructed within the rating area.

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.

Refuse Collection and Disposal – these rates are set for the purpose of providing a refuse collection, disposal and recycling service. The rates are assessed on all SUIPs located on 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, 80 litre and organic wheelie bin systems.

Water Supply – the rate is set for the purpose of providing and maintaining water supply schemes. A targeted rate is assessed on each SUIP or rating units 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.

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

Water Race (Service and Amenity) – the 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 – this targeted rate is set for the purpose of maintaining drainage and protecting schemes. The rate is 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 classified areas:

Greenpark	Capital Value
L2 Subdivision	Capital Value
Ellesmere No. 3 Subdivision	Capital Value and fixed amount per rating unit.
Ellesmere No. 4 (Osbornes Drain)	Area
Hororata River	Capital Value
Leeston Drainage	Capital Value or fixed amount per rating unit
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 Zones identified below.

Zone	Rating areas
Zone 1	Incorporating Rolleston
Zone 2	Incorporating Broadfield, Courtenay, Darfield, Dunsandel, Greendale, Halkett, Killinchy, Kimberley, Kirwee, Ladbroke, 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. The targeted rate is assessed on a uniform basis as a fixed amount on all rating units within the District.

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

Arthur's Pass	Castle Hill	Darfield	Doyleston
Dunsandel	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 districts:

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

Rating Funding Impact Statement

	Rating	2021/22	Estimated
	numbers	(\$)	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)

General Rates (excluding GST)			30,523,441
			26,542,122

Community Board Targeted Rate

Targeted rate assessed as fixed amount on each rating units in the Malvern Ward.

Malvern Ward	4,631	44.00	203,764
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Total Community Board Targeted Rate (including GST)

Total Community Board Targeted Rate (excluding GST)			203,764
			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
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Canterbury Museum Levy Funding Targeted Rate (including GST)

Canterbury Museum Levy Funding Targeted Rate (excluding GST)			936,870
			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
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Community Centre Targeted Rate (including GST)

Community Centre Targeted Rate (excluding GST)			4,334,050
			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	37.07	6,376
Greendale	66	125.36	8,274

Community Centre Loan Targeted Rates (including GST)

Community Centre Loan Targeted Rates (excluding GST)			14,650
			12,739

Recreation Reserve Targeted Rate

Targeted rate assessed on each SUIP in the District.

Recreation Reserve Targeted Rate	24,766	133.00	3,293,878
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Recreation Reserve Targeted Rate (including GST)

Recreation Reserve Targeted Rate (excluding GST)			3,293,878
			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)

Sewerage Targeted Rates (excluding GST)			9,507,856
			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
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Sewerage Investigation Targeted Rate (including GST)

Sewerage Investigation Targeted Rate (excluding GST)			90,896
			79,040

	Rating	2021/22	Estimated
	numbers	(\$)	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	273,820.68	273,821
Rolleston(per hectare for rating units at Jones Road, Rolleston - VRN 2354167113)	0.4046	3,968.89	1,606
Rolleston (per hectare for rating units at Jones Road, Rolleston - VRN 2354167300 & 2354167302)	1	3,966.33	2,863
Rolleston (per hectare for rating units at Jones Road, Rolleston - VRN 2354167312, 2354167305 & 2354167304)	2	3,966.84	6,167
Southbridge (on each rating unit within the rating area)	76	365.81	27,802
Tai Tapu (on each rating unit within the rating area)	30	667.86	20,036

Sewerage Loan Targeted Rates (including GST)

Sewerage Loan Targeted Rates (excluding GST)			332,293
			288,951

Refuse Collection and Disposal Targeted Rates

Targeted rates assessed on each SUIP serviced by a refuse or 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 rate 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)

Refuse Collection and Disposal Targeted Rates (excluding GST)			10,466,678
			9,101,459

Water Supply Targeted Rates

Targeted rates assessed 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
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Water Targeted Rate (on each unconnected rating unit within 100 metres of available Council provided metered supply)

Metered supply (metered supply) (per m3 of water)	2,948	267.00	787,116
	5,416,866	0.70 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 ^a supplied)	5,695	192.00	1,093,440

^a 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 rate 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	398.62	12,357
Prebbleton (Kingcraft Drive)	1	387.26	387

Water Loan Targeted Rates (including GST)

Water Loan Targeted Rates (excluding GST)			12,744
			11,082

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)

Water Race (Service and Amenity) Targeted Rates (excluding GST)			3,518,470
			3,059,539

	Rating	2021/22	Estimated
	numbers	(\$)	revenue (\$)
Land Drainage and River Works Targeted Rates			
<i>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.</i>			
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	66.000000	10,692
Ellesmere No 4 (Osbornes Drain) (assessed per hectare of each rating units in the following categories of the rating area)	Hectares		
Class A	1,164	37.150000	43,260
Class B	271	23.690000	6,426
Class C	322	3.160000	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 4.13 hectares)	971	17.488396	16,973
Class B (assessed per hectare or part thereof of the rating unit where greater than 5.24 hectares)	1,388	13.792105	19,145
Class C (assessed per hectare or part thereof of the rating unit where greater than 6.27 hectares)	6,392	11.525925	73,673
Class D (assessed per hectare or part thereof of the rating unit where greater than 10.82 hectares)	1,091	6.680033	7,291
Minimum charge (on each rating unit)	288	63.000000	18,144
Taumutu Drainage (assessed per hectare on rating units in the following categories of the rating area)	Hectares		
Class A	157	42.822168	6,738
Class B	228	43.706807	9,978
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 of each rating units in the following categories of the rating area)	Hectares		
Class A	152	8.977522	1,365
Class C	45	5.29591	239
Class E	155	4.670388	724
Land Drainage and River Works Targeted Rate (including GST)			477,054
Land Drainage and River Works Targeted Rate (excluding GST)			414,830

	Rating	2021/22	Estimated
	numbers	(\$)	revenue (\$)
Swimming Pools Targeted Rate			
<i>Targeted rate assessed on each SU/IP based on the where the land is situated.</i>			
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			
<i>Targeted rate assessed on a uniform basis as a fixed amount on each rating unit in the District.</i>			
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			
<i>Targeted rate assessed on each SU/IP based on where the land is situated.</i>			
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	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
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

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 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
	2,345	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: 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 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
Stormwater 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 w ater 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
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
	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
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
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
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
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 <ul style="list-style-type: none"> · Land Use · Subdivision (refer below). 	\$1,000 deposit (T/C)
Other: <ul style="list-style-type: none"> · 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 <ul style="list-style-type: none"> · 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
<p>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.</p> <p>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.</p>	
1-10 lots	\$2,000 deposit incorporating: <ul style="list-style-type: none"> · \$500 fixed fee for engineering · \$1,500 minimum fee for planning
11-20 lots	\$3,000 deposit incorporating: <ul style="list-style-type: none"> · \$1,000 fixed fee for engineering

	<ul style="list-style-type: none"> · \$2,000 minimum fee for planning
21 plus lots	\$5,000 deposit incorporating: <ul style="list-style-type: none"> · \$2,000 fixed fee for engineering · \$3,000 minimum fee for planning
<ul style="list-style-type: none"> · 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: <ul style="list-style-type: none"> · \$500 fixed fee for engineering · \$1,500 minimum fee for planning
6 plus lots	\$3,000 deposit incorporating: <ul style="list-style-type: none"> · \$1,000 fixed fee for engineering · \$2,000 minimum fee for planning
<ul style="list-style-type: none"> · 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	
<ul style="list-style-type: none"> · Non-notified 	\$1,000 deposit (T/C)
<ul style="list-style-type: none"> · 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	
<ul style="list-style-type: none"> · 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 waived 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 BWOFF auditing)	Charged on an actual time and cost basis
Levies <ul style="list-style-type: none"> - 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 (BWOFF) renewal fee	\$125.00
Residential Swimming Pools Inspections - <i>fencing of swimming pools inspections are mandatory and must be conducted every 3 years</i>	\$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 <i>for land subject to flooding etc.</i> Section 77 Building Act – Building on two or more allotments <i>relates to requirement to hold titles together</i> Section 83 Building Act – Removal of entry <i>Relates to removing a Section 77 entry from titles where the requirement no longer applies</i>	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):		On-charged at cost				
·	Consultants					
·	Peer Review					
·	Fire Reports					
·	Acoustic Reports					
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
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^Late payments of annual fees will incur a 20% penalty.

Regulatory Health	
<i>Fees and charges based on:</i>	
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:		
<i>(All dogs aged 3 months and over must be registered with the exception of certified disability dogs).</i>		

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
<i>(Fees will be waived for Certified Disability Dogs).</i>		

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)

	2020/21	2021/22
Minimum waste or organic tipping fee	\$6.00	\$6.00
Residual waste (rubbish)	\$257.00 per tonne	\$270.00 per tonne
Garden and food waste (organic)	\$107.00 per tonne	\$107.00 per tonne
Plasterboard (new, clean off-cuts)	\$107.00 per tonne	\$107.00 per tonne
Clean fill	\$52.00 per tonne	\$52.00 per tonne
TVs	\$10.00 per flat screen TV or monitor	\$10.00 per flat screen or CRT TV / monitor
	\$10.00 per CRT TV or monitor	\$10.00 per CRT TV or monitor
All other E-Waste (computers, printers, phones, cameras, stereos, cables)	No charge (household volumes only)	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)	\$5.00 per car / motorbike tyre (\$6.00 if rim is still attached)
	\$6.50 per 4WD tyre	\$6.50 per 4WD tyre
	\$8.50 per light truck or forklift tyre	\$8.50 per light truck or forklift tyre
	\$16.00 per heavy truck tyre	\$16.00 per heavy truck tyre
	\$55.00 per tractor tyre	\$55.00 per tractor tyre
Child car seats	\$15.00 per seat	\$15.00 per seat
Recyclable polystyrene >1m ³ included within general waste	\$250.00 per load (over and above general waste disposal fee)	\$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)	\$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)	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 & charges

All fees are inclusive of GST (unless otherwise stated)

	2020/21	2021/22
Plot purchase		
Single plot (single or double depth)	\$1,370.00	\$1,575.00
Side by side plots	\$2,739.00	\$3,150.00
Ash or child plot	\$546.00	\$546.00
Additional fees		
Out of District fee	\$546.00	\$630.00
Interments with less than eight working hours' notice	\$319.00	\$370.00
Breaking of concrete	\$160.00	\$160.00
Lowering device	\$112.00	\$112.00
Plot transfer	n/a	\$100.00
Memorial permit		
New headstone	\$81.00	\$81.00
Additions / alterations	\$36.00	\$36.00
Interment fees		
Stillbirth	\$nil	\$nil
Up to one year	\$409.00	\$nil
One year to nine years	\$683.00	\$785.00
Ten years and over		
Single depth	\$1,231.00	\$1,415.00
Double depth	\$1,412.00	\$1,625.00
Ashes	\$209.00	\$209.00

	2020/21	2021/22
Disinterment		
Over 12 months	\$1,162.50	\$1,340.00
Within 12 months	\$1,659.00	\$1,910.00
Ashes	\$290.10	\$335.00
Reinterment		
Over 12 months	\$1,277.00	\$1,470.00
Within 12 months	\$1,825.00	\$2,100.00
Ashes	\$319.00	\$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

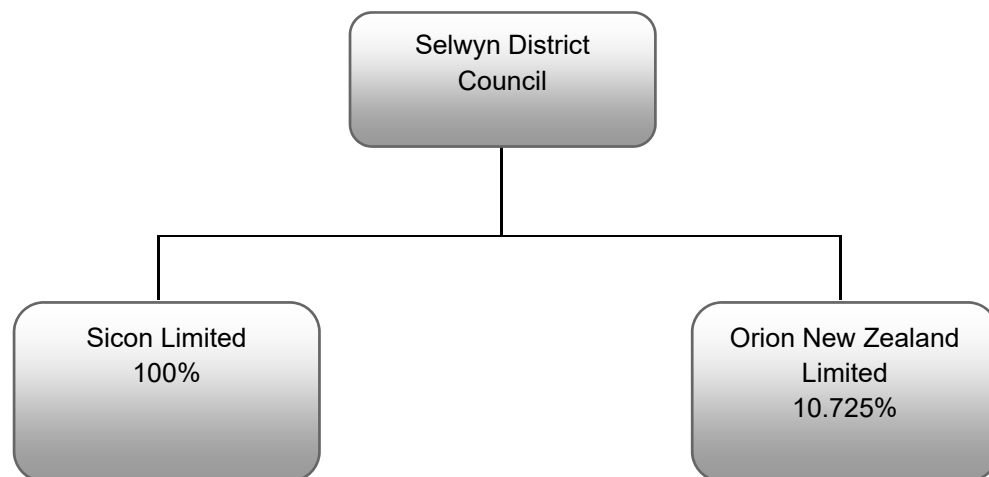
Seasonal use of a Council owned pavilion - standard	\$1.00 per m ² per period of use	Standard rate for pavilion use for the season
Seasonal use of a Council owned pavilion - discounted	\$0.5 per m ² per period of use	Where user has contributed to the facility
Use of Council hall or community centre on 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 and Hororata 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 and Blakely Construction 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 will be included in the final LTP document.

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 will be included in the final LTP document.

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 will be included in the final LTP document.

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.*