

PALMYTM

PAPAIOEA
PALMERSTON
NORTH
CITY

MAHERE PŪTEA Ā-TAU 2023/24 ANNUAL BUDGET 2023/24

(Year three of the 10 Year Plan 2021-2031)
pncc.govt.nz/annualbudget



This Annual Budget¹ was adopted by the Council on 14 June 2023 in accordance with the Local Government Act 2002.

The Annual Budget states the Council's intentions. It is based on the Council's best information and planning at the time it was developed. If circumstances change, the Council may have to change its intentions. This is especially the case in light of current uncertain economic conditions.

All the decisions in this document are reviewable, especially during future 10 Year Plans and Annual Budgets².

This is made clear in the Local Government Act 2002, Section 96:

1. The effect of a long-term plan and an annual plan adopted by a local authority is to provide a formal and public statement of the local authority's intentions in relation to the matters covered by the plan.
2. A resolution to adopt a long-term plan or an annual plan does not constitute a decision to act on any specific matter included within the plan.
3. Subject to section 80, and except as provided in section 97, a local authority may make decisions that are inconsistent with the contents of any long-term plan or annual plan.
4. No person is entitled to require a local authority to implement the provisions of a long-term plan or an annual plan.

1 The Council uses the term "Annual Budget" to represent the 'Annual Plan' required under the Local Government Act 2002

2 The Council uses the term 'Annual Budgets' to represent the 'Annual Plans' required under the Local Government Act 2002

He iti rā, he iti pounamu

Small city benefits, big city ambition

Whāinga 1: He tāone auaha, he tāone tiputipu

Goal 1: An innovative and growing city

Whāinga 2: He tāone whakaihihi, tapatapahi ana

Goal 2: A creative and exciting city

Whāinga 3: He hapori tūhonohono, he hapori haumaruru

Goal 3: A connected and safe community

Whāinga 4: He tāone tautaiiao

Goal 4: An eco city

Whāinga 5: He Kaunihera ahunui, whakamana i te iwi

Goal 5: A driven and enabling Council



INTRODUCTION

Contents

Introduction

He Mihi	6
A Message from the Mayor and Chief Executive	7
The Consultation Process	8
What we provide and what it costs the average ratepayer	12
Financial Overview and Forecast Financial Statements	14
Annual Plan/Budget Disclosure Statements	19

Section 1 IMPLEMENTING THE 10 YEAR PLAN

This shows what we're planning to do, and how much it is expected to cost to implement year 3 of the 10 Year Plan.

Groups of Activities and Goals	
- Introduction	23
Goal 1 – Innovative and Growing City	
City Growth	27
Economic Development	29

Strategic Transport (Roothing)	31
--------------------------------	----

Goal 2 – Creative and Exciting City

Active Communities	36
Arts, and Heritage	41
City Shaping	43

Goal 3 – Connected and Safe Community

Connected Communities	45
Safe Communities	49

Goal 4 – Eco-City

Climate Change	51
Environmental Sustainability	53
Manawatū River	55
Resource Recovery	57
Waters	60

Goal 5 – Driven and Enabling Council

Good Governance and Active Citizenship	68
Organisational Performance	70
Strategic Investments	72

SECTION 2 FINANCIAL AND RATING INFORMATION

Here you can see what assumptions have been made in preparing the financial information. You'll also see details about the rating system.

Significant Forecasting Assumptions	76
Rating System, Rates and Funding Impact Statements	80

SECTION 3 ADDITIONAL INFORMATION

Levels of Service, Performance Measures and Targets	90
The Role and Structure of the Council	122
How to Find us	130
Glossary	132



Tūturu Pumau meeting house on the Te Hotu Manawa o Rangitāne o Manawātū Marae

HE MIHI

Kei te mihi ake ki te pae maunga o Tararua me tōna taumata Te Ahu ā Turanga.

Ko te awa e rere mai nei ko Manawātū. Ko Tānenuiarangi te tangata, ko Rangitāne te iwi, no reira ka tuku whakamihi ki te iwi o Rangitāne e pupuri nei i te mauri o tēnei whenua.

Tini whetu ki te rangi, Rangitāne ki te whenua.

Tihei Mauriora!

The Palmerston North City Council respectfully acknowledges the local iwi Rangitāne and their customary relationship to this area, and appreciates their manaakitanga of this City and all of the people who have made it their home.

The Council remains committed to fostering and strengthening our partnership with Rangitāne.

A message from the Mayor and Chief Executive

Kia ora tatou,

We acknowledge that the last financial years have been tough on our community and we have again looked at every service, programme and project on our books to find areas where spending can be reduced, or we can defer non-essential work.

We understand that you may have been impacted by increases in things like inflation, interest rate increases, and price rises for everyday products. Council has needed to cover many of these cost increases too. These pressures have been a major factor in the 7.7 percent increase in total rates for this financial year, though this is still less than the 8.3 percent rise signalled in our last Long-Term Plan.

During April we consulted with the community on our proposed budget and in May we held four sessions over two days of hearings listening to our community. Elected Members then spent a long day in the chamber attempting to find the right balance between keeping costs as low as possible, while maintaining the services you rely

on. We've looked through every area of Council's operations and budgets, opting to put some work on the backburner for now but keeping the things we've seen as important to continue on with.

Throughout the day, Elected Members proposed a number of additional recommendations based on submissions and requests from community organisations resulting in some robust debate. Some additions to the proposed budget included \$500,000 to help plan for the growth of city housing and the Te Utanganui Central New Zealand Distribution Hub, increased operating grants for Te Manawa and the Globe Theatre; a feasibility study for the Awapuni and Te Patikitiki Libraries in addition to more community space in Highbury, and a Pasifika hub; funding support for key major events, the NZ Rural Games and NZ Food Awards and the development of an Age Friendly strategy for the city.

Despite some challenging circumstances we've delivered some significant work over the last year, with more important projects planned. As one of our city's largest consumers of local services and supplies it's important that Council continues to invest in Palmy's development and

our community's wellbeing. This helps support our diverse community as well as local businesses and our local employment market.

We know the economic challenges we're all facing will impact some more than others. With this in mind, we'll continue to support and partner with community organisations who are providing services and assistance to our people. We'll also continue to provide the everyday services and facilities Palmy people rely on more than ever in tough times.

Ngā mihi nui,



Mayor
Grant Smith JP



Chief Executive
Waid Crockett

The Consultation Process

Council’s engagement on the draft Annual Budget focused on highlighting the challenging economic environment being faced and the Council’s efforts to find ways of moderating the impact on ratepayers without unduly impacting on Council services. The engagement material also highlighted the key proposed changes to the timing of the delivery of capital programmes.

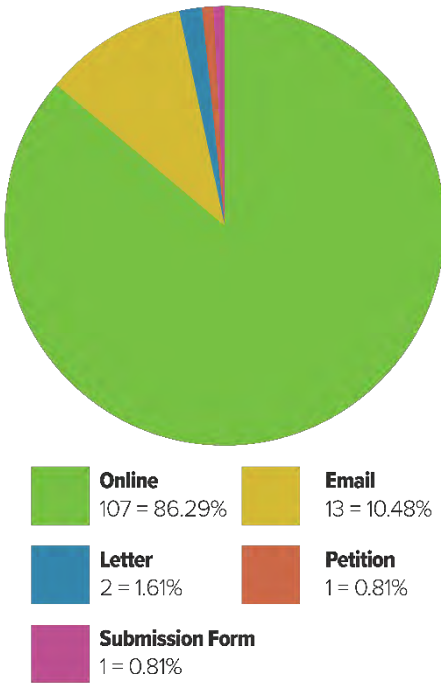
As usual the Consultation Document (CD) and engagement material indicated the Council would be reviewing and reassessing its assumptions about costs, revenues and the availability of external resources to deliver services and programmes as part of the process of finalising the budget.

Copies of the Consultation Document and supporting information were made available on the Council’s website, at the Customer Service Centre and libraries. Radio, newspaper, Stuff and MetService advertising, along with social media posts (Facebook and Instagram) encouraged people to have their say. The public then had the option of making a submission and speaking to a Council Hearings Committee.

A total of 124 submissions were received representing 268 signatures. Social media as well as more traditional methods were used to raise awareness of the budget and promote the different ways for people to provide feedback (refer graph). Thirty of the 124 submitters presented to four hearing sessions.

A summary of submissions has also been prepared, which can be found in the agenda for the Council deliberations meeting, available on the Council’s website.

The variety of ways the public made submissions



THE FOLLOWING BRIEFLY OUTLINES SOME OF THE COMMON ISSUES RAISED IN SUBMISSIONS

Aquatic Facilities

37 submitters commented. All support an increased investment, larger pool and/or new facilities, as well as support for *Programme 1899 – Aquatic Facilities and water recreation preliminary feasibility study/needs assessment*

Cycling

46 submitters commented. Majority in support of Council doing more in this space, including support for various initiatives such as, programme 648 – city-wide – Supporting Cycle Infrastructure Renewals, Programme 1559 – City-wide urban Cycle Infrastructure Network Improvements, also unfunded programmes such as a Cycle Track to Ashhurst, and to establish protected cycleways.

Climate change

26 submitters commented. Majority support Council doing more in this space, particularly in light of recent weather-related events.

Proposed rates increase

25 submitters commented. Majority are against the proposed rates increase particularly at a time with high inflation, a cost of living crisis and the general economic climate. Two submitters suggested rates should be increased further than the proposed amount, one stating that the proposed rates increase is too low and does not even cover inflation, and that cutting operating budgets will lead to a reduction in the quality of services provided by the Council which will cost ratepayers more in the long run.

Safety

13 submitters commented. All support Council doing something to improve safety, ranging from increasing the budget in this area, support for CCTV, youth crime prevention, increase in Police presence in the CBD and a general increase in safety.

Change to Rates based on Capital Value

11 submitters commented all in support of a change to Council's rating system to be based on capital value instead of land based. There is a consistent view from the submitters that this would be a more fair and equitable system for rating.

CHANGES THE COUNCIL MADE IN FINALISING THE ANNUAL BUDGET, AS A RESULT OF CONSULTATION OR THROUGH ITS FINAL DECISION-MAKING PROCESS

Changes from year 3 of the 10 Year Plan (that were included in Consultation Document (CD))

The CD outlined the difficulties the Council was facing in planning in these uncertain times. These ranged from increasing interest and inflation rates, supply and contractor shortages, Covid-19 impacts and proposed government reforms. The proposed budget included an assumption total rates income needed to increase by 6.4% (compared with 8.3% projected in the 10 Year Plan).

The CD proposal included the following components:

Changes to operating income and expenses:

- increasing the interest rate assumption for Council debt from 2.8% to 4.2% but reducing the assumed level of borrowing due to delays in capital expenditure programmes
- increasing the provision for staff remuneration to fund increasing services and to be able to recruit and retain staff in a very competitive market
- increasing the provision for insurance premiums due to increasing asset values and premium rates

- delaying the previously planned increases in some of the maintenance budgets for buildings and public facilities.

Major changes to timing of some capital programmes:

The 10 Year Plan assumed Council would be spending \$95 million on capital new projects in 2023/24. In preparing the draft a critical review of each proposed programme was undertaken to assess the likelihood of successful delivery. As a result the draft budget proposed a total of \$66.3 million.

A reassessment of the next phase of obtaining a new wastewater discharge consent as part of the Nature Calls project resulted in the budget for 2023/24 being reduced from \$18 million to \$5 million. Budgets for a number of other programmes were reduced with the intention they will be reviewed as part of development of the next 10 Year Plan. In some cases sufficient funding was retained to enable design work to continue.

Key projects included in the draft budget were things like:

- proceeding with the Nature Calls project by working with Horizons Regional Council to obtain a new resource consent for discharging treated wastewater
- completing the construction of the new animal shelter
- undertaking a number of transport safety improvements under the Government's Road to Zero programme including improvements for cycles in Featherston St and elsewhere and bus stop / bus network infrastructure
- constructing new stormwater facilities in Whakarongo in addition to other city-wide stormwater and water network improvements
- continuing with major upgrades of key buildings at Central Energy Trust Arena
- transport and water supply developments in Ashhurst
- upgrading of a number of streets that received significant storm damage during 2022.
- completing the seismic upgrading of the crematorium building

Changes that were made during the budget finalisation process following consideration of submissions

Consistent with its financial strategy and its obligations to act in a financially prudent manner the Council believed it needed to continue to maintain and renew core assets (where materials and contractors were available to undertake the work). For this reason it was decided not to reduce budgets further than previously decided for the draft.

However, in response to submissions received and updated advice from officers Council decided to increase budgets to accommodate the following:

- planning for city residential growth (Plan Change H Kakatangiata) \$341k & industrial growth \$150k
- increased insurance premiums (\$400k)
- providing additional funding to Te Manawa to enable them to upgrade the Te Rangi Whenua gallery and fund the 6 Extinctions and Peter Bush Archives projects \$250k
- additional operating funding for the Globe Theatre \$50k
- increased funding for the Artist in Residence scheme \$15k
- a grant for Surf Life saving \$14,600
- funding the development of a city-wide Food Resilience and Security Policy \$20k
- a new dedicated programme to help secure the NZ Rural Games for the City \$100k p.a. for five years

- a new dedicated programme to support NZ Food awards \$12k in 2023/24 (and \$12k in 2024/25 and \$48k in 2025/26)
- a programme to fund a feasibility study to review the needs of Awapuni library, Te Patikitiki library, a Pasifica hub and more community space/hub in Highbury
- to establish an Age Friendly programme to develop an age friendly strategy/plan
- a capital new programme for safety improvements at the College St/Botanical Road intersection, including right turn infrastructure and phases change.

Despite recent significant increases in inflation no further adjustment has been made to the budget inflation assumption. It is recognised this increases the risk the Council will not be able to deliver services within budget during 2023/24 but actual performance will be reviewed during the year and if required action taken to address this. The financial markets are still volatile but it was decided to make no further change to the interest rates assumption of 4.2%.

Provisions for carry forwards from 2022/23






Included in the 2023/24 budget is provision to carry forward the incomplete component of a number of capital programmes from 2022/23. These are shown in the individual activity section with “c/fwd” in the programme name. The sums involved have been forecast for the purposes of finalising the Annual Budget and will be revised for management and reporting purposes once the actual position at 30 June 2023 is known. Carry forward provisions included amount to \$3.1 million for capital renewal programmes and \$13.3 million for capital new programmes.

The final outcome of the changes was that the total rates income will need to increase by 7.7% (compared with the 6.4% increase consulted on).

All of the changes are incorporated in the financial statements and programmes scheduled in the activity pages of the budget document.

What we provide and what it costs the average residential ratepayer

Rates are made up of two parts, a fixed part which is the same for each property and a variable part based on the land value.

CHARGE TYPE		CHARGE 2022/23	CHARGE 2023/24	WHAT IT PAYS FOR
	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	\$200	\$200	Contributes to paying for all other Council services and acts as a way of ensuring properties contribute a more equal share of cost rather than it all being based on land value
	WATER	\$348	\$407	The cost of providing water
	WASTEWATER	\$284	\$306	The cost of treating and disposing of wastewater
	KERBSIDE RECYCLING	\$129	\$148	The cost of kerbside recycling
	RUBBISH AND PUBLIC RECYCLING	\$92	\$103	General rubbish and recycling costs including transfer stations, cleaning up illegal dumping, community education

How your money is spent

How we spend the average residential city ratepayer's rates each week (based on the budget for 2023/24).



\$8.97
14.54%

Active communities

Central Energy Trust Arena, reserves, sportsfields, swimming pools, support to recreation groups



\$7.99
12.96%

Transport

Roads, footpaths, shared pathways, streetlights



\$7.83
12.70%

Water

Treatment, storage, distribution



\$5.88
9.54%

Wastewater

Collection, treatment, disposal



\$4.27
6.93%

Governance and active citizenship

Mayor and Councillors, Council meetings, consultation, plans (including District Plan) and strategies, iwi relationships



\$4.31
6.99%

Libraries

City and branch libraries, mobile library, youth space



\$4.83
7.83%

Resource recovery

Kerbside recycling, rubbish and public recycling



\$3.76
6.10%

Arts and heritage

Arts, culture and heritage facilities (including Te Manawa, Regent) and support



\$4.32
7.02%

Connected communities

Community centres, Central Energy Trust Wildbase Recovery, public toilets, support to community groups, support to community and commemorative events and social housing



\$2.23
3.62%

Economic development

Economic development, international relations, Conference and Function Centre, city marketing, economic events



\$1.84
2.98%

Stormwater

Flood protection

Horizons Regional Council is responsible for Manawātū River and Mangaone Stream flood protection



\$1.41
2.28%

Organisational performance and strategic investments

Organisational support, Civic Administration Building and strategic investments



\$1.91
3.10%

City growth

Building and planning services, housing and future development, urban design



\$0.64
1.09%

Eco-City

Environmental sustainability, Manawātū River and environs (including Esplanade), climate change mitigation and adaption



\$0.71
1.16%

Safe communities

Animal control, civil defence and safer community initiatives



\$0.36
0.58%

City shaping

City centre, citymaking, place activation



\$0.36
0.58%

Cemeteries

Cemeteries and crematorium



\$61.65

per week for an average ratepayer

Financial Overview and Statements

Overview

The Council's Annual Budget¹ covers the period 1 July 2023 to 30 June 2024. It incorporates operating and capital expenditure for the period for the core Council entity - consolidated statements have not been prepared to include subsidiaries. In this section financial information is provided at a summary level but more detailed information for each activity and group of activities is included throughout the document.

Financial Strategy

The 10 Year Plan includes the Council's overall Financial Strategy which comprises the following elements:

- Making sure the Council's long-term financial position is sustainable (though it is noted that if the Council retains responsibility for delivering the wastewater treatment and disposal (Nature Calls) project (rather than the government's proposed new water entity) the present 10 Year Plan is not financially sustainable)
- Recognising inter-generational funding requirements
- Managing debt within defined levels
- Maintaining the infrastructure provided for the City by previous generations, for the use by current and future generations

- Ensuring financial capacity for future generations so they are able to fund high-priority programmes
- Timely provision of new infrastructure that builds capacity and enables the City to harness new development opportunities while avoiding the risks associated with over provision

The Financial Strategy has close links with the 30 Year Infrastructure Strategy which is also contained in the 10 Year Plan.

Consistent with the Financial Strategy and its associated funding and financial policies, the Annual Budget achieves the following:

- In general terms maintains the current level of service for each of the Council activities
- An ability to maintain the condition of the City's infrastructure so that it is not being run down
- Forecasts net debt at 30 June 2024 of \$251m - \$72m less than assumed in the 10 Year Plan (based on a forecast balance at 1 July 2023 of \$215m).
- An increase in the total rates requirement for 2023/24 of 7.7% - compared with 8.3% forecast in the 10 Year Plan.

To provide a degree of certainty to ratepayers the Financial Strategy sets limits on rate increases throughout the term of the 10 Year Plan. In addition, it sets limits on what the Council considers to be sustainable levels of debt. The

¹ The Council uses the term "Annual Budget" to represent the 'Annual Plan' required under the Local Government Act 2002

rates increase of 7.7% exceeds the policy limit of 7.2% calculated using the formula contained in the Financial Strategy. The Council decided an increase of 7.7% is appropriate in the current circumstances.

The table below shows the key financial parameters for the Annual Budget compared with those for 2023/24 in the 10 Year Plan.

Parameter	10 Year Plan	Annual Budget	Limit
Increase in total rates	8.3%	7.7%	7.2% ²
Net debt as a % of total assets	15.1%	10.8%	< 20%
Net debt as a % of total revenue	195%	151.8%	< 200%
Net interest as a % of total revenue	5.0%	5.9%	< 15%
Net interest as a % of annual rates income	6.5%	7.8%	< 20%

² Based on September 2022 BERL local government cost indicator of 4.3% plus 3% less 0.5% (reduction in the level of funded renewals) and a rating base growth assumption of 0.4%. The 10YP assumed a limit of 7% based on a cost indicator of 2.5% plus 3% plus 1.1% (for increased renewals) and a rating growth assumption of 0.4%.

Forecast Financial Statements

The financial information contained in the Annual Budget is a forecast for the purposes of Public Benefit Entity (PBE) Financial Reporting Standard (FRS) 42. This information may not be appropriate for purposes other than those described. It has been prepared on the basis of assumptions (refer to Significant Forecasting Assumptions in section 2) as to future events that the Council reasonably expects to occur, associated with the actions it reasonably expects to take, as at the date the forecast was prepared. The actual results are likely to vary from the information presented and may vary materially depending upon the circumstances that arise during the period. The Annual Budget has been prepared in accordance with generally accepted accounting practice and the Council's accounting policies are outlined in section 3 of the 10 Year Plan. The policies incorporate the latest PBE accounting standards and the changes have had no material effect.

The Funding Impact Statements in section 2 have been prepared in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014. The regulations are not consistent with generally accepted accounting practice.

Rates revenue includes revenue from metered water and is included net of any remissions granted under the Council's Rates Remission Policy. Remissions of \$0.25 million pa have been assumed.

Legislation states that councils are required to operate a 'balanced budget' i.e. income must equal or exceed expenditure (and expenditure must include non-cash items such as depreciation). However, if a council determines that it is prudent not to have a 'balanced budget' (i.e. an operating surplus is not required), it must make a formal decision to that effect. The decision must be a prudent one and have included consideration of levels of service and useful lifespan of assets. There are grounds for not having a surplus every year to avoid building up unnecessary cash reserves. Council's asset management plans ensure the Council is appropriately

planning for renewals and its financial strategy is to make adequate financial provision to fund renewals from rates revenue. Council is making provision to fund from rates revenue \$27.7 million for capital renewals during 2023/24.

The Council's Prospective Statement of Comprehensive Revenue and Expense (next page) shows that including capital revenue of \$23 million there is a surplus of \$8.6 million for the year. The Council interprets this as meaning the balanced budget test is met.

These forecast financial statements were authorised for issue by Palmerston North City Council on 14 June 2023.

Palmerston North City Council is responsible for these forecast financial statements, including the appropriateness of the assumptions underlying the forecast financial statements and all other disclosures.

Because the figures are rounded to the nearest thousand dollars, it may appear that they do not add up, but the total represents the sum of the individual forecast amounts.

The following statements show the financial implications of providing all of the Council's services:

The following tables show the financial implications of providing all of the Council's services:

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
REVENUE			
OPERATING REVENUE			
115,370	Rates	127,617	124,246
17	Interest & Dividends	17	150
5,286	Operating Subsidies & Grants	5,115	7,880
31,933	Other Operating Revenue	32,580	33,155
152,606		165,328	165,430
CAPITAL REVENUE			
8,341	Capital Subsidies & Grants	21,352	17,725
2,588	Development Contributions	3,249	3,249
2,000	Vested Assets	2,000	2,000
12,929		26,601	22,974
165,535	TOTAL REVENUE	191,929	188,404
Expenses			
119,815	Expenses	121,321	126,832
57,177	Employee Remuneration	55,463	59,902
1,116	Elected Member Remuneration	1,073	1,141
9,892	Professional service costs	12,411	11,812
51,630	Other Expenses	52,374	53,978
6,731	Interest	8,332	9,899
38,858	Depreciation and amortisation	43,156	43,043
165,404	TOTAL EXPENSES	172,809	179,775
131	SURPLUS/(DEFICIT)	19,120	8,629
Other Comprehensive Revenue and Expense			
46,871	Gain on property revaluations	5,332	5,403
47,002	TOTAL COMPREHENSIVE REVENUE AND EXPENSE	24,452	14,032
5.8%	RATES INCREASE	8.3%	7.7%

PROSPECTIVE STATEMENT OF CHANGES IN EQUITY

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
1,831,260	Opening Balance	1,743,537	2,028,645
47,002	Total Comprehensive Revenue and Expense	24,452	14,032
1,878,262		1,767,989	2,042,677

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
2,800	Rates revenue shown above includes the following amounts for metered water revenue	2,850	3,100

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

2022/23 Budget \$'000s		2023/24 10YP \$'000s	2023/24 AB \$'000s
17,192	Current Assets	13,920	18,055
	NON-CURRENT ASSETS		
13,926	Investments in CCOs and industry companies	13,052	14,500
6,970	Investment Property & Other Financial Assets	5,424	14,249
2,113,339	Property, Plant & Equipment	2,104,075	2,281,995
2,151,427	TOTAL ASSETS	2,136,471	2,328,799
34,679	Current Liabilities	37,388	27,145
	NON-CURRENT LIABILITIES		
6,273	Employee Entitlements	6,648	6,567
230,749	Term Liabilities	323,060	251,193
1,464	Provisions	1,386	1,217
	EQUITY		
1,070,376	Retained Earnings	1,091,775	1,112,877
807,886	Other Reserves	676,215	929,801
2,151,427	TOTAL LIABILITIES/EQUITY	2,136,471	2,328,799

PROSPECTIVE STATEMENT OF CASH FLOWS

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
	OPERATING ACTIVITIES		
	Cash Provided		
115,370	Rates	127,617	124,246
17	Interest	17	150
	Dividends		
5,286	Operating Subsidies & Grants	5,115	7,880
31,933	Other Revenue	32,580	33,155
8,341	Capital Subsidies & Grants	21,352	17,725
2,588	Development Contributions	3,249	3,249
	Cash Disbursed		
(6,731)	Interest	(8,332)	(9,899)
(119,815)	Expenses	(121,321)	(126,832)
36,989		60,276	49,672
	INVESTING ACTIVITIES		
	Cash Provided		
-	Investment Reductions	-	-
5,000	From Asset Sales	7,826	7,479
	Cash Disbursed		
(96,737)	Capital Expenditure	(125,478)	(93,344)
-	Investments	-	-
(91,737)		(117,653)	(85,865)
	FINANCING ACTIVITIES		
	Cash Provided		
54,748	Borrowing	57,377	36,193
	Cash Disbursed		
-	Loan Repayment	-	-
54,748		57,377	36,193
-	Net Increase / (Decrease)	-	-
679	Cash at beginning	1,279	500
679	CASH AT YEAR END	1,279	500

Annual Budget (Plan) Disclosure Statement

For the year ending 30 June 2024

What is the purpose of this statement?

The purpose of this statement is to disclose the Council's planned 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 annual 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.

Benchmark		Planned	Met
Rates affordability benchmark - increases	Total rates will increase by no more than the Local Government Cost Index (LGCI) plus the growth in the rating base plus 3% (to fund the cost of higher standards and new services) plus an allowance for increased funding of asset renewal	7.7%	No
Debt affordability benchmark	Net external debt as a percentage of total assets will not exceed 20%	10.8%	Yes
Debt affordability benchmark	Net external debt as a percentage of total revenue will not exceed 200%	151.8%	Yes
Debt affordability benchmark	Net interest as a percentage of total revenue will not exceed 15%	5.9%	Yes
Debt affordability benchmark	Net interest as a percentage of annual rates income will not exceed 20%	7.8%	Yes
Debt affordability benchmark	Liquidity available will exceed 110% of existing external debt	114.4%	Yes
Balanced budget benchmark	100%	101.9%	Yes
Essential services benchmark	100%	228.5%	Yes
Debt servicing benchmark	10%	5.4%	Yes

NOTES

1 Rates affordability benchmark

- (1) For this benchmark:
 - (a) The Council's planned rates income for the year is compared with a quantified limit on rates contained in the Financial Strategy included in the Council's 10 Year Plan
 - (b) The Council's planned rates increases for the year are compared with a quantified limit on rates increases for the year contained in the Financial Strategy included in the Council's 10 Year Plan.
- (2) The Council meets the rates affordability benchmark if:
 - (a) Its planned rates income for the year equals or is less than each quantified limit on rates
 - (b) Its planned rates increases for the year equal or are less than each quantified limit on rates increases.

2 Debt affordability benchmark

- (1) For this benchmark, the Council's planned borrowing is compared with quantified limits on borrowing contained in the Financial Strategy included in the Council's 10 Year Plan.
- (2) The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

3 Balanced budget benchmark

- (1) For this benchmark, the Council's planned revenue (excluding development contributions, vested assets, financial contributions, gains on derivative financial instruments, and revaluations of property, plant, or equipment) is presented as a proportion of its planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).
- (2) The Council meets the balanced budget benchmark if its revenue equals or is greater than its operating expenses.

4 Essential services benchmark

- (1) For this benchmark, the Council's planned capital expenditure on network services is presented as a proportion of expected depreciation on network services.
- (2) The Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.

5 Debt servicing benchmark

- (1) For this benchmark, the Council's planned borrowing costs are presented as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).
- (2) Because Statistics New Zealand projects that the Council's population will grow slower than the national population growth rate, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.



SECTION 1

IMPLEMENTING THE 10 YEAR PLAN

SECTION 1

This shows what we're planning to do, and how much it is expected to cost to implement Year 3 of the 10 Year Plan.

GOALS, STRATEGIES AND PLANS

Groups of Activities and Goals

Introduction

Goal 1

**He tāone auaha, he tāone tiputipu
Innovative and Growing City**

City Growth

Economic Development

Strategic Transport (Roading)

Goal 2

**He tāone whakaihihi, tapatapahi ana
Creative and Exciting City**

Active Communities

Arts, and Heritage

City Shaping

Goal 3

**He hapori tūhonohono, he hapori haumaru
Connected and Safe Community**

Connected Communities

Safe Communities

Goal 4

**Te tāone tautaiiao
Eco-City**

Climate Change

Environmental Sustainability

Manawatū River

Resource Recovery

Waters

Goal 5

**He Kaunihera ahunui, whakamana i te iwi
Driven and Enabling Council**

Good Governance and
Active Citizenship

Groups of Activities – Introduction

What we are planning to do during 2023/24 (year three of the 10 Year Plan) and why

The Council wants Palmerston North to be recognised for the great quality of life that its residents enjoy, and at the same time, for them to have all the lifestyle, education and business opportunities that are available in much larger cities.

This is summed up by Council's Vision: Palmerston North: **Small city benefits, big city ambition.**

Vision: Small city benefits, big city ambition					
Goals:	An Innovative and Growing City	A Creative and Exciting City	A Connected and Safe Community	An Eco City	A Driven and Enabling Council
Strategies:	Innovative and growing city	Creative and liveable	Connected communities	Eco city	Driven and enabling council
Plans:	Transport City growth Economic development	Active Communities City shaping Arts and heritage	Connected communities Safe communities	Environmental sustainability Waters Climate change Resource recovery Manawatu river	Performance Governance and active citizenship

The Council works on these Strategies and Plans through Activities. Activities are defined in the Local Government Act as goods and services provided by the Council. The Act requires similar Activities to be put together into Groups of Activities for budget purposes.

A guide to the programmes within this section

Rounding

Because the figures are rounded to the nearest thousand dollars, it sometimes appears that they do not add up, but the total represents the sum of the individual forecast amounts.

Operating programmes

Individual operating programmes occasionally generate additional revenue streams for the Council. For this reason, the figures shown in relation to the programme reflect the planned net amount that the Council will fund from rates.

In the Summary Activity Financial Statements the revenue and expenses from the programme are included in the relevant categories, along with all the other revenue and expenses to fund the Activity.

Capital programmes

Since individual capital programmes result in the Council creating an asset (capital new), or replacing an existing asset (capital renewal), the

total cost is shown in the programme schedules. The total of all budgeted external funding for all capital programmes within an Activity is deducted from what is shown as the ‘Total’ to show what the Council plans to contribute (shown as ‘Funded by Council [Rates and Borrowing]’).

Programme descriptions

For a more detailed description of the programmes, see our website pncc.govt.nz search Annual Budget or ask for a copy through the Customer Services Centre on 06 356 8199.

Information/main reason for change

Where a programme has changed from the 10 Year Plan, a reason has been noted.

Abbreviations

The following abbreviations appear throughout this section:

10YP - 10 Year Plan
AB – Annual Budget

Key

Below is the key to the symbols you will see alongside each programme within this section.

WHAT’S IN No change to timing - any budget change indicated	✓
WHAT’S OUT (DELETED) Explanation indicated	✗
WHAT’S BEING DONE LATER New year and explanation indicated	➤
WHAT’S BEING DONE EARLIER New year and explanation indicated	➤
WHAT’S NEW IN 2023/24	NEW

Activity Financial Statements

WHOLE OF COUNCIL

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
REVENUE			
Innovative & Growing City			
6,440	City Growth	6,343	7,467
1,164	Economic Development	1,191	1,230
Creative & Exciting City			
3,172	Active Communities	3,277	3,407
98	Arts and Heritage	100	723
	City Shaping		
Connected & Safe Community			
5,014	Connected Communities	5,105	5,746
947	Safe Communities	908	948
Eco-City			
-	Climate change mitigation and adaption	-	-
-	Environmental sustainability	-	-
10	Manawatu River	11	10
3,360	Resource Recovery	3,409	3,844
Transport			
9,385	Roading	9,613	10,088
1,111	Active and Public Transport	1,164	1,157
96	Water	101	101
1,363	Wastewater	1,276	1,303
6	Stormwater	6	7
Driven & Enabling Council			
360	Governance and Active Citizenship	231	230
410	Organisational performance	419	530
4,298	Strategic Investments	4,558	4,394
37,236	TOTAL REVENUE	37,711	41,184

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
EXPENSES			
Innovative & Growing City			
10,289	City Growth	10,146	11,900
5,692	Economic Development	5,924	5,821
Creative & Exciting City			
23,406	Active Communities	22,252	26,803
9,692	Arts and Heritage	9,757	11,363
530	City Shaping	1,346	562
Connected & Safe Community			
24,297	Connected Communities	24,822	27,606
2,421	Safe Communities	2,722	2,442
Eco-City			
230	Climate change mitigation and adaption	388	242
1,015	Environmental sustainability	999	641
147	Manawatu River	700	282
9,484	Resource Recovery	9,349	10,900
Transport			
27,677	Roading	30,142	26,446
4,784	Active and Public Transport	7,115	5,129
9,445	Water	10,103	12,476
11,008	Wastewater	13,349	12,900
4,361	Stormwater	5,585	5,384
Driven & Enabling Council			
10,067	Governance and Active Citizenship	9,263	10,285
5,488	Organisational performance	3,353	3,313
5,371	Strategic Investments	5,495	5,279
165,404	TOTAL EXPENSES	172,809	179,775
<hr/>			
128,168	NET OPERATING COST OF ACTIVITY GROUPS	135,097	138,590

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
RATING REQUIREMENT			
(38,858)	Less Depreciation	(43,156)	(43,043)
(7,828)	Less Transfers To/(From) Reserves	(2,293)	(4,181)
28,305	Plus Net Capital Renewal (3 Year Average)	29,797	27,720
5,583	Plus Debt Repayment	8,171	5,160
115,370	RATES REQUIREMENT	127,617	124,246
5.8%		8.3%	7.7%
CAPITAL EXPENDITURE			
CAPITAL RENEWALS			
Innovative & Growing City			
-	City Growth	-	-
465	Economic Development	1,018	566
Creative & Exciting City			
5,664	Active Communities	4,612	3,727
902	Arts and Heritage	437	565
	City Shaping		
Connected & Safe Community			
2,928	Connected Communities	2,545	2,825
533	Safe Communities	94	85
Eco-City			
	Climate change mitigation and adaption		
	Environmental sustainability		
6	Manawatu River	28	29
479	Resource Recovery	432	535
Transport			
5,053	Roading	5,262	5,375
1,078	Active and Public Transport	925	1,103
6,112	Water	5,257	5,380
4,349	Wastewater	4,065	4,384
928	Stormwater	1,136	230
Driven & Enabling Council			
	Governance and Active Citizenship		
2,042	Organisational performance	1,773	1,143
2,115	Strategic Investments	2,538	1,983
32,653	TOTAL CAPITAL RENEWALS	30,123	27,929

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
CAPITAL NEW			
Innovative & Growing City			
-	City Growth	-	955
-	Economic Development	77	114
Creative & Exciting City			
3,368	Active Communities	5,812	3,288
4,862	Arts and Heritage	9,474	3,784
1,889	City Shaping	4,684	443
Connected & Safe Community			
5,844	Connected Communities	1,427	2,591
4,500	Safe Communities	-	4,024
Eco-City			
1,066	Climate change mitigation and adaption	1,091	1,092
108	Environmental sustainability	530	112
10	Manawatu River	1,035	635
1,422	Resource Recovery	529	1,171
Transport			
20,283	Roading	20,425	14,627
3,671	Active and Public Transport	10,804	12,455
6,419	Water	10,710	6,987
7,141	Wastewater	22,592	6,963
2,429	Stormwater	4,755	5,764
Driven & Enabling Council			
230	Governance and Active Citizenship	-	138
546	Organisational performance	583	113
296	Strategic Investments	827	157
64,084	TOTAL CAPITAL NEW	95,356	65,415
96,737	TOTAL CAPITAL EXPENDITURE	125,478	93,344
FUNDED BY			
2,910	External Revenue Renewal	3,033	3,179
5,431	External Revenue New	18,319	14,546
2,588	Development Contributions	3,249	3,249
5,000	Asset Sales	7,826	7,479
28,305	Rates	29,797	27,720
52,502	New Borrowing / (Repayment)	63,255	37,171
96,737	TOTAL	125,478	93,344

Whāinga 1: He tāone auaha he tāone tiputipu

Goal 1 - An Innovative and Growing City

Te whakatipu tāone

City Growth - Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
4,986	Building Services	4,978	4,950	
-	Housing and Future development	-	1,050	
1,454	Planning Services - Private	1,365	1,467	
6,440	TOTAL REVENUE	6,343	7,467	
EXPENSES				
6,669	Building Services	6,884	7,380	
407	Housing and Future development	189	1,160	
1,558	Planning Services - Private	1,444	1,621	
1,169	Planning Services - Public	1,133	1,432	
486	Urban Design	497	307	
10,289	TOTAL EXPENSES	10,146	11,900	
3,849	NET OPERATING COST OF ACTIVITY	3,803	4,433	
Rating Requirement				
(1)	Less Depreciation	(1)	(1)	
(300)	Less Transfers To/(From) Reserves	-	-	
3,548	RATES REQUIREMENT	3,802	4,432	
Capital Expenditure				
-	New	-	955	
	TOTAL CAPITAL EXPENDITURE		955	
FUNDED BY				
-	External Revenue New	-	955	
5,000	Asset Sales	7,340	7,000	
(5,000)	New Borrowing / (Repayment)	(7,340)	(7,000)	
-	TOTAL	-	955	

CITY GROWTH - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	130-Earthquake Prone Buildings - Assessment of Compliance with the Building Act	93	92	
✓	762-City-wide - Urban Design - Delivering Change	53	52	
✗	1264-Development Contributions Fees - Support for Community Groups	23	-	As a result of public submissions to reducing the overall rates requirement in 2022/23, Council has removed this programme.
➤	1914-Electronic District Plan	42	-	Programme deferred to the 10YP.
✓	1918-Compliance with new RMA requirements	105	104	
		315	247	-
CITY GROWTH - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
⚙	2234-BOF - Construction of Summerhays	-	955	New programme to utilise funding made available from Water Reforms
		-	955	-

Te whakawhanake ōhanga

Economic Development - Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
Revenue				
933	Conference & Function Centre	954	966	
129	Economic Development	132	159	
103	City Marketing	105	106	
1,164	TOTAL REVENUE	1,191	1,230	
EXPENSES				
1,959	Conference & Function Centre	2,003	1,825	
2,423	Economic Development	2,467	2,477	
507	International Relations	527	457	
601	City Marketing	639	675	
201	Economic Events	288	387	
5,692	TOTAL EXPENSES	5,924	5,821	
4,527	NET OPERATING COST OF ACTIVITY	4,733	4,590	
RATING REQUIREMENT				
(564)	Less Depreciation	(506)	(567)	
419	Plus Net Capital Renewal (3 Year Average)	682	710	
9	Plus Debt Repayment	9	9	
4,391	RATES REQUIREMENT	4,918	4,742	
CAPITAL EXPENDITURE				
465	Renewal	1,018	566	
-	New	77	114	
465	TOTAL CAPITAL EXPENDITURE	1,094	680	
FUNDED BY				
419	Rates	682	710	
46	New Borrowing / (Repayment)	412	(30)	
465	TOTAL	1,094	680	

ECONOMIC DEVELOPMENT - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1344-Major Events Fund	288	287	
✓	1480-Sponsorship Opportunities for Council with economic benefits	55	54	
✓	1842-Information Centre - Building Maintenance	49	12	Building Maintenance Budgets held at Current year levels
✓	1983-Conference & Function Centre - Building Maintenance	43	20	Building Maintenance Budgets held at Current year levels
⚙	2249-Rural Games Support Funding	-	100	Separate disclosure of Rural Games support including minor increase
⚙	2250-NZ Food Awards Sponsorship	-	12	Commitment made by Council
		435	485	-
ECONOMIC DEVELOPMENT - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	251-Conference & Function Centre - Replacement of Equipment	37	38	
✓	270-Holiday Park - Renewals	262	300	
✓	664-Conference & Function Centre - Renewals	629	138	Partially deferred until 10YP, urgent renewals completed.
✓	1166-Conference & Function Centre - Equipment Purchases	73	74	
✓	1730-Information Centre - Building Renewals	16	16	
		1,018	566	-
ECONOMIC DEVELOPMENT - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1535-City-wide - Campervan Dump Stations	77	114	Increase required to meet external funding now available to Council.
		77	114	-

Ngā aranukunuku

Transport (Strategic Transport – Roothing) - Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
5,254	Parking	5,154	5,522	
3,090	Roads	3,388	3,427	
118	Street Facilities	127	176	
400	Street Lighting	405	414	
522	Traffic Services	538	549	
9,385	Total Revenue	9,613	10,088	
EXPENSES				
3,133	Parking	2,993	3,287	
16,590	Roads	18,455	15,573	
3,503	Street Facilities	3,968	2,891	Change in depreciate rates results in lower depreciation expense.
1,912	Street Lighting	1,978	2,070	
2,540	Traffic Services	2,749	2,625	
27,677	TOTAL EXPENSES	30,142	26,446	
18,293	NET OPERATING COST OF ACTIVITY	20,529	16,358	
Rating Requirement				
(8,744)	Less Depreciation	(11,148)	(9,086)	
2,735	Plus Net Capital Renewal (3 Year Average)	3,225	3,264	
1,114	Plus Debt Repayment	1,771	1,565	
13,398	RATES REQUIREMENT	14,377	12,101	
Capital Expenditure				
5,053	Renewal	5,262	5,375	
20,283	New	20,425	14,627	
25,337	Total Capital Expenditure	25,688	20,002	
Funded By				
2,517	External Revenue Renewal	2,565	2,620	
4,070	External Revenue New	9,377	1,609	
814	Development Contributions	1,022	1,022	
2,735	Rates	3,225	3,264	
15,201	New Borrowing / (Repayment)	9,500	11,487	
25,337	TOTAL	25,688	20,002	

ROADING - OPERATIONAL		10YP	AB	INFORMATION / MAIN REASON FOR CHANGE
STATUS	ID-NAME	2023/24 \$'000S	2023/24 \$'000S	
✓	1472-Business Case work for strategic roads (PNITI)	250	257	Following assumptions of no additional advanced investigations in 2023/24. Continued maintenance of existing budget level
✓	1858-Tree Maintenance	106	108	
✓	1932-Urban Transport Improvements - Enabling PNITI - Business Case	107	109	
✓	2001-Transport Network & Asset Management - Operating Cost	120	121	
✓	2007-Road Sealed Pavement Maintenance	130	133	
✗	2009-Transport Advanced Investigation	191	-	
✓	2010-Transport & three waters subdivision public good	212	155	
✓	2018-Transport Bridge Maintenance	104	108	
✓	2028-Street Tree Removals	308	200	
✓	2052- Implement Corridor Access Request Fees	(143)	(141)	
		1,386	1,049	-
ROADING - CAPITAL RENEWAL		10YP	AB	INFORMATION / MAIN REASON FOR CHANGE
STATUS	ID-NAME	2023/24 \$'000S	2023/24 \$'000S	
✓	74-City-wide - Street Light Renewals	117	119	
✓	82-Off-street Parking Renewals	80	81	
✓	115-City-wide - Sealed Pavement Renewals (Waka Kotahi Subsidies)	1,965	2,007	
✓	122-City-wide - Road Drainage Renewals	399	408	
✓	139-City-wide - Sealed Road Resurfacing	2,389	2,440	
✓	162-City-wide - Vehicle Crossing Renewals	127	130	
✓	1805-City-wide - Transport structure component renewal	159	163	
✓	2109-City-wide - Sealed Pavement Renewals (No Subsidy)	26	27	
		5,262	5,375	
				-
ROADING - CAPITAL NEW		10YP	AB	INFORMATION / MAIN REASON FOR CHANGE
STATUS	ID-NAME	2023/24 \$'000S	2023/24 \$'000S	
✓	201-Urban Growth - Development Contributions - Transport	212	217	Some design work to commence ahead of the 10YP.
✓	279-City-wide - Minor transport improvements	1,407	737	
⌵	1003-Whakarongo - Intersection Upgrades	-	114	
✓	1367-City-wide - Street Light Infill	923	923	Programme moved forward
✓	1615-City-wide - Parking and Traffic Signs and Marking	53	54	
⌵	1641-C/fwd - Urban Growth - Whakarongo - Intersection Upgrades	-	87	
⌵	1656-C/fwd - City-wide - Minor Road Projects	-	163	Programme moved forward
⌵	1695-PNITI – Intersection & bridge improvements	5,561	-	Programme deferred to the 10YP.
✓	1804-Road drainage improvements	85	87	Programme deferred to the 10YP.
⌵	1807-City-wide - Car park infrastructure improvements	425	-	
⌵	1808-City-wide - Street amenity improvements	291	-	
⌵	1944-Village Road upgrades to urban standard	234	-	Programme deferred to the 10YP.
⌵	2013-PNITI – Strategic Transport Corridor Improvements	5,310	-	Programme deferred to the 10YP.
✓	2058-Urban Growth - NEIZ - Transport	265	2,271	Timing realignment

➤	2059-Urban Transport Improvements - Enabling PNITI	319	-	Programme deferred to the 10YP.
➤	2065-Urban Growth - Whakarongo - Transport	212	-	Programme deferred to the 10YP.
➤	2111-Kelvin Grove Road - Safety Improvements to intersections	743	-	Programme deferred to the 10YP.
✓	2119-Road to Zero - Transport Safety Improvements	2,368	-	Deliverable with programme carry forward.
✓	2123-Urban Growth - Kakatangiata - Transport	319	151	Reduced scope for current year.
✓	2124-Urban Growth - Ashhurst - Transport	1,699	1,650	
⏪	2162-C/fwd - Longburn Rongotea Road/No. 1 Line - Intersection Safety Upgrade	-	200	Programme moved forward
⏪	2168-C/fwd - City-wide - Car park infrastructure improvements	-	350	Programme moved forward
⏪	2172-C/fwd - Road to Zero - Transport Safety Improvements	-	2,055	Carry forward of Programme 2119 - Road to Zero - Transport Safety Improvements from 2021/22.
⏪	2174-C/fwd - Urban Growth - Ashhurst - Transport	-	2,750	Carry forward of Programme 2124 - Urban Growth - Ashhurst - Transport
⚙️	2206-Storm Damage – August 2022 Roothing	-	950	New Programme to make repairs from damage.
⏪	2220-C/fwd - Address Street Racer Issues	-	60	Programme moved forward
⏪	2222-C/fwd - Physical deterrent (installation of speed humps) at additional locations	-	50	Carry forward of Programme 2142
⏪	2223-C/fwd - James Line (Schnell Dr to Kelvin Grove Rd) - Improvements	-	152	Programme moved forward
⏪	2224-C/fwd - Storm Damage – August 2022 Roothing	-	1,407	Carry forward of Programme 2206 - Storm Damage – August 2022 Roothing
⏪	2245-C/fwd - Road drainage improvements	-	80	Programme moved forward
⚙️	2254-Safety Improvements at College Street/Botanical Road Intersection	-	120	As a result of public consultation.
		20,425	14,627	-

Active and Public Transport - Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
835	Active Transport	879	868	
143	Footpaths	148	150	
133	Public Transport	137	139	
1,111	Total Revenue	1,164	1,157	
EXPENSES				
2,171	Active Transport	3,575	2,535	Change in depreciation rates results in lower depreciation expense.
2,223	Footpaths	3,137	2,372	Change in depreciation rates results in lower depreciation expense.
390	Public Transport	402	223	
4,784	Total Expenses	7,115	5,129	
3,673	NET OPERATING COST OF ACTIVITY	5,951	3,972	
RATING REQUIREMENT				
(1,810)	Less Depreciation	(3,406)	(1,789)	
(200)	Less Transfers To/(From) Reserves	-	-	
679	Plus Net Capital Renewal (3 Year Average)	642	706	
388	Plus Debt Repayment	530	480	
2,729	RATES REQUIREMENT	3,717	3,369	
CAPITAL EXPENDITURE				
1,078	Renewal	925	1,103	
3,671	New	10,804	12,455	
4,749	Total Capital Expenditure	11,729	13,558	
FUNDED BY				
393	External Revenue Renewal	390	398	
1,332	External Revenue New	5,402	11,380	
679	Rates	642	706	
2,345	New Borrowing / (Repayment)	5,296	1,074	
4,749	TOTAL	11,729	13,558	

ACTIVE AND PUBLIC TRANSPORT - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1442-Active Transport Behaviour Change Programmes	113	98	
✓	1494-Active and Public Transport Planning & Investigation	78	74	
⊗	1878-Active Transport Innovation	106	-	As a result of public submissions to reducing the overall rates requirement in 2022/23, Council has deferred this programme.
✓	1994-Cycle Path Maintenance	104	102	
✓	1995-Footpath Maintenance	36	36	
✓	2021-Innovating Streets	60	61	
✓	2037-Additional cycle path sweeping	104	105	
		600	476	-
ACTIVE AND PUBLIC TRANSPORT - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	64-City-wide - Footpath Renewals (Waka Kotahi Subsidies)	690	705	
✓	181-City-wide - Public Transport Infrastructure Renewals	32	33	
✓	648-City-wide - Supporting Cycle Infrastructure Renewals	21	22	
✓	2110-City-wide - Footpath Renewals (No Subsidy)	182	344	
		925	1,103	-
ACTIVE AND PUBLIC TRANSPORT - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
⊗	243-Urban Bus Terminal Redevelopment	2,166	-	Business Case funded out of another programme.
⊗	1121-Tennent Drive Improvements - Food HQ & Massey	2,761	-	Programme deferred to the 10YP.
⊗	1559-City-wide - Urban Cycle Infrastructure Network improvements	2,283	400	Deferred due to new Waka Kotahi funding available.
⊗	1803-Neighborhood Streetscape Improvements	32	-	Programme deferred to the 10YP.
⊗	2026-Active Transport Measurement	212	-	Programme deferred to the 10YP.
⊗	2056-City-wide - Supporting Cycle Infrastructure Improvements	59	-	Programme deferred to the 10YP.
⊗	2057-Regional Shared Path Network Improvements	2,320	54	Programme delays due to negotiations.
⊗	2120-City-wide - Off Road Shared Path Network Improvements	441	100	Programme deferred to the 10YP.
⊗	2121-City-wide - Footpath Improvements	529	-	Programme deferred to the 10YP.
⊗	2141-C/fwd - Regional Shared Path Network Improvements	-	250	Carry forward of Programme 2057 - Regional Shared Path Network Improvements
⚙	2207-City-wide - Urban Cycle Infrastructure Network improvements	-	4,843	New Waka Kotahi funding available.
⚙	2231-City-wide - Transport Choices - Public Transport	-	5,350	New Waka Kotahi funding available.
⚙	2233-City-Wide - Urban Cycle Infrastructure Improvements - Streets for People	-	1,458	New Waka Kotahi funding available.
		10,804	12,455	-

Whāinga 2: He tāone whakaihiihi tapatapahi ana

Goal 2: A creative and exciting city

Te hapori hohe

Active Communities - Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
1,952	Central Energy Trust Arena	2,026	2,214	
880	City Reserves	902	922	
135	Local Reserves	138	141	
123	Sportsfields	126	129	
82	Swimming Pools	84	-	
3,172	TOTAL REVENUE	3,277	3,407	
EXPENSES				
6,832	Central Energy Trust Arena	6,852	9,168	Changes in the way labour costs are allocated has resulted in a change of cost structure for each of these sub activities.
5,434	City Reserves	4,300	4,736	
4,040	Local Reserves	4,167	6,222	
3,311	Sportsfields	3,388	2,792	
1,001	Support to recreation groups	1,051	937	
2,788	Swimming Pools	2,493	2,947	
23,406	TOTAL EXPENSES	22,252	26,803	
20,234	NET OPERATING COST OF ACTIVITY	18,976	23,396	
RATING REQUIREMENT				
(6,447)	Less Depreciation	(6,128)	(7,871)	
(235)	Less Transfers To/(From) Reserves	-	-	
4,477	Plus Net Capital Renewal (3 Year Average)	4,622	2,912	
1,188	Plus Debt Repayment	1,326	1,283	
19,217	RATES REQUIREMENT	18,795	19,720	
CAPITAL EXPENDITURE				
5,664	Renewal	4,612	3,727	

3,368	New	5,812	3,288
9,032	TOTAL CAPITAL EXPENDITURE	10,424	7,015
FUNDED BY			
-	External Revenue New	1,139	351
283	Development Contributions	355	355
4,477	Rates	4,622	2,912
4,271	New Borrowing / (Repayment)	4,309	3,397
9,032	TOTAL	10,424	7,015

ACTIVE COMMUNITIES - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	355-Arapuke Forest Management	38	38	
✓	799-Events - Major School Sports Events funding (part of Sports Events Partnership Fund)	94	95	
✓	1073-City-wide - Reserve Management Planning	67	69	
✓	1249-Arapuke Forest Park - Contribution to Manawatu Mountain Bike Club for Trail Development	63	63	
✓	1422-Regional Sports Facilities Plan - Investment Process Management (Sport Manawatu)	21	21	
✓	1424-Active Community Access Fund - Low Income Opportunities	11	10	
➤	1431-Walkways and Shared Paths - Art and Heritage Trails	6	-	
✓	1438-Asset Management Planning - Parks underground services investigations	21	20	
✓	1611-Free Swimming for Under 5 Year Olds	155	158	
✓	1726-Property - Condition Assessments	21	21	
✓	1728-Property - Underground Services Investigations	53	51	
✓	1885-Asset Management Improvement Plan Task Programme	105	105	
✓	1899-Aquatic facilities and water recreation preliminary feasibility study/needs assessment	52	52	
✓	1912-Indoor courts preliminary feasibility study/needs assessment	52	52	
✓	1973-Arena - Building Maintenance	236	241	
✓	1981-City-wide Reserves - Building Maintenance	122	87	
✓	1985-Swimming Pools - Splashhurst Pool Maintenance Costs	31	30	
✓	1992-Sportsfields - Building Maintenance	72	46	
✓	1997-City Reserves- Memorial Park - Operate New Splashpad	23	23	
✓	2000-City Reserves - Walkways - Maintain existing network	78	76	
✓	2005-Local Reserves - Operation and Maintenance of new assets	183	102	
✓	2011-City Reserves - Victoria Esplanade - Operating Costs	94	91	
✓	2114-Sports Event Partnership Increased Funding	42	40	
⚙	2125-Support for Manawatu Jets	-	36	Council Resolution to support for 5 years.
		1,641	1,525	-
ACTIVE COMMUNITIES - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	819-Central Energy Trust Arena - Replacement of Equipment	46	47	
✗	1051-CET Arena - Arena Renewals	1,442	-	Converted project to Capital New.
✓	1759-CET Arena - Grounds Renewals	47	49	
✓	1786-Recreational Buildings - Sports Pavilion and Changing Room Renewals	211	216	
✓	1827-Local Reserves - Renewals	721	539	
✓	1829-Sportsfields and Artificial Turfs - Renewals	143	100	
✓	1830-City Reserves - Memorial Park - Renewals	279	157	
✓	1831-City Reserves - Te Marae o Hine - The Square - Renewals	93	95	
✓	1832-City Reserves - Ashhurst Domain - Renewals	272	89	
✓	1834-City Reserves - Walkways - Renewals	114	117	

✓	1835-City Reserves - Linklater Reserve - Renewals	19	19	
✓	1837-Swimming Pools - Pool Renewals	664	680	
✓	1840-City Reserves - Victoria Esplanade- Renewals	140	75	
✓	1962-Arena Security Card System	53	54	
✓	1963-Central Energy Trust Arena- Score clock Replacement Arena2	368	377	
↩	2147-C/fwd - Swimming Pools - Pool Renewals	-	450	Carry forward of Programme 1837 - Swimming Pools - Pool Renewals
↩	2148-C/fwd - Recreational Buildings - Sports Pavilion and Changing Room Renewals	-	263	Carry forward of Programme 1786 - Recreational Buildings - Sports Pavilion and Changing Room Renewals
↩	2149-C/fwd - CET Arena - Arena Renewals	-	400	Carry forward of Programme 1051 - CET Arena - Arena Renewals
		4,612	3,727	-

ACTIVE COMMUNITIES - CAPITAL NEW

STATUS	ID-NAME	10YP 2023/24 \$'000S	AB 2023/24 \$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	111-Local Reserves - Roslyn - Edwards Pit Park Development	37	38	
✓	165-Outdoor Adventure Reserves - Arapuke Forest Park/Kahuterawa Development	5	6	
↩	761-C/fwd - Clearview Reserve Development	-	41	
✓	967-City-wide - Edibles Planting	5	6	
➤	990-Central Energy Trust Arena - Southern Grandstand (subject to part external funding)	105	-	Programme deferred to the 10YP.
✓	1099-Parks and Reserves - Shade Development	32	62	
➤	1133-Sportsfields - Artificial Football Field (subject to part external funding)	2,058	199	Work relies on external funding. Currently in design.
➤	1487-Walkways and Shared Paths - Mangaone Stream Shared Path enhancement - Harness Racing Club planting strip purchase and development	373	-	
↩	1560-Sportsfields - Bill Brown Park - Additional Carparking	-	206	Programme will be designed for construction.
✓	1838-City Growth - City Reserves - Victoria Esplanade - Exotic Aviaries	132	135	
➤	1845-City Growth - City Reserves - Te Marae o Hine - The Square - Capital New	82	-	Programme deferred to the 10YP.
➤	1846-City Growth - City Reserves - Walkway Extensions - Capital New	241	-	Programme deferred to the 10YP.
✓	1847-City Growth - City Reserves - Victoria Esplanade - Capital New	608	308	Revised schedule of works, as part of Master Plan.
✓	1850-City Growth - City Reserves - Memorial Park - Capital New	8	8	
➤	1851-Sportsfield Improvements - Capital New	223	-	Programme deferred to the 10YP.
➤	1852-Local Reserves - Improvements to existing reserves to close identified level of service gaps	147	-	Programme deferred to the 10YP.
✓	1853-Local Reserves - Development of Existing Reserves - Capital New	293	300	
➤	1857-Urban Growth - Kakatangita - Kikiwhenua - Reserves - Purchase and Development	303	-	Programme delayed - to be deferred to the 10YP.
➤	1859-Urban Growth - Whakarongo - Reserves Purchase and Development	37	-	
➤	1860-Urban Growth - Ashhurst - Reserves Purchase and Development	11	-	Programme deferred to the 10YP.
➤	1861-Urban Growth - Flyers Line - Reserves Purchase and Development	796	-	Programme deferred to the 10YP.
✓	1884-Local Reserves - Accessibility and Safety Improvements	104	107	
➤	1890-City Growth - City Reserves - Victoria Esplanade Master Plan Developments - Stage Two	25	-	Programme deferred to the 10YP.
↩	2006-City Centre Play - Fixed Play Development	74	151	
➤	2043-Urban Growth - Napier Road Extension - Reserve and walkways purchase and development	114	-	

	2151-C/fwd - 708 - Urban Growth - Aokautere - Reserves Land Purchase	-	34	Carry forward of Programme 708 - Urban Growth - Aokautere - Reserves Land Purchase
	2209-Arena 3 Upgrade	-	1,477	New Roof - Previously Renewal Programme 1051
	2253-CET Arena Lighting Truss Equipment	-	211	
		5,812	3,288	-

Te toi me te taonga tuku iho

Arts and heritage - Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
-	Heritage Management	-	-	
1	Other Cultural Facilities	1	1	
66	Support to arts, culture & heritage groups	67	689	
32	Te Manawa	33	33	
98	Total Revenue	100	723	
EXPENSES				
196	Heritage Management	205	156	
2,548	Other Cultural Facilities	2,702	2,902	
2,211	Support to arts, culture & heritage groups	2,286	3,029	
4,737	Te Manawa	4,564	5,276	Increased property value results in increased depreciation expense.
9,692	Total Expenses	9,757	11,363	
9,594	NET OPERATING COST OF ACTIVITY	9,656	10,640	
RATING REQUIREMENT				
(2,615)	Less Depreciation	(2,178)	(2,798)	
533	Plus Net Capital Renewal (3 Year Average)	504	513	
199	Plus Debt Repayment	383	150	
7,712	RATES REQUIREMENT	8,366	8,504	
CAPITAL EXPENDITURE				
902	Renewal	437	565	
4,862	New	9,474	3,784	
5,764	Total Capital Expenditure	9,911	4,349	
FUNDED BY				
533	Rates	504	513	
5,230	New Borrowing / (Repayment)	9,407	3,836	
5,764	TOTAL	9,911	4,349	

ARTS AND HERITAGE - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	778-Arts Initiatives	36	35	
✓	1323-Heritage Digitization Programme (City Library)	52	52	
✓	1447-Earthquake prone heritage building fund	158	156	
✓	1464-Massey Arts Funding	10	10	
✓	1469-Local Heritage Programmes	16	15	
✓	1501-Public Sculptures Trust Funding	52	51	
✓	1536-Regent Theatre - Trustee Meeting Fee Grant	7	6	
✗	1537-Caccia Birch - Trustee Meeting Fee Grant	7	-	Caccia Birch is now an internal function.
✓	1538-Globe Theatre - Trustee Meeting Fee Grant	5	5	
✓	1554-Military Heritage Commemorations	8	8	
✓	1573-Arts Event Fund	52	51	
✓	1824-Care and Maintenance of Public Art and Historic Objects	30	29	
➤	1950-Caccia Birch - Development of a Site Masterplan	53	-	Programme deferred to the 10YP.
✓	1988-Creative Sounds - Building Maintenance	16	15	
✗	1989-Te Manawa - Building Maintenance	32	-	Most work required has been replaced in Capital Programmes.
⚙️	2247-Te Manawa Museum Trust Additional Funding	-	250	Contribution toward Te Rangi Whenua gallery upgrade and funding 6 Extinctions and Peter Bush Archives projects.
		535	683	-
ARTS AND HERITAGE - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	213-Cultural Facilities - Renewals	426	437	
✗	1144-Manawatu Heritage (Archives Digital Repository) Renewal	11	-	Budget not required for this year.
⏪	2184-C/fwd - Cultural Facilities - Renewals	-	128	
		437	565	-
ARTS AND HERITAGE - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	902-Property - Seismic Strengthening of Council Properties	9,474	3,384	Programme deferred to the 10YP for prioritisation.
⚙️	2210-Regent Roof Upgrade	-	400	Converted from Programme 213 - Cultural Facilities - Replacement of Structures, Internal Fit Out and Services
		9,474	3,784	-

Te ahuahū tāone

City Shaping – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
-	City Centre	-	-	
-	Total Revenue	-	-	
EXPENSES				
338	City Centre	1,092	493	Small alteration to allocation of depreciation.
72	Place activation	115	48	
120	Placemaking	139	21	
530	TOTAL EXPENSES	1,346	562	
530	NET OPERATING COST OF ACTIVITY	1,346	562	
RATING REQUIREMENT				
(16)	Less Depreciation	(366)	(15)	
58	Plus Debt Repayment	206	77	
572	RATES REQUIREMENT	1,185	623	
Capital Expenditure				
1,889	New	4,684	443	
1,889	Total Capital Expenditure	4,684	443	
FUNDED BY				
-	External Revenue New	2,121	-	
1,889	New Borrowing / (Repayment)	2,563	443	
1,889	TOTAL	4,684	443	

CITY SHAPING - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1167-Placemaking Co-created Project (operational)	37	21	
✓	1273-Palmy Unleashed	79	44	
✗	2017-Citycentre Pop Up Play	32	-	Programme transferred to Connected Communities Activity
✓	2054-Funding Palmy BID group	263	250	
		411	314	-

CITY SHAPING - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
⤵	1330-Placemaking Co-created Project (capital)	16	-	Programme deferred to the 10YP.
⤵	1476-City Centre Laneways Programme	191	-	Programme deferred to the 10YP.
⤵	1638-C/fwd - City Centre Lighting and Projection Demonstration Project	-	40	
⤵	2077-Cuba Street urban streetscape improvements - Pitt to Arena (Stage 3)	319	-	Programme deferred to the 10YP.
✓	2122-CBD Streets for People	4,158	403	Design to be completed and construction deferred to the 10YP.
		4,684	443	-

WHĀINGA 3: HE HAPORI TŪHONOHONO HE HAPORI, HAUMARU

GOAL 3: A CONNECTED AND SAFE COMMUNITY

Te hapori tūhonohono

Connected Communities – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
755	Cemeteries	774	791	
142	Community Centres	146	649	
423	Libraries	289	344	
3,016	Social Housing	3,159	3,198	
53	Central Energy Trust Wildbase	55	136	
	Community & Commemorative Events	43	1	Correction to budget. Income not earned from these types of events.
625	Public Health	639	626	
5,014	TOTAL REVENUE	5,105	5,746	
EXPENSES				
1,334	Cemeteries	1,420	1,637	
961	Community Centres	944	1,757	
9,827	Libraries	10,689	10,645	
827	Public toilets	664	1,207	
4,232	Social Housing	3,936	4,570	Increased property value results in increased depreciation expense.
2,537	Support to community groups	2,531	3,086	
957	Central Energy Trust Wildbase	1,000	1,136	Changes in the way labour costs are allocated has resulted in a change of cost structure for each of these sub activities.
1,536	Community & Commemorative Events	1,425	1,565	
2,085	Public Health	2,214	2,004	
24,297	TOTAL EXPENSES	24,822	27,606	
19,283	NET OPERATING COST OF ACTIVITY	19,717	21,861	

RATING REQUIREMENT			
(4,013)	Less Depreciation	(3,972)	(4,377)
(120)	Less Transfers To/(From) Reserves	-	-
2,187	Plus Net Capital Renewal (3 Year Average)	2,312	2,369
446	Plus Debt Repayment	662	597
17,783	RATES REQUIREMENT	18,719	20,449
CAPITAL EXPENDITURE			
2,928	Renewal	2,545	2,825
5,844	New	1,427	2,591
8,772	TOTAL CAPITAL EXPENDITURE	3,972	5,417
FUNDED BY			
-	External Revenue Renewal	79	162
30	External Revenue New	-	-
2,187	Rates	2,312	2,369
6,556	New Borrowing / (Repayment)	1,581	2,886
8,772	TOTAL	3,972	5,417

CONNECTED COMMUNITIES - OPERATIONAL		10YP	AB	INFORMATION / MAIN REASON FOR CHANGE
STATUS	ID-NAME	2023/24 \$'000S	2023/24 \$'000S	
✓	812-Youth Council Grants and Scholarships	9	8	
✓	1157-Military Heritage Commemorations (Events)	30	42	
✓	1262-Ashhurst Christmas Lights	3	3	
✓	1448-Welcoming Communities	105	106	
✓	1463-Play Palmy	5	5	
✓	1465-Contestable Community Events Fund	27	27	
✓	1506-Community Events	463	629	Return to pre-Covid levels
✓	1574-Hancock Community House Management Fund	64	64	
✗	1935-Cats - Public Education & Colonies Management	16	-	Programme not supported.
✓	1941-City Library (all sites) - Removal of overdue fines (Youth and Childrens)	42	41	
➤	1945-City Library (all sites)- Library Management System replacement or upgrade	63	-	Programme deferred to the 10YP.
✓	1952-Companion Card	10	10	
✓	1980-CET Wildbase Recovery Centre - Building Maintenance	57	37	
✓	1982-Library - Building Maintenance	101	101	
✗	1987-Community Centres - Building Maintenance	31	-	Budget available in other budgets.
✓	1991-Public Toilets - Building Maintenance	125	127	
✓	2017-Citycentre Pop Up Play	-	31	Programme transferred from City Shaping to this Activity
✓	2023-Increase to Community Development Small Grants Fund #2	64	64	
✓	2115-Social Housing restrict rents to a maximum of 25% of the tenant's benefit or NZ superannuation	147	145	
✓	2116-Funding for Strategic Priority Grants (increased funding)	139	137	
⚙️	2251-Develop an Age Friendly Strategy and Plan	-	50	
⚙️	2252-Feasibility Study for Community Facilities (Awapuni and Highbury)	-	150	
		1,501	1,775	-
CONNECTED COMMUNITIES - CAPITAL RENEWAL		10YP	AB	INFORMATION / MAIN REASON FOR CHANGE
STATUS	ID-NAME	2023/24 \$'000S	2023/24 \$'000S	
✓	178-City Library (all sites) Replacement of Shelving, Furniture and Equipment	38	15	
✓	180-Social Housing - Renewals	524	531	
✓	186-Public Toilets - Renewals	168	173	
✓	188-City Library Replacement and Purchase of Library Materials	842	810	
✗	202-Central Library Interior Design Renewals	21	-	Budget not required for this year.
✓	203-Community Libraries, Youth Space, Blueprint and Mobile Library Interior Design Renewals	33	34	
✓	265-Community Centres - Renewals	84	86	
✓	1120-Community Libraries - Renewals	53	54	
✓	1136-CET Wildbase Recovery Centre - Renewals	105	108	
✓	1138-Digital Technology to Support 21st Century Citizens and Service (Renewal)	54	25	
✗	1139-Radio Frequency Identification (RFID) Materials Management	53	-	Budget not required for this year.
✓	1269-Bylaw Signage - Replacement	7	7	

✗	1742-Social Housing - Grounds Renewals	31	-	Grounds renewals can be addressed through programmes 180 (Social Housing renewals) and 2022 (Property - Hard Surfaces Renewals).
✗	1744-Social Housing - Hard Surface Renewals	105	-	Hard Surface renewals can be addressed through programmes 180 (Social Housing renewals) and 2022 (Property - Hard Surfaces Renewals).
✓	1769-Community Agency Facilities - Renewals	21	22	
✓	1775-Central Library - Renewals	105	108	
✓	1796-Cemeteries - Building Renewals	42	93	
✓	1828-Cemeteries - Non-Building Asset Renewals	100	102	
✓	1971-CET Wildbase Recovery Signage	79	81	
✓	1972-CET Wildbase Recovery Digital Capacity	79	81	
↩	2090-C/fwd - Public Toilets - Renewals	-	56	Carry forward of Programme 180 - City-wide - Community Housing Refurbishments
↩	2091-C/fwd - Cemeteries - Crematorium Chapel Interior Renewals	-	66	Carry forward of programme 567 - Cemeteries - Crematorium Chapel Interior Renewals from 2021/22
↩	2185-C/fwd - Cemeteries - Kelvin Grove - Crematorium Office reconfiguration to address health and safety issues	-	266	Carry forward of Programme 563 - Cemeteries - Kelvin Grove - Crematorium Office reconfiguration to address health and safety issues from 2021/22.
↩	2214-C/fwd - Central Library - Renewals	-	60	Carry forward of Programme 1775 - Central Library - Renewals
↩	2243-C/fwd - Community Libraries - Renewals	-	48	
		2,545	2,825	-
CONNECTED COMMUNITIES - CAPITAL NEW		10YP	AB	
STATUS	ID-NAME	2023/24	2023/24	INFORMATION / MAIN REASON FOR CHANGE
		\$'000S	\$'000S	
✓	161-Public Toilets - New City-wide Toilets	263	270	
✓	1459-Social Housing - Additional Social Housing Units	1,049	1,063	
↩	1585-C/fwd - City-wide - Public Toilets	-	156	Carry forward of Programme 161 - City-wide - New Public Toilets on Walkways and reserves
✓	1833-City Growth - Cemeteries - Extensions to burial and ashes areas to meet demand	115	118	
↩	2155-C/fwd - Social Housing - Papaioea Place Redevelopment - Stage 3	-	800	Carry forward programme for completion in July.
↩	2215-C/fwd - +Cemeteries - Kelvin Grove - Replacement & enhancement of staff facilities	-	185	Carry forward programme due to delayed completion of Seismic Strengthening of the Crematorium.
		1,427	2,591	-

Te hāpori haumarū

Safe Communities – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
947	Animal Control	908	948	
947	TOTAL REVENUE	908	948	
EXPENSES				
1,068	Animal Control	1,301	1,236	
917	Civil Defence	934	819	
436	Safer Community Initiatives	486	387	
2,421	TOTAL EXPENSES	2,722	2,442	
1,473	NET OPERATING COST OF ACTIVITY	1,814	1,494	
RATING REQUIREMENT				
(177)	Less Depreciation	(250)	(235)	
242	Plus Net Capital Renewal (3 Year Average)	104	95	
91	Plus Debt Repayment	177	182	
1,630	RATES REQUIREMENT	1,845	1,535	
CAPITAL EXPENDITURE				
533	Renewal	94	85	
4,500	New	-	4,024	
5,033	TOTAL CAPITAL EXPENDITURE	94	4,109	
FUNDED BY				
242	Rates	104	95	
4,791	New Borrowing / (Repayment)	(9)	4,014	
5,033	TOTAL	94	4,109	

SAFE COMMUNITIES - OPERATIONAL		10YP	AB	INFORMATION / MAIN REASON FOR CHANGE
STATUS	ID-NAME	2023/24 \$'000S	2023/24 \$'000S	
✓	1458-New MPI Code of Welfare compliance	60	60	
✓	1539-City Ambassadors	37	71	
		96	131	-
Safe Communities - Capital Renewal		10YP	AB	INFORMATION / MAIN REASON FOR CHANGE
STATUS	ID-NAME	2023/24 \$'000S	2023/24 \$'000S	
✓	1512-CCTV replacements	84	85	
➤	1737-Animal Shelter - Renewals	10	-	Renewals deferred due to new building construction.
		94	85	-
Safe Communities - Capital New		10YP	AB	INFORMATION / MAIN REASON FOR CHANGE
STATUS	ID-NAME	2023/24 \$'000S	2023/24 \$'000S	
⏸	1552-Animal Shelter - New Building	-	2,324	Construction has commenced later than planned.
⏸	2080-C/fwd - Animal Shelter - New Building	-	1,700	Carry forward of Programme 1552 - Animal Shelter - New Building
		-	4,024	-

Whāinga 4: Te tāone tautaiiao

Goal 4: An Eco city

Te āhuarangi hurihuri

Climate Change Mitigation and Adaption – Activity Financial Statements

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE			
-	-	-	Climate change mitigation and adaption
-	-	-	Total Revenue
EXPENSES			
230	388	242	Climate change mitigation and adaption
230	388	242	TOTAL EXPENSES
230	388	242	NET OPERATING COST OF ACTIVITY
RATING REQUIREMENT			
-	(68)	-	Less Depreciation
1	46	19	Plus Debt Repayment
231	367	261	RATES REQUIREMENT
CAPITAL EXPENDITURE			
1,066	1,091	1,092	New
1,066	1,091	1,092	TOTAL CAPITAL EXPENDITURE
FUNDED BY			
1,066	1,091	1,092	New Borrowing / (Repayment)
1,066	1,091	1,092	TOTAL

CLIMATE CHANGE MITIGATION AND ADAPTION - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1920-Climate Change and Sustainability Resource	105	104	
✓	2019-PNCC zero-carbon feasibility study	31	30	
		136	134	-
CLIMATE CHANGE MITIGATION AND ADAPTION - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1888-Low Carbon Fund	1,049	1,049	
✓	1924-Improving remote monitoring capabilities	42	43	
		1,091	1,092	-

Te taiao toitū

Environmental Sustainability – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
-	Biodiversity	-	-	
-	Total Revenue	-	-	
EXPENSES				
341	Biodiversity	383	358	
165	Support to environmental groups	169	173	
509	Sustainable Practices	446	111	
1,015	TOTAL EXPENSES	999	641	
1,015	NET OPERATING COST OF ACTIVITY	999	641	
RATING REQUIREMENT				
-	Less Depreciation	(8)	-	
(103)	Less Transfers To/(From) Reserves	-	-	
22	Plus Debt Repayment	27	34	
934	RATES REQUIREMENT	1,018	675	
CAPITAL EXPENDITURE				
108	New	530	112	
108	TOTAL CAPITAL EXPENDITURE	530	112	
FUNDED BY				
-	External Revenue New	281	-	
108	New Borrowing / (Repayment)	249	112	
108	TOTAL	530	112	

ENVIRONMENTAL SUSTAINABILITY - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	268-Arapuke Forest Park/Kahuterawa Pest Control and Biodiversity Protection and Enhancement	64	65	
✓	764-City-wide - Council Facility Energy Use Monitoring	60	61	
✓	835-Ashhurst Domain - Biodiversity Improvements as Part of Manawatu Gorge Project	47	48	
✓	1080-City-wide -Biodiversity Increased Plant and Animal Pest Control	32	31	
✓	1145-Green Corridors Project - Continued Development	96	100	
✓	1450-Predator Free Palmerston North	27	26	
✓	1453-Freshwater Body Improvements	44	43	
✓	1916-Delivery of sustainable education outcomes	42	40	
		410	413	-
ENVIRONMENTAL SUSTAINABILITY - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1077-Citywide - Biodiversity Enhancement Through Native Planting	32	33	
✓	1451-Property - LED Lighting Upgrades	79	80	
✓	1959-EnviroHub Building (subject to external funding)	419	-	Programme deferred to the 10YP.
		530	112	-

Te Awa o Manawatū

Manawatū River – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
10	Manawatu River	11	10	
10	TOTAL REVENUE	11	10	
EXPENSES				
147	Manawatu River	700	282	Significant delays in capital expenditure results in lower depreciation and interest expense.
147	TOTAL EXPENSES	700	282	
137	NET OPERATING COST OF ACTIVITY	690	271	
RATING REQUIREMENT				
-	Less Depreciation	(230)	-	
12	Plus Net Capital Renewal (3 Year Average)	14	14	
39	Plus Debt Repayment	165	36	
189	RATES REQUIREMENT	639	321	
CAPITAL EXPENDITURE				
6	Renewal	28	29	
10	New	1,035	635	
17	TOTAL CAPITAL EXPENDITURE	1,063	664	
FUNDED BY				
-	External Revenue New	-	250	
12	Rates	14	14	
4	New Borrowing / (Repayment)	1,050	400	
17	TOTAL	1,063	664	

MANAWATU RIVER - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1486-City Reserves - Te Apiti Manawatu Gorge Masterplan Implementation	105	105	
	1998-City Reserves - Manawatu River Park - Operation and Maintenance	82	80	
		187	185	-
MANAWATU RIVER - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1825-City Reserves - Manawatu River Park - Renewals	28	29	
		28	29	-
MANAWATU RIVER - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1844-City Growth - City Reserves - Manawatu River Park - Capital New	744	200	Deliver works under contract and reconfirm Master Plan in the 10YP.
✓	1892-City Growth - City Reserves - Manawatu River Park - Hokowhitu Lagoon Development Plan	76	78	
✓	1894-City Growth - City Reserves - Manawatu River Park - Marae Tarata Development Plan - Implementation	216	108	
⚙	2239-BOF - Te Motu o Poutoa	-	250	New programme to utilise funding made available from Water Reforms
		1,035	635	-

Te whakaaraara rawa

Resource Recovery - Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
231	Landfill Management	237	242	
1,359	Waste Management	1,488	1,517	
1,770	Waste Minimisation	1,684	2,085	
3,360	TOTAL REVENUE	3,409	3,844	
EXPENSES				
509	Landfill Management	540	2,156	Additional resources to meet Councils goals.
2,287	Waste Management	2,043	2,567	Additional resources to meet Councils goals.
6,687	Waste Minimisation	6,765	6,177	
9,484	TOTAL EXPENSES	9,349	10,900	
6,124	NET OPERATING COST OF ACTIVITY	5,940	7,056	
RATING REQUIREMENT				
(674)	Less Depreciation	(989)	(814)	
(65)	Less Transfers To/(From) Reserves	-	-	
556	Plus Net Capital Renewal (3 Year Average)	709	550	
412	Plus Debt Repayment	443	449	
6,352	RATES REQUIREMENT	6,102	7,240	
CAPITAL EXPENDITURE				
479	Renewal	432	535	
1,422	New	529	1,171	
1,900	TOTAL CAPITAL EXPENDITURE	961	1,706	
FUNDED BY				
	External Revenue New	-	-	
556	Rates	709	550	
1,345	New Borrowing / (Repayment)	252	1,157	
1,900	TOTAL	961	1,706	

RESOURCE RECOVERY - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000s	\$'000s	INFORMATION / MAIN REASON FOR CHANGE
✓	974-City-wide - Rubbish & Recycling - Communication, Education and Resource Materials	32	10	
✓	1425-Awapuni Closed Landfill - Waste Mixed Colour Glass Stockpile Processing	49	49	
➤	1724-City-wide - Diversion of Waste from Landfill - Investigation Studies	80	-	As a result of Resourcing constraints, Council has deferred this programme.
✓	1811-City-Wide - Bi-Annual Hazardous Waste Day	53	51	
✓	1886-City-wide - Rubbish & Recycling - Resource Consent Application Renewals	13	12	
✓	1908-City-Wide - Rubbish & Recycling - Asset Condition Assessments	53	53	
✓	1909-Waste Minimisation Levy - Contestable Fund	42	41	
✓	2044-City-Wide - Kerbside Food Waste - Investigations and Trial	74	74	
		397	291	-
RESOURCE RECOVERY - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000s	\$'000s	INFORMATION / MAIN REASON FOR CHANGE
✓	185-Closed Landfills and Transfer Stations - Site Renewals	37	38	
✓	612-Recycling - City-wide Wheelie Bin and Crate Renewals	162	100	
✓	649-Recycling - Materials Recovery Facility Renewals	90	92	
✓	1368-City-wide - Public Space Rubbish & Recycling Bins Renewals	48	49	
✓	1374-City-wide - Recycling Drop Off Facilities - Renewals	11	11	
✓	1576-C/fwd - Recycling - Materials Recovery Facility Renewals	-	140	Carry forward of Programme 649 - Recycling - Materials Recovery Facility Renewals
✓	1721-Composting Activity Site Renewals	8	9	
✓	1784-Rubbish and Recycling Buildings - Renewals	74	76	
⏏	2086-C/fwd - Closed Landfills and Transfer Stations - Site Renewals	-	20	
		432	535	-
RESOURCE RECOVERY - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000s	\$'000s	INFORMATION / MAIN REASON FOR CHANGE
✓	506-City-wide - Public Space Rubbish & Recycling Bins Development	67	35	
✓	657-Urban Growth - Recycling - City-wide Wheelie Bins and Crates	74	76	
✓	721-Awapuni Closed Landfill - Landscaping Development	27	27	
➤	1371-Closed Landfills and Transfer Stations - Safety, Security and Development	53	-	Programme deferred to the 10YP.
✓	1410-Recycling - City-wide Recycling Services to Commercial/organisational Properties Development	42	43	
✓	1783-Rubbish and Recycling Buildings - Staff Welfare and Health and Safety Improvements	-	300	Continuation of current year programme.
✗	1810-City-wide - Diversion of Waste from Landfill - New Materials Development	265	-	Programme carried forward to programme 2158 (see below)
✓	2158-C/fwd - City-wide - Diversion of Waste from Landfill - New Materials Development	-	70	Carry forward of Programme 1810 - City-wide - Diversion of Waste from Landfill - New Materials Development

⏪	2161-C/fwd - Closed Landfills and Transfer Stations - Safety, Security and Development	-	60	Carry forward of Programme 1371-Closed Landfills and Transfer Stations - Safety, Security and Development
⏪	2190-C/fwd - City-wide - Recycling Drop Off Facilities - Development	-	35	
⚙️	2227-Resource Recovery Centre Power and Data Resilience	-	500	Current Power and Data centre provided via WWTP. Need to create separate power and data centre.
⏪	2244-C/fwd - Awapuni Closed Landfill - Landscaping Development	-	25	
		529	1,171	-

Ngā wai – Waters

Water – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
30	Water Collection	31	31	
56	Water Distribution	59	59	
10	Water Treatment	11	11	
96	TOTAL REVENUE	101	101	
EXPENSES				
2,364	Water Collection	2,958	2,872	
4,994	Water Distribution	4,830	6,895	
2,087	Water Treatment	2,315	2,709	
9,445	TOTAL EXPENSES	10,103	12,476	
9,349	NET OPERATING COST OF ACTIVITY	10,002	12,375	
RATING REQUIREMENT				
(3,882)	Less Depreciation	(3,404)	(4,661)	
6,108	Plus Net Capital Renewal (3 Year Average)	6,323	6,432	
624	Plus Debt Repayment	1,036		
12,198	RATES REQUIREMENT	13,958	14,145	
CAPITAL EXPENDITURE				
6,112	Renewal	5,257	5,380	
6,419	New	10,710	6,987	
12,530	TOTAL CAPITAL EXPENDITURE	15,967	12,367	
FUNDED BY				
337	Development Contributions	423	423	
-	Asset Sales	486	479	
6,108	Rates	6,323	6,432	
6,086	New Borrowing / (Repayment)	8,735	5,033	
12,530	TOTAL	15,967	12,367	

WATER - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1052-Turitea Dams - Dam Safety Assurance Programme	42	41	
✗	1246-Three Waters Public Education - Water	42	-	
✓	1798-Water Treatment Plant - Buildings Maintenance	62	31	Continued maintenance of existing budget level
✓	1812-City-wide - Water Supply Network Modelling	16	15	
✓	1813-City-wide - Water Supply Condition Assessments	32	51	
✓	1881-Water Pump Station - Building Maintenance	16	10	Continued maintenance of existing budget level
⚙	1905-Turitea Dams - Turitea Forest Harvest		5	Forest work required.
✓	1996-Turitea Dams - Catchment Management	207	106	Continued maintenance of existing budget level
✓	2053-Implement Commercial Backflow Fee	(50)	(50)	
		367	209	-
WATER - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	88-Turitea WTP - Falling Main Rehabilitation	106	108	
✓	199-City-wide - Water Supply Bore and Network Facility Renewals	891	910	
✓	207-Turitea WTP - Equipment and Facility Renewals	395	404	
✓	214-City-wide - Water Toby and Manifold Renewals	531	542	
✓	218-City-wide - Water Main Renewals	2,671	2,728	
✓	1700-City-wide - Water Meter Renewals	342	349	
✓	1701-City-wide - Water Supply Valve & Hydrant Renewals	212	217	
✓	1797-Water Treatment Plant - Building Renewals	32	33	
✓	1822- Water Pump Stations - Building Renewals	8	19	
✓	2042-Turitea WTP - Raw Water Main Renewal	69	71	
		5,257	5,380	-
WATER - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
⏏	124-Turitea WTP - Drinking Water Standards Upgrades	1,524	-	Programme requires investigation to occur first.
⏏	132-City-wide - Water Supply Resilience - Trunk Mains	1,588	-	Work is not essential in this year.
✓	246-Urban Growth - Development Contributions - Water Supply	265	271	
✓	986-Turitea Dams - Aeration Upgrade	127	60	
⏏	1004-Urban Growth - Whakarongo - Water Supply	43	-	Prior year delays.
⏏	1005-Urban Growth - NEIZ - Water Supply	966	-	
✓	1054-Ashhurst - Water Quality Improvements	1,371	400	Design for further construction.
⏏	1170-Urban Growth - Kakatangiata - Water Supply	-	100	
✓	1384-City-wide - Water Supply Resilience - Additional Reservoirs	2,124	669	Work intended to be over multiple years.
✓	1389-City-wide - Water Supply Resilience - Security of Supply	-	500	Design work for the 10YP.
⏏	1841-Urban Growth - Ashhurst - Water Supply	-	1,359	
✓	1864-Longburn Extension - Water Supply	59	120	
✗	1873-City-wide - Water Main Upgrades - Firefighting	159	-	Work is already completed.

✓	1883-Water Operations -Small Plant & Equipment - New	8	59	
➤	2048-City-wide - Water Toby and Manifold enhancements	2,363	500	Works completed under renewal programmes.
✓	2060-City-wide - Commercial Water Meters	112	174	
↩	2085-C/fwd - Turitea WTP - Drinking Water Standards Upgrades	-	300	Carry forward of Programme 124 - Turitea WTP - Drinking Water Standards Upgrades
↩	2188-C/fwd - Turitea WTP - Water Supply Resilience - Upgrades	-	975	Carry forward of Programme 1697 - Turitea WTP - Water Supply Resilience - Upgrades
⚙	2226-Urban Growth - Terrace End Bore	-	200	Required prior to the 10YP
⚙	2228-City-wide - Water Main Improvement	-	1,300	Identified upgrades of infrastructure in place.
		10,710	6,987	-

Stormwater – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
6	Stormwater Collection and Disposal	6	7	
6	TOTAL REVENUE	6	7	
EXPENSES				
4,361	Stormwater Collection and Disposal	5,585	5,384	
4,361	TOTAL EXPENSES	5,585	5,384	
4,355	NET OPERATING COST OF ACTIVITY	5,578	5,377	
RATING REQUIREMENT				
(2,054)	Less Depreciation	(2,196)	(2,321)	
968	Plus Net Capital Renewal (3 Year Average)	994	814	
174	Plus Debt Repayment	449		
3,443	RATES REQUIREMENT	4,825	3,871	
CAPITAL EXPENDITURE				
928	Renewal	1,136	230	
2,429	New	4,755	5,764	
3,356	TOTAL CAPITAL EXPENDITURE	5,891	5,993	
FUNDED BY				
132	Development Contributions	166	166	
968	Rates	994	814	
2,257	New Borrowing / (Repayment)	4,731	5,013	
3,356	TOTAL	5,891	5,993	

STORMWATER - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1369-City-wide Data Collection and WQ Monitoring	202	106	
✓	1614-Stormwater - Open channels and drains - maintenance	404	350	
✓	1709-City-wide - Stormwater Condition Assessments	117	114	
✓	1710-City-wide - Stormwater Modelling, Consenting and Planning	198	200	
✓	1930-City-wide - Maintenance of Stormwater Treatment Devices	53	18	
✓	2002-Stormwater Reticulation Network Maintenance	64	24	
✓	2003-Stormwater Pump Station Operation & Maintenance	25	24	
		1,063	837	-
STORMWATER - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	20-City-wide - Stormwater Pump Station Renewals	499	100	
✓	1062-City-wide - Stormwater Network Renewal Works	637	51	Some renewals transferred to Capital New
⚙	2232-C/fwd - City-wide - Stormwater Pump Station Renewals	-	79	Carry forward of Programme 20 - City-wide - Stormwater Pump Station Renewals
		1,136	230	-
STORMWATER - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	51-Urban Growth - Development Contributions - Stormwater	212	217	
⏪	1001-Urban Growth - Whakarongo - Stormwater	106	2,500	Delays in prior years.
✓	1060-City-wide - Stormwater Network Improvement Works	1,317	1,945	
⏪	1065-Urban Growth - Kakatangiata - Stormwater	850	-	Programme deferred to the 10YP.
✓	1372-City-wide Stormwater Pump Stations Improvement	499	300	Programme deferred to the 10YP.
⏪	1706-City-wide - Stormwater Network Resilience	175	-	Programme deferred to the 10YP.
✓	1708-City-wide - Stormwater Flood Mitigation	1,036	157	Construction budget deferred with carry forward of \$73k
✓	2034-Urban Growth - Ashhurst - Stormwater	560	572	
⚙	2177-C/fwd - City-wide - Stormwater Flood Mitigation	-	73	Carry forward of Programme 1708 - City-wide - Stormwater Flood Mitigation
		4,755	5,764	-

Wastewater – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
6	Wastewater Collection	6	6	
1,357	Wastewater Treatment and Disposal	1,269	1,297	
1,363	TOTAL REVENUE	1,276	1,303	
EXPENSES				
6,213	Wastewater Collection	6,408	7,434	
4,795	Wastewater Treatment and Disposal	6,941	5,466	
11,008	TOTAL EXPENSES	13,349	12,900	
9,645	NET OPERATING COST OF ACTIVITY	12,073	11,597	
RATING REQUIREMENT				
(4,760)	Less Depreciation	(4,512)	(5,619)	
5,015	Plus Net Capital Renewal (3 Year Average)	5,099	5,180	
394	Plus Debt Repayment	674		
10,293	RATES REQUIREMENT	13,334	11,159	
CAPITAL EXPENDITURE				
4,349	Renewal	4,065	4,384	
7,141	New	22,592	6,963	
11,490	TOTAL CAPITAL EXPENDITURE	26,657	11,347	
FUNDED BY				
1,022	Development Contributions	1,283	1,283	
5,015	Rates	5,099	5,180	
5,453	New Borrowing / (Repayment)	20,275	4,884	
11,490	TOTAL	26,657	11,347	

WASTEWATER - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✗	1319-Totara Road Wastewater Treatment Plant - Consent Renewal Upgrade Options			
✓	Analysis	1,096	-	Change in accounting treatment from Operating to Capital (#2128)
✓	1401-City-wide - Infiltration & Inflow Investigations	478	259	Continued maintenance of existing budget level
✗	1716-City-wide - Wastewater Facility Condition Assessment Programme	85	-	Programme not required.
✓	1717-City-wide - Wastewater Pipeline Condition Assessment Programme	393	194	Continued maintenance of existing budget level
✓	1718-City-wide Pressure Wastewater systems operation	65	2	Minor budget provision retained for 2023/24
✓	1719-City-wide - Decommissioning of Redundant Wastewater Mains	212	207	
✓	1720-Operate and Maintain Wastewater Network Model	53	51	Programme completion expected in 2023/24
✓	1802-Wastewater Pump Stations - Building Maintenance	22	10	Continued maintenance of existing budget level
✓	1843-Wastewater Treatment Plant - Building Maintenance	74	36	Continued maintenance of existing budget level
✓	1999-Wastewater Reticulation Network Maintenance	144	76	Continued maintenance of existing budget level
✓	2004-Wastewater Reticulation Pump Stations Operation & Maintenance	21	20	
		2,643	856	-
WASTEWATER - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	54-City-wide - Wastewater Pipe Renewal	2,655	2,712	
✓	65-City-wide - Wastewater Pump Station Renewal	340	347	
✓	179-Totara Road Wastewater Treatment Plant - Minor Equipment Renewals	425	234	
✓	1068-Totara Road Wastewater Treatment Plant - Replacement of Inlet Pumps	212	100	
⏏	1380-Totara Rd WWTP - Biogas Generator Major Overhauls	159	-	Programme deferred to the 10YP.
⏏	1589-C/fwd - Totara Road Wastewater Treatment Plant - Minor Equipment Renewals	-	235	Carry forward of Programme 1068 - Totara Rd WWTP Inlet Pump replacements
✓	1714-City-wide Wastewater Trunk Mains Renewal	212	193	
✓	1799-Wastewater Treatment Plant - Buildings Renewals	53	54	
✓	1801-Wastewater Pump Stations - Building Renewals	8	9	
⚙	2094-C/fwd - City-wide - Wastewater Pipe Renewal	-	160	
⚙	2095-C/fwd - City-wide - Wastewater Pump Station Renewal	-	100	Carry forward of Programme 65 - City-wide - Wastewater Pump Station Renewal
⚙	2146-C/fwd - Totara Rd WWTP - Biogas Generator Major Overhauls	-	200	Carry forward of Programme 1380 - Totara Rd WWTP - Biogas Generator Major Overhauls
⚙	2246-C/fwd - Wastewater Treatment Plant - Buildings Renewals	-	40	
		4,065	4,384	-
WASTEWATER - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	66-Totara Road Wastewater Treatment Plant - Resilience Programme	828	456	Change in scope.
✓	73-Urban Growth - Development Contributions - Wastewater	106	108	
⏏	210-Urban Growth - NEIZ - Wastewater	531	-	Programme deferred to the 10YP.
✓	628-Totara Road Wastewater Treatment Plant - Consent Renewal Upgrade	18,507	3,000	Programme timing corrected.
⏏	1000-Urban Growth - Whakarongo - Wastewater	283	-	Programme deferred to the 10YP.

✓	1074-Totara Road Wastewater Treatment Plant - Earthquake Strengthening of Civil Structures	1,062	280	Programme timing corrected.
✓	1616-City-wide - Wastewater Pump Station - Capacity Upgrade	690	250	
⏪	1711-Industrial Growth - Longburn Industrial Park - Wastewater	-	651	Prior years delays.
⏩	1712-City-wide Wastewater wet weather overflow mitigation	212	-	Programme deferred to the 10YP.
✓	1821-City-wide Wastewater Pipeline Realignment of at-risk mains	53	151	
⏩	2030-Urban Growth - Aokautere - Wastewater	319	-	Programme deferred to the 10YP.
⚙️	2178-C/fwd - Totara Road Wastewater Treatment Plant - Resilience Programme	-	140	Carry forward of Programme 66 - Totara Road Wastewater Treatment Plant - Major Equipment Upgrades
⚙️	2180-C/fwd - Totara Road Wastewater Treatment Plant - Biogas System Improvements	-	927	Carry forward of Programme 1074 - Totara Rd WWTP - Earthquake Strengthening of WWTP Civil Structures
⚙️	2229-City-wide - Wastewater Pipe Improvement	-	1,000	New programme from Renewals
		22,592	6,963	-

WHĀINGA 5: HE KAUNIHĒRA AHUNUI WHAKAMANA I TE IWI

GOAL 5: A DRIVEN AND ENABLING COUNCIL

Te mana urungi papai tonu me te kirirarautanga hohe

Good Governance and Active Citizenship – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
10	Councillor Meetings and Administration	11	11	
215	Direction Setting	220	215	
134	Elections	-	3	
360	TOTAL REVENUE	231	230	
EXPENSES				
2,594	Councillor Meetings and Administration	2,375	2,624	
5,605	Direction Setting	5,286	6,196	
381	Elections	44	64	
1,488	Mayoral and Chief Executive's Office	1,558	1,401	
10,067	TOTAL EXPENSES	9,263	10,285	
9,707	NET OPERATING COST OF ACTIVITY	9,032	10,055	
RATING REQUIREMENT				
(6)	Less Depreciation	(11)	(6)	
(450)	Less Transfers To/(From) Reserves	-	-	
1	Plus Debt Repayment	8	21	
9,252	RATES REQUIREMENT	9,029	10,070	
CAPITAL EXPENDITURE				
230	New	-	138	
230	Total Capital Expenditure	-	138	
FUNDED BY				
230	New Borrowing / (Repayment)	-	138	
230	TOTAL	-	138	

GOVERNANCE AND ACTIVE CITIZENSHIP - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1190-Smokefree Education	5	5	
✓	1911-Strategic monitoring	89	88	
✗	1922-Elections- Representation Review	16	-	Completed before October 2022 Elections.
⏸	1936-Funding for Section 17a Review	52	-	Programme deferred to the 10YP.
⚙	2139-Delivering Residential and Industrial Growth Planning	-	491	Updated assessment of resources required to plan for growth.
⚙	2248-Development of city-wide Food Resilience and Security Policy	-	20	As a result of public consultation.
		163	604	-
GOVERNANCE AND ACTIVE CITIZENSHIP - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
⏸	2096-C/fwd - Improve participation in Council and Committee meetings	-	138	
		-	138	-

Organisational Performance – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
277	Civic Administration Building	283	259	
103	Financial Services	105	239	
30	Print Synergy	31	32	
410	TOTAL REVENUE	419	530	
EXPENSES				
551	Civic Administration Building	778	556	
951	Financial Services	619	640	
509	Human Resources			
3,768	Information Services	2,323	1,975	Carrying over operating budget from previous year.
423	Marketing & Communications	370	1,023	
300	Print Synergy	303	173	
6,501	TOTAL EXPENSES	4,392	4,367	
6,091	NET OPERATING COST OF ACTIVITY	3,973	3,837	
RATING REQUIREMENT				
(1,606)	Less Depreciation	(2,229)	(1,631)	
(1,014)	Less Internal Rates Recovered	(1,039)	(1,054)	
(6,048)	Less Transfers To/(From) Reserves	(1,979)	(3,863)	
1,821	Plus Net Capital Renewal (3 Year Average)	1,651	1,500	
320	Plus Debt Repayment	146	120	
(436)	RATES REQUIREMENT	524	(1,091)	
CAPITAL EXPENDITURE				
2,042	Renewal	1,773	1,143	
546	New	583	113	
2,588	Total Capital Expenditure	2,356	1,256	
FUNDED BY				
1,821	Rates	1,651	1,500	
767	New Borrowing / (Repayment)	705	(244)	
2,588	TOTAL	2,356	1,256	

ORGANISATIONAL PERFORMANCE - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1520-Digital Transformation	3,880	3,933	
✓	1572-Enterprise Resource Planning (ERP) System Replacement	393	1,299	Timing of project spend.
⤵	1727-Property - Facilities Management Software	336	-	Delays on ERP system replacement - programme deferred to the 10YP.
✓	1929-Workforce Transformation	262	265	
✓	1990-CAB - Cleaning Budget Shortfall	90	89	
⤵	1993-C/fwd - Digital Transformation	-	600	
✓	2062-IT Infrastructure Improvements	16	15	
⤵	2064-C/fwd - Enterprise Resource Planning (ERP) System Replacement	-	240	
		4,976	6,441	-
ORGANISATIONAL PERFORMANCE - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	53-Computer Replacement - Rolling Replacements	520	263	
✓	58-Network Additions and Upgrades	44	44	
✓	68-Aerial Photography	43	43	
✗	86-Property - Furniture Replacements	105	-	One-year reduction.
✓	221-Print Synergy - Replacement of Print Synergy Machinery	42	36	
✓	272-Staff Cafeteria - Replacement of Equipment	6	6	
✓	281-CAB - Renewals	734	620	
✓	318-Telecommunications Replacement - Council Buildings	151	77	
✓	784-Replacement of Council's Photocopiers/Printers	128	53	
		1,773	1,143	-
ORGANISATIONAL PERFORMANCE - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	60-Information Management Strategic Plan Project - New Software Applications	111	113	
⤵	1826-CAB - Workplace Transformation	315	-	Programme deferred to the 10YP.
⤵	2047-Property - Furniture transformation	157	-	Programme deferred to the 10YP.
		583	113	-

Strategic Investments – Activity Financial Statements

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s	INFORMATION / MAIN REASON FOR CHANGE
REVENUE				
4,036	External Contracts	4,291	4,123	
261	Investment Property	267	271	
4,298	TOTAL REVENUE	4,558	4,394	
EXPENSES				
3,878	External Contracts	3,906	3,872	
669	Investment Property	734	399	
506	Investments	589	616	
318	Investments in Companies (including Airport)	265	392	
5,371	TOTAL EXPENSES	5,495	5,279	
1,073	NET OPERATING COST OF ACTIVITY	936	885	
RATING REQUIREMENT				
(1,491)	Less Depreciation	(1,555)	(1,251)	
(308)	Less Transfers To/(From) Reserves	(315)	(318)	
2,555	Plus Net Capital Renewal (3 Year Average)	2,916	2,661	
104	Plus Debt Repayment	115	140	
1,935	RATES REQUIREMENT	2,097	2,118	
CAPITAL EXPENDITURE				
2,115	Renewal	2,538	1,983	
296	New	827	157	
2,412	TOTAL CAPITAL EXPENDITURE	3,365	2,140	
FUNDED BY				
2,555	Rates	2,916	2,661	
(143)	New Borrowing / (Repayment)	449	(521)	
2,412	TOTAL	3,365	2,140	

STRATEGIC INVESTMENTS - OPERATIONAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	1792-Parks Depot - Building Maintenance	50	25	
✓	1885-Asset Management Improvement Plan Task Programme	157	157	
		208	182	-
STRATEGIC INVESTMENTS - CAPITAL RENEWAL		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	80-Council Small Mobile Plant and Equipment - Replacement	236	239	
✓	85-Depot - Buildings and Structures Renewals	105	106	
✓	1753-Investment Properties - Building Renewals	26	27	
✓	1791-Parks Depot - Building Renewals	21	21	
✓	1879-Council's Plant and Vehicle - Replacements	1,914	1,015	One-year reduction.
✓	1970-Gordon Kear Forest Culvert Replacements	26	27	
✓	2022-Property - Hard Surfaces Renewals	210	213	
⏪	2201-C/fwd - Parks Depot - Building Renewals	-	155	
⏪	2212-C/fwd - Property - Hard Surfaces Renewals	-	80	Carry forward of Programme 2022 - Property - Hard Surfaces Renewals.
⏪	2213-C/fwd - Investment Properties - Building Renewals	-	100	Carry forward of Programme 1753 - Investment Properties - Building Renewals
		2,538	1,983	-
STRATEGIC INVESTMENTS - CAPITAL NEW		10YP	AB	
		2023/24	2023/24	
STATUS	ID-NAME	\$'000S	\$'000S	INFORMATION / MAIN REASON FOR CHANGE
✓	99-New Vehicles and Plant to enable the delivery of improved Council services	303	157	
✓	1875-Fleet - Upgrade to Electric Vehicles - Capital New	524	-	Programme deferred to the 10YP.
		827	157	-



SECTION 2

FINANCIAL AND RATING INFORMATION

SECTION 2

Here you can see what assumptions have been made in preparing the financial information. You'll also see details about the rating system.

Significant Forecasting Assumptions

Rating System, Rates and Funding Impact Statements

Significant Forecasting Assumptions

A forecasting assumption is defined as something the Council accepts as being true for the purposes of future decisions and actions.

Significant forecasting assumptions and risks underlying the financial estimates in the Annual Budget are identified in the 10 Year Plan 2021-2031 (see page 284) and cover the following issues

Issue	Level of uncertainty of assumption	Significance of financial impact on overall position
1. Population & Household Growth	Medium	Medium
2. City Growth – Nature, Type & Location	Medium	High
3. Covid-19 Pandemic	Medium	High
4. Climate Change	Medium	Low
5. Natural Disasters & Adverse Weather Events	High	High
6. Services Provided by Council	High	High
7. Continuity of External Funding	High	Low
8. Sources of Funds for Future Replacement of Assets	Low	Low
9. Waka Kotahi (NZTA) Subsidy	Medium	Medium
10. Airport Shareholding & Dividends	Low	Low
11. Revaluation of Property, Plant & Equipment Assets	Low	Low
12. Asset Lives	Low	Low
13. Depreciation	Low	Low
14. Inflation	Low	Low
15. Interest Rates for Borrowings	Low	Medium
16. Resource Consents (especially wastewater discharge)	High	High
17. Turitea Windfarm	Medium	Low
18. Weathertight (Leaky)	Low	Low

Homes Claims		
19. Insurance	Low	Low
20. Earthquake-prone Buildings	Medium	High
21. Regional freight ring road including an Additional Road Crossing of Manawatu River	Medium	High
22. Legal Expenses	Low	Low
23. Delivery of Services Reviews	Low	Low
24. Residential Subdivision	Medium	Medium
25. Drinking Water Standards	Medium	Low
26. Water Reform	High	High
27. Capital Expenditure Delivery	High	High

Some assumptions have changed and impacted on the Annual Budget

Those changes to assumptions and risks are detailed below:

Interest rates for borrowing

An average rate of 2.8% was assumed for the 10 Year Plan. This assumption was increased to 3.4% for the 2022/23 final annual budget given market rates had begun to rise and some of the Council's debt is raised at floating interest rates. Its interest rate risk management policy is that there is a mixture of fixed and floating debt within defined bands. Interest rates are now volatile and have risen even further. The assumption has been increased to 4.2% for the annual budget.

Resource Consents (especially wastewater discharge)

In the 10 Year Plan it was assumed that the cost of obtaining the wastewater discharge consent (\$1.1m in 2023/24) would be treated as an

operating cost each year. However, during 2021 the Council chose its preferred upgrade option and in late 2022 lodged the resource consent application. These mean the ongoing costs of this work will be capitalised as part of the upgrade project and will be funded from debt rather than from rates. This assumption was also updated for the 2022/23 annual budget. A capital expenditure budget of \$3m has been provided for 2023/24.

Inflation

The budget incorporates budget cost level adjusters of between 3.5% and 5.1% (depending on the activity) compared with the 10 Year Plan assumption of between 2.2% and 3% (based on forecasts prepared for local government by BERL). Recent indications are that inflation for many sectors could be significantly higher than this. There is a risk therefore that Council will struggle to deliver some services at present levels within the budget assumption.

Other uncertainties and risks for 2023/24 include:

Water reform

The Government has further developed its proposals for water reform and proposes that Councils' waters functions (water, wastewater and stormwater) will move to new regional entities. Initially it was planned that this will occur from 1 July 2024 but the government has recently announced it plans to defer the changes so the transfer occurs no later than 1 July 2026. Some legislation has been enacted but there is more to be finalised. Although planning for the new entities is proceeding there is much detail to be determined. The Council will continue to devote significant resource to facilitate the changes and utilise whatever government funding is available to compensate for this.

The reforms will involve significant assets and the equivalent of the value of associated term liabilities transferring as at 1 July 2026.

The financial statements in the budget take no account of any of these potential transfers.

Water Reform “Better-off” Funding

The Government has developed a funding package to support the local government sector through the transition to the new water services delivery system. The funding includes “better-off” funding which has to be used to invest in infrastructure or services that support communities to transition to a sustainable and low-emissions economy, enable housing development and growth, and support local place-making and improvements in community wellbeing. Confirmation was received in December 2022 that Council will receive up to \$8.16 million from tranche 1 of the better off funding package towards the following six projects:

- Design of Summerhays Street, rezoning and design of Huia Street, City Centre Housing site investigation and design - \$1.5m
- Construction of Summerhays Street site - \$4.16m
- Support for the development of Te Motu O Poutoa - \$1m
- Investigation and design of a multicultural community hub - \$0.5m
- Rangitane better-off funding resource - \$0.5m

- Te Hotu Manawa o Rangitane Marae wharenui and wharepaku upgrade - \$0.5m

The 2023/24 budget includes provision for \$2.8m of programmes (\$1.6m operating and \$1.2m capital) fully funded from this source.

Government initially indicated there would be subsequent tranches of “better-off” funding but more recently has advised this is no longer their intention. This means the Council will need to reconsider how to fund the balance of some of the programmes. This will be determined through the development of the next 10 Year Plan.

Natural disasters & adverse weather events

During February many parts of the North Island of New Zealand experienced significant destruction through flooding events and in particular the impact of Cyclone Gabrielle. Palmerston North was fortunate to miss the full force of the storm and therefore experienced relatively minor impacts. The budget does include provision to repair some roading infrastructure damaged during heavy rain in July 2022 but no other specific provision for addressing any future damage.

Capital expenditure delivery

Due to significant disruptions to supply chains and the difficulty experienced obtaining internal and external resources the Council not been able to complete a significant portion of its planned capital new programmes for 2022/23. It has been assumed that \$16.4m (\$13.3m for capital new and \$3.1m for renewals) will be carried forward to 2023/24. For a variety of reasons \$15.1m of the programmes originally scheduled for 2023/24 have been deferred for consideration through the development of the next 10 Year Plan.

Rating System, Rates and Funding Impact Statements

1. Introduction

Rating incidence is governed by the Council's Revenue and Financing Policy and its Rating Policies. This section outlines details of the present rating system used by the Council. It also incorporates the Funding Impact Statements in the form prescribed by the Local Government (Financial Reporting and Prudence) Regulations 2014.

At various points within this section a level of rate or charge is outlined. These are indicative figures provided to give ratepayers an estimate of what their level of rates is likely to be in the forthcoming year. They are not necessarily the actual figures as these will not be known until the Council's rating information database is finalised. Rates figures in this section are GST-inclusive unless otherwise specified.

2. Rating Objectives

These are the Council's rating objectives:

- to encourage growth and confidence in the city by operating a stable, easily understood method of setting rates
- to set rates in a manner that is fair and equitable as between various ratepayers and classes of ratepayer, and consistent with Council's planning objectives
- to ensure that all citizens contribute to the cost of providing city services by charging on a user-pays basis where practicable
- to foster the sense of a single community by operating a common system throughout the city.

3. Components of the present rating system - a summary

The Council's rating system, designed to meet these objectives, is utilised to fund the net cost of operations and programmes outlined in the 10 Year Plan and Annual Budget (Plan). It comprises the following components:

- A common system applies throughout the city.
- Targeted rates, in the form of fixed amounts (as proxy user charges) are made to cover the costs of services that are identifiable by property (water supply, wastewater disposal, and rubbish and recycling). In addition, significant non-residential and some rural users of water are metered and some non-residential wastewater users are charged on the basis of the number of pans. A targeted rate (comprising a fixed amount and a variable amount based on capital value) is made on non-residential properties within the central city Palmy BID area.
- A Uniform Annual General Charge (UAGC) is applied as a fixed amount to every rating unit within the city. It is used as a mechanism to ensure each rating unit contributes a minimum amount of the general rate and also to moderate rates on high land-value properties.
- A General Rate, based on the land value, is applied to each rating unit, with different rates (differentials) applying to each property category.

The categories in the Council's differential rating scheme reflect differing property use and can be broadly grouped as follows:

- Single-unit residential
- Multi-unit residential
- Non-residential
- Rural and semi-serviced
- Miscellaneous.

Differential surcharges (that is, a higher rate in the dollar) are applied to multi-unit residential and non-residential properties, while lower rates are applied to single unit residential and rural/semi-serviced properties. No surcharge is applied to miscellaneous properties.

4. Examples of proposed rates for 2023/24

Examples of proposed rates for 2023/24 are shown in the following table:

	Land Value	Rates 2022/23	Rates 2023/24
Single unit residential			
Average	468,000	2,973	3,206
Median	455,000	2,920	3,149
Quartile 1	360,000	2,530	2,735
Quartile 3	540,000	3,269	3,520
Two unit residential			
Average	561,000	5,109	5,532
Median	525,000	4,904	5,313
Quartile 1	450,000	4,476	4,858
Quartile 3	625,000	5,475	5,920

	Land Value	Rates 2022/23	Rates 2023/24
Non-residential			
Average	1,022,000	16,492	17,518
Median	620,000	10,231	10,867
Quartile 1	385,000	6,572	6,979
Quartile 3	1,110,000	17,862	18,974
Rural & semi-serviced (5ha or more)			
Average	1,373,000	2,074	2,196
Median	730,000	1,240	1,310
Quartile 1	520,000	967	1,020
Quartile 3	1,218,000	1,873	1,983
Rural & semi-serviced (between 0.2 and 5ha)			
Average	549,000	1,717	1,817
Median	520,000	1,642	1,737
Quartile 1	435,000	1,421	1,503
Quartile 3	590,000	1,824	1,930
Miscellaneous			
Average	916,000	5,047	5,355
Median	550,000	3,147	3,336
Quartile 1	295,000	1,823	1,930
Quartile 3	965,000	5,301	5,625

If all of the properties in the category of property were listed from lowest to highest land value, then the 'median' is the value at the half way point in the list, quartile 1 is the value at the first quarter point in the list, and quartile 3 is the value at the three-quarter point in the list.

For example, if there are 1,000 properties and they are sorted from the lowest to the highest land value then quartile 1 is the 250th property from the lowest.

The three-yearly revaluation of the city for rating purposes was undertaken in 2021 and those valuations are the base for general rates set in 2023/24.

The examples should be read with regard for the following assumptions:

- the Council's total rates revenue will increase by 7.7%
- the Uniform Annual General Charge will be \$200 per rating unit (\$200 in 2022/23)
- targeted rates in the form of fixed amounts will be applied for water supply (\$407); wastewater disposal (\$306); kerbside recycling (\$148); rubbish and public recycling (\$103) (\$348, \$284, \$129 and \$92 respectively in 2022/23)
- a targeted rate for wastewater disposal will be set on non-residential properties on the basis of the number of pans, in excess of three, on the rating unit. The charge per pan will be \$306 compared with \$284 per pan in 2022/23.

The examples shown for non-residential, miscellaneous and rural/semi-serviced properties do not include the charges (either fixed or metered) for water, wastewater or kerbside recycling because these vary from property to property but they do include the rubbish and public recycling rate. They do not include the proposed targeted rates to fund the Palmy BID as these will be applied to selected properties in the defined central city Palmy BID area.

5. Components of the Rating System – more detail

5.1 General Rate

The Council proposes to set a general rate based on the land value of each rating unit in the city.

The general rate will be set on a differential basis based on land use (see description in 5.4), with the differential factors as shown in the following table:

Differential Group		Differential Factor (expressed as % of Group Code MS)	Rate (cents in \$ of LV)
Code	Brief Description	Proposed 2023/24	Proposed 2023/24
R1	Single unit residential	Balance (approx. 79)	0.4363
R2	Two unit residential	110	0.6067
R3	Three unit residential	120	0.6618
R4	Four unit residential	130	0.7170
R5	Five unit residential	140	0.7721
R6	Six unit residential	150	0.8273
R7	Seven unit residential	160	0.8824
R8	Eight or more unit residential	170	0.9376
MS	Miscellaneous	100	0.5515
CI	Non-residential (Commercial/Industrial)	300	1.6545
FL	Rural/Semi-serviced (5 hectares or more)	25	0.1379
FS	Rural/Semi-serviced (0.2 hectares or less)	75	0.4136
FM	Rural/Semi-serviced (between 0.2 & 5 hectares)	50	0.2758

5.2 Uniform annual general charge

The Council proposes to set a uniform annual general charge of \$200 (\$200 for 2022/23) on each rating unit.

5.3 Targeted rates

For the purposes of the targeted rates proposed below the term ‘residential’ is defined as “having a predominant or exclusive residential use and on which one or more residential units is erected.”

For the purposes of the targeted rates proposed below, a ‘separately used or inhabited part (SUIP) of a rating unit’ is defined as:

“Any part of the rating unit that is, or is able to be, separately used or inhabited by the ratepayer, or any other person who has the right to use or inhabit that part by virtue of a tenancy, lease, licence or other agreement.

This definition includes separately used parts, whether or not actually occupied at any particular time, which are provided by the owner for rental (or other form of occupation) on an occasional or long-term basis by someone other than the owner.

For the purposes of the definition, vacant land and vacant premises offered or intended for use or habitation by a person other than the owner and usually used as such are defined as ‘used’.

For the avoidance of doubt, a rating unit that has a single use or occupation is treated as having one SUIP.

For a residential property a SUIP will have a separate entrance, kitchen facilities (including sink or cooking facilities), living facilities and toilet/bathroom facilities.

By way of example the following would be considered to have separately used or inhabited parts of a rating unit:

- A single dwelling with flat attached
- Two or more houses, flats or apartments on one certificate of title.”

The Council does not have a lump sum contribution policy and lump sum contributions will not be invited for any targeted rate.

5.3.1 Water supply

The Council proposes to set targeted rates for water supply. For residential rating units it shall be on the basis of a fixed amount per separately used or inhabited part, and for all other properties a fixed amount per rating unit. The charge will be set on a differential basis based on the availability of the service (either ‘connected’ or ‘serviceable’). Connected means the rating unit is connected to a Council-operated waterworks while serviceable means the rating unit is not connected to a Council-operated waterworks but is within 100m of such waterworks and Council would allow a connection. The serviceable rate will be 50% of the connected rate.

Rating units that are not connected to the scheme and are not serviceable will not be liable for this rate. The estimated rates for the 2023/24 year are:

Connected:	\$407
Serviceable:	\$203.50

There are situations where the Council will require water to be supplied on a metered basis. Where this occurs, the Council proposes instead of the above to set metered water targeted rates that comprise a fixed amount (estimated at \$220 per metered connection for connections of 25mm or less and \$470 for connections greater than 25mm) and a variable amount (estimated at \$1.65313 per cubic metre) based on the volume of water supplied.

5.3.2 Wastewater disposal

The Council proposes to set a targeted rate for wastewater disposal. For residential rating units, it shall be set on the basis of a fixed charge per separately used or inhabited part, and for all other properties a fixed charge per rating unit. The charge will be set on a differential basis based on the availability of the service (either ‘connected’ or ‘serviceable’). Connected means the rating unit is connected to a public wastewater drain, while serviceable means the rating unit is not connected to a public wastewater drain but is within 30m of such a drain, and Council would allow a connection. The serviceable rate will be 50% of the connected rate.

Rating units that are not connected to the scheme, and which are not serviceable will not be liable for this rate.

The estimated rates for the 2023/24 year are:

Connected:	\$306
Serviceable:	\$153

In addition, for the 2023/24 year the Council proposes to set a targeted rate for connected non-residential rating units of \$306 per pan (water closet or urinal) for each pan in excess of three.

5.3.3 Rubbish and recycling

5.3.3.1 Kerbside recycling

The Council proposes to set a targeted rate for kerbside recycling on the basis of:

- a fixed amount per separately used or inhabited part of a rating unit for residential properties receiving the Council’s kerbside collection service
- a fixed amount per rating unit for non-residential and rural/semi-serviced properties receiving the Council’s kerbside collection service

Where ratepayers elect, and the Council agrees, additional levels of service may be provided. These additional services could be providing more recycling bins or more frequent service. Each additional level of service will be charged at a rate of \$148. This may include charges to non-rateable rating units where the service is provided. Rating units for which the Council is not prepared to provide the service will not be liable for these rates.

The estimated rates for the 2023/24 year are:

Kerbside recycling	\$148
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5.3.3.2 Rubbish and public recycling

The Council proposes to set a targeted rate for rubbish and public recycling on the basis of a fixed amount per separately used or inhabited part of each residential rating unit and a fixed amount per rating unit for all other rating units. Rating units that are vacant land will not be liable for these rates.

The estimated rates for the 2023/24 year are:

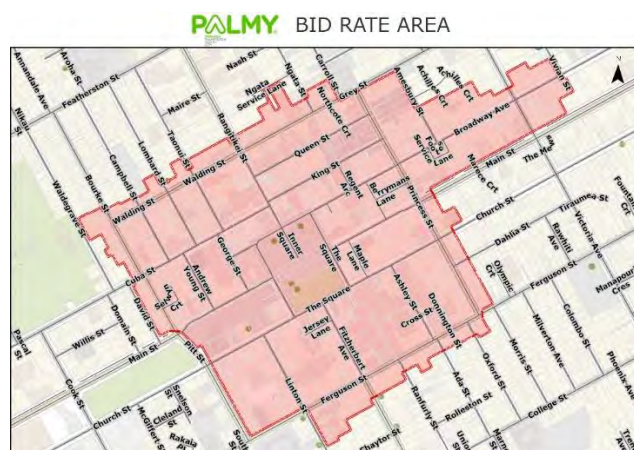
Rubbish and public recycling	\$103
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5.3.4 Palmy BID

The Council proposes to set targeted rates on those properties within the central city Palmy BID area as shown on the following map that are categorised as non-residential for the Council's general rate. The rate will fund a grant to the Palmy BID group.

The targeted rates will comprise:

- A fixed amount of \$344 per rating unit; and
- A variable amount of 0.0137 cents in the \$ of the capital value of the rating unit.



5.4 Differential Matters and Categories

5.4.1 Objectives of Differentials for General Rate

The Council believes that a uniform general rate based on land value would not produce a fair and equitable allocation of rates. For this reason, it operates a system of differentials based on land use. Descriptions of the land use categories are shown in 5.4.2.

The Council describes the relationship between the rates charged to each group in terms of a factor expressed as a percentage of the rate that would apply if there were no differential rating in place – that is, the group described as Miscellaneous (MS). Each year, the Council reviews the differential factors applied to each land use category. The factors proposed for 2023/24 are outlined in 5.1 and are unchanged from 2022/23.

The factors have been developed to address the following matters:

- rating units containing more than one residential unit will place an increasing demand on Council services as the number of units increase
- the land value for non-residential property is often driven by different influences from the land value for residential or rural land and therefore is not directly comparable as a rating base
- the Council's Revenue and Financing Policy identifies a number of activities where it believes non-residential users gain a greater benefit than other users and should bear a greater share of the cost
- for large rural rating units a pure land value system would produce rates charges that would be unsustainable
- rural and semi-serviced rating units generally have limited or, in some cases, no access to some Council activities funded through the general rate

5.4.2 Differentials based on land use

The Council proposes to differentiate the general rate primarily on the basis of land use. Properties with more than one use will be placed in a category that the Council considers reflects the primary use.

The Council will consider partitioning the property into parts and allocate each part to the most appropriate category in situations such as the following:

- where there are discreet parts of the property used for different purposes such as a retail shop and a residence
- for manager's residences associated with motel complexes
- where part of the property is used for not-for-profit or other community purposes and the remainder is used for other purposes
- where the property is not serviced and is used for commercial, industrial or business purposes but a significant part is used for farming or horticultural purposes
- where a property has a rural zoning but is serviced and has one or more residential units then the first 2ha will be classified as group code R1 and the balance as FM or FL depending on its size
- where a property that is greater than 5ha (and residential use is a permitted activity under the city's District Plan) becomes serviced the first 5ha (or the area of the actual sub-divisional development if larger than this) will be categorised in group code R1 and the remainder will continue to be treated as not serviced for rating purposes
- where a property that is less than 5ha becomes serviced and features of the land or District Plan requirements impede subdivision the part that reflects the extent of the impediment will continue to be treated as not serviced for rating purposes

Note that, subject to the rights of objection to the rating information database set out in sections 29 and 39 of the Local Government (Rating) Act 2002, the Council is the sole determiner of the categories.

In the context of the general rate, 'serviced' means the property is either connected or serviceable for wastewater disposal. Connected means the rating unit is connected to a public wastewater drain, while serviceable means the rating unit is not connected to a public wastewater drain but is within 30m of such a drain, and Council would allow a connection.

The following differential categories will be used:

Single-unit residential (R1)

Every serviced rating unit not otherwise classified:

- having a predominant or exclusive residential use (excluding home occupations) and on which is erected one residential unit; or
- being vacant property where residential use is a permitted activity under the city's District Plan.

Multi-unit residential (R2 - R8)

Every serviced rating unit not otherwise classified on which is erected:

- two residential units (R2); or
- three residential units (R3); or
- four residential units (R4); or
- five residential units (R5); or
- six residential units (R6); or
- seven residential units (R7); or
- eight or more residential units (R8).

In determining what is a residential unit, the Council will apply the same criteria as defined for a SUIP, as shown in 5.3.

Miscellaneous (MS)

Every rating unit not otherwise classified of the following types:

- property used primarily for not-for-profit or other community purposes, excluding retail shops
- property owned by the Council that is used by it for parking that is available for public use
- property where the ratepayer conducts or permits to be conducted a business (a Home Occupation, as defined in the city's District Plan), which would otherwise qualify for inclusion in group code R1
- vacant serviced property where non-residential use is a permitted activity under the city's District Plan
- property that is not serviced and would otherwise qualify for inclusion in group code FL, FS or FM but is used for predominantly commercial, industrial or business purposes (excluding farming and horticulture).
- property not specifically categorised in any of the other group codes.

Non-residential (CI)

Every serviced rating unit, not otherwise classified, used for commercial, industrial or business purposes including licensed hotel, serviced apartments or residential institution including a guesthouse, rooming house, boarding house, private hotel, motel, residential club or hostel.

Rural and semi-serviced (FL, FS and FM)

FL – Every rating unit not otherwise classified that is not serviced and has either

- an area of 5ha or more; or
- an area less than 5ha but on which there is no residential dwelling or non-residential improvements.

When the rating unit becomes serviced, as defined above (and provided it is zoned to permit subdivision), the property will be reclassified to the higher rated differential category in the immediately following year.

FS – Every rating unit not otherwise classified that is not serviced and has an area of 0.2ha or less and on which there is a residential dwelling.

FM – Every rating unit not otherwise classified that is not serviced and has an area greater than 0.2ha and less than 5ha and on which there is either residential dwellings or non-residential improvements.

6. Early payment of rates

Sections 55 and 56 of the Local Government (Rating) Act 2002 empowers councils to accept early payment of rates.

The Council will accept any payment of rates for either the current or future years in advance of the due date.

7. Rates payable by instalment and due dates

The Council provides for rates to be paid in four equal instalments. For the 2023/24 year the due dates (that is, final dates for payment without incurring penalty charges) will be:

Instalment 1:	25 August 2023
Instalment 2:	24 November 2023
Instalment 3:	23 February 2024
Instalment 4:	31 May 2024

Ratepayers may elect to pay on a more regular basis if they choose. They may also elect to pay the full year's rates in one lump sum prior to the due date for instalment 2 without incurring penalty charges on instalment 1.

Rates may be paid using any one of a number of payment methods acceptable to the Council, including direct debit, cash or Eftpos at Council's office, direct credit and other bank transfer methods. Payment by credit card can be made using the Internet or at Council's office, subject to the payment of a fee to cover costs.

The due date for metered water targeted rates will be the 20th of the month following the invoice date as follows:

Monthly Invoicing	
Instalment	Due date
1	20 July 2023
2	20 August 2023
3	20 September 2023
4	20 October 2023
5	20 November 2023
6	20 December 2023
7	20 January 2024
8	20 February 2024
9	20 March 2024
10	20 April 2024
11	20 May 2024
12	20 June 2024

Two-monthly invoicing			
Linton, East & North Rounds		Ashhurst, South West, PNCC & Central Rounds	
Instal #	Due date	Instal #	Due date
1	20 July 2023	1	20 August 2023
2	20 September 2023	2	20 October 2023
3	20 November 2023	3	20 December 2023
4	20 January 2024	4	20 February 2024
5	20 March 2024	5	20 April 2024
6	20 May 2024	6	20 June 2024

8. Rates penalties

To provide an incentive for rates to be paid by the due date, penalties will be imposed when rates are not paid on time. A penalty of 10% will be added to any portion of an instalment remaining unpaid after the due date for payment, as outlined in clause 7 above.

A penalty charge of 10% will be added to any outstanding rates (including penalties) assessed in previous years and remaining outstanding at 5 July 2023 and again on 4 January 2024.

Penalty charges will not be applied to the metered water targeted rate.

9. Rating base information

The following are projected as at 30 June 2023:

Number of rating units:	34,500
Total capital value of all rating units:	\$33,050,000,000
Total land value of all rating units:	\$18,760,000,000

10. Rates Summary

	Basis of rates	AB 2022/23 \$000	10YP 2023/24 \$000	AB 2023/24 \$000
General rates				
General rates	rate in \$ of LV (differentiated by use)	80,500	78,761	85,661
UAGC	fixed charge p rating unit	5,776	15,094	5,792
Targeted rates				
Water				
- connected	fixed charge p SUIP (residential) or p rating unit (non-residential)	9,296	10,975	10,925
- serviceable	fixed charge p SUIP (residential) or p rating unit (non-residential)	102	132	120
- metered	\$ p m3 plus fixed charge	2,800	2,850	3,100
Wastewater				
- connected	fixed charge p SUIP (residential) or p rating unit (non-residential)	7,962	10,441	8,646
- serviceable	fixed charge p SUIP (residential) or p rating unit (non-residential)	84	102	92
- pans	fixed charge p pan	2,247	2,897	2,421
Rubbish & recycling				
-kerbside recycling	fixed charge p SUIP	3,581	3,559	4,128
-rubbish & public recycling	fixed charge p SUIP	2,772	2,544	3,112
Palmy BID				
	Fixed charge p rating unit & rate in \$ of CV for commercially rated properties in Palmy BID area of central city	125	132	125
		125	131	125
Total Rates Revenue (GST Exclusive)		115,370	127,617	124,246

11. Source and application of funds statements (Funding Impact Statements)

The Local Government (Financial Reporting and Prudence) Regulations 2014 prescribe the format for statements showing the sources and application of funds for the whole of Council and for each group of activities of the Council.

These statements are designed to show where operational and capital funding comes from, and how they are used.

This information is presented in two ways, firstly at the Whole of Council level, and in a slightly different form at the “Group of Activities” level. At the Group of Activities level, internal revenue and expenditure are shown as separate items, while at the Whole of Council level they are not displayed because the amounts balance each other out.

Capital Expenditure is grouped into three broad categories based on which one the programme most relates to. The three categories are:

- to meet additional demand
- to improve the level of service
- to replace existing assets.

The categories do not clearly represent the fact that some programmes will contribute to more than one purpose.

In addition to the statements mentioned, the Council is also providing Activity Financial Statements which show the revenue and expenses for the services provided, as well as how the rates are calculated (see section 1). The Funding

Impact Statements differ from the Activity Statements in that they do not include depreciation as an expense, categorise capital revenue as part of operating revenue or include movements in the value of assets. For example, the forecast for 2023/24 assumes:

	\$000
Total comprehensive revenue (as shown on page 18 in Prospective Statement of Comprehensive Revenue & Expense)	14,032
Less gain on property revaluations	(5,403)
Less capital revenue	(22,974)
Plus depreciation	43,043
Surplus of operating funding (as shown in Whole of Council Funding Impact Statement on page 92)	28,698

Please note:

In the Funding Impact Statements the term “Other Operating Funding” is an abbreviation of “Local authority fuel tax, fines, infringement fees and other receipts”.

WHOLE OF COUNCIL

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING			
86,276	General Rates, UAGC & Rates Penalties	93,960	91,451
29,094	Targeted Rates	33,657	32,795
5,286	Subsidies & Grants for Operating Purposes	5,115	7,880
8,004	Fees and Charges	7,888	8,022
17	Interest and Dividends from investments	17	150
23,930	Other Operating Funding *	24,691	25,133
152,606	TOTAL OPERATING FUNDING	165,328	165,430
APPLICATIONS OF OPERATING FUNDING			
119,815	Payments to Staff and Suppliers	121,321	126,832
6,731	Finance Costs	8,332	9,899
-	Other operating funding applications	-	-
126,546	TOTAL APPLICATIONS OF OPERATING FUNDING	129,653	136,731
26,060	SURPLUS/(DEFICIT) OF OPERATING FUNDING	35,675	28,698
SOURCES OF CAPITAL FUNDING			
8,341	Subsidies and Grants for Capital Expenditure	21,352	17,725
2,588	Development & Financial Contributions	3,249	3,249
54,748	Increase/(Decrease) in Debt	57,377	36,193
5,000	Gross proceeds from sale of assets	7,826	7,479
-	Lump sum contributions	-	-
-	Other dedicated capital funding	-	-
70,677	TOTAL SOURCES OF CAPITAL FUNDING	89,803	64,646
APPLICATIONS OF CAPITAL FUNDING			
	Capital Expenditure: -		
13,120	- to meet additional demand	7,907	13,018
50,964	- to improve the level of service	87,449	52,186
32,653	- to replace existing assets	30,123	28,141
-	Increase/(Decrease) in Reserves	-	-
-	Increase/(Decrease) of Investments	-	-
96,737	Total Applications of Capital Funding	125,478	93,344
(26,060)	Surplus/(Deficit) of Capital Funding	(35,675)	(28,698)
-	TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

CONNECTED & SAFE COMMUNITY – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s		10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING			
19,413	General Rates, UAGC & Rates Penalties	20,564	21,984
-	Targeted Rates	-	-
193	Subsidies & Grants for Operating Purposes	55	683
1,546	Fees and Charges	1,520	1,546
-	Internal Charges & Overheads Recovered	-	-
4,222	Other Operating Funding *	4,438	4,465
25,375	TOTAL OPERATING FUNDING	26,577	28,678
APPLICATIONS OF OPERATING FUNDING			
17,369	Payments to Staff and Suppliers	17,797	19,375
777	Finance Costs	750	1,091
4,383	Internal Charges & Overheads Applied	4,775	4,970
-	Other operating funding applications	-	-
22,528	TOTAL APPLICATIONS OF OPERATING FUNDING	23,322	25,436
2,846	SURPLUS/(DEFICIT) OF OPERATING FUNDING	3,255	3,242
SOURCES OF CAPITAL FUNDING			
30	Subsidies and Grants for Capital Expenditure	79	162
-	Development & Financial Contributions	-	-
10,929	Increase/(Decrease) in Debt	732	6,121
-	Gross proceeds from sale of assets	-	-
-	Lump sum contributions	-	-
-	Other dedicated capital funding	-	-
10,959	TOTAL SOURCES OF CAPITAL FUNDING	811	6,283
APPLICATIONS OF CAPITAL FUNDING			
Capital Expenditure: -			
-	- to meet additional demand	-	-
10,344	- to improve the level of service	1,427	6,615
3,461	- to replace existing assets	2,640	2,910
-	Increase/(Decrease) in Reserves	-	-
-	Increase/(Decrease) of Investments	-	-
13,805	Total Applications of Capital Funding	4,067	9,525
(2,846)	Surplus/(Deficit) of Capital Funding	(3,255)	(3,242)
-	TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

CREATIVE & EXCITING CITY – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING		
27,501 General Rates, UAGC & Rates Penalties	28,346	28,847
- Targeted Rates	-	-
66 Subsidies & Grants for Operating Purposes	67	568
- Fees and Charges	-	-
1,756 Internal Charges & Overheads Recovered	1,955	1,670
3,204 Other Operating Funding *	3,310	3,562
32,527 TOTAL OPERATING FUNDING	33,678	34,647
APPLICATIONS OF OPERATING FUNDING		
20,803 Payments to Staff and Suppliers	20,996	23,359
1,660 Finance Costs	1,834	2,508
3,844 Internal Charges & Overheads Applied	3,808	3,846
- Other operating funding applications	-	-
26,306 TOTAL APPLICATIONS OF OPERATING FUNDING	26,638	29,713
6,221 SURPLUS/(DEFICIT) OF OPERATING FUNDING	7,041	4,934
SOURCES OF CAPITAL FUNDING		
- Subsidies and Grants for Capital Expenditure	3,259	351
283 Development & Financial Contributions	355	355
10,181 Increase/(Decrease) in Debt	14,365	6,167
- Gross proceeds from sale of assets	-	-
- Lump sum contributions	-	-
- Other dedicated capital funding	-	-
10,464 TOTAL SOURCES OF CAPITAL FUNDING	17,979	6,874
APPLICATIONS OF CAPITAL FUNDING		
Capital Expenditure: -		
1,766 - to meet additional demand	957	-
8,353 - to improve the level of service	19,013	7,304
6,566 - to replace existing assets	5,049	4,503
- Increase/(Decrease) in Reserves	-	-
- Increase/(Decrease) of Investments	-	-
16,685 Total Applications of Capital Funding	25,020	11,808
(6,221) Surplus/(Deficit) of Capital Funding	(7,041)	(4,934)
- TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

DRIVEN & ENABLING COUNCIL – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING		
10,750 General Rates, UAGC & Rates Penalties	11,649	11,097
- Targeted Rates	-	-
- Subsidies & Grants for Operating Purposes	-	-
215 Fees and Charges	220	215
34,420 Internal Charges & Overheads Recovered	35,256	36,171
4,853 Other Operating Funding *	4,988	4,938
50,238 TOTAL OPERATING FUNDING	52,114	52,421
APPLICATIONS OF OPERATING FUNDING		
41,484 Payments to Staff and Suppliers	38,751	41,356
589 Finance Costs	697	665
10,170 Internal Charges & Overheads Applied	10,124	10,139
- Other operating funding applications	-	-
52,243 TOTAL APPLICATIONS OF OPERATING FUNDING	49,571	52,160
(2,005) SURPLUS/(DEFICIT) OF OPERATING FUNDING	2,543	261
SOURCES OF CAPITAL FUNDING		
- Subsidies and Grants for Capital Expenditure	-	-
- Development & Financial Contributions	-	-
7,235 Increase/(Decrease) in Debt	3,178	3,273
- Gross proceeds from sale of assets	-	-
- Lump sum contributions	-	-
- Other dedicated capital funding	-	-
7,235 TOTAL SOURCES OF CAPITAL FUNDING	3,178	3,273
APPLICATIONS OF CAPITAL FUNDING		
Capital Expenditure: -		
- - to meet additional demand	-	-
1,073 - to improve the level of service	1,411	408
4,157 - to replace existing assets	4,310	3,125
- Increase/(Decrease) in Reserves	-	-
- Increase/(Decrease) of Investments	-	-
5,230 Total Applications of Capital Funding	5,721	3,534
2,005 Surplus/(Deficit) of Capital Funding	(2,543)	(261)
- TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

ECO-CITY – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING		
1,354 General Rates, UAGC & Rates Penalties	2,023	1,258
6,352 Targeted Rates	6,102	7,240
640 Subsidies & Grants for Operating Purposes	361	901
- Fees and Charges	-	-
- Internal Charges & Overheads Recovered	-	-
2,730 Other Operating Funding *	3,058	2,953
11,076 TOTAL OPERATING FUNDING	11,545	12,352
APPLICATIONS OF OPERATING FUNDING		
9,228 Payments to Staff and Suppliers	9,001	9,238
274 Finance Costs	452	418
701 Internal Charges & Overheads Applied	690	1,595
- Other operating funding applications	-	-
10,203 TOTAL APPLICATIONS OF OPERATING FUNDING	10,142	11,251
874 SURPLUS/(DEFICIT) OF OPERATING FUNDING	1,403	1,101
SOURCES OF CAPITAL FUNDING		
- Subsidies and Grants for Capital Expenditure	281	250
- Development & Financial Contributions	-	-
2,217 Increase/(Decrease) in Debt	1,961	2,223
- Gross proceeds from sale of assets	-	-
- Lump sum contributions	-	-
- Other dedicated capital funding	-	-
2,217 TOTAL SOURCES OF CAPITAL FUNDING	2,242	2,473
APPLICATIONS OF CAPITAL FUNDING		
Capital Expenditure: -		
- - to meet additional demand	-	-
2,606 - to improve the level of service	3,185	3,011
485 - to replace existing assets	460	564
- Increase/(Decrease) in Reserves	-	-
- Increase/(Decrease) of Investments	-	-
3,091 Total Applications of Capital Funding	3,645	3,574
(874) Surplus/(Deficit) of Capital Funding	(1,403)	(1,101)
- TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

INNOVATIVE & GROWING CITY – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING		
7,939 General Rates, UAGC & Rates Penalties	8,721	9,174
- Targeted Rates	-	-
- Subsidies & Grants for Operating Purposes	-	1,050
6,054 Fees and Charges	5,948	6,017
31 Internal Charges & Overheads Recovered	32	44
1,551 Other Operating Funding *	1,586	1,630
15,575 TOTAL OPERATING FUNDING	16,287	17,916
APPLICATIONS OF OPERATING FUNDING		
12,010 Payments to Staff and Suppliers	11,916	13,938
8 Finance Costs	21	5
3,430 Internal Charges & Overheads Applied	3,659	3,253
- Other operating funding applications	-	-
15,447 TOTAL APPLICATIONS OF OPERATING FUNDING	15,596	17,196
127 SURPLUS/(DEFICIT) OF OPERATING FUNDING	691	719
SOURCES OF CAPITAL FUNDING		
- Subsidies and Grants for Capital Expenditure	-	955
- Development & Financial Contributions	-	-
(4,662) Increase/(Decrease) in Debt	(6,937)	(7,039)
5,000 Gross proceeds from sale of assets	7,340	7,000
- Lump sum contributions	-	-
- Other dedicated capital funding	-	-
338 TOTAL SOURCES OF CAPITAL FUNDING	403	916
APPLICATIONS OF CAPITAL FUNDING		
Capital Expenditure: -		
- - to meet additional demand	-	-
- - to improve the level of service	77	1,069
465 - to replace existing assets	1,018	566
- Increase/(Decrease) in Reserves	-	-
- Increase/(Decrease) of Investments	-	-
465 Total Applications of Capital Funding	1,094	1,635
(127) Surplus/(Deficit) of Capital Funding	(691)	(719)
- TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

TRANSPORT – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING		
16,127 General Rates, UAGC & Rates Penalties	18,094	15,470
- Targeted Rates	-	-
4,267 Subsidies & Grants for Operating Purposes	4,632	4,678
134 Fees and Charges	143	187
- Internal Charges & Overheads Recovered	-	-
6,094 Other Operating Funding *	6,002	6,380
26,623 TOTAL OPERATING FUNDING	28,870	26,716
APPLICATIONS OF OPERATING FUNDING		
16,117 Payments to Staff and Suppliers	16,609	17,124
1,714 Finance Costs	2,076	2,512
4,076 Internal Charges & Overheads Applied	4,018	1,065
- Other operating funding applications	-	-
21,907 TOTAL APPLICATIONS OF OPERATING FUNDING	22,703	20,701
4,715 SURPLUS/(DEFICIT) OF OPERATING FUNDING	6,167	6,015
SOURCES OF CAPITAL FUNDING		
8,311 Subsidies and Grants for Capital Expenditure	17,733	16,007
814 Development & Financial Contributions	1,022	1,022
16,244 Increase/(Decrease) in Debt	12,495	10,517
- Gross proceeds from sale of assets	-	-
- Lump sum contributions	-	-
- Other dedicated capital funding	-	-
25,370 TOTAL SOURCES OF CAPITAL FUNDING	31,249	27,546
APPLICATIONS OF CAPITAL FUNDING		
Capital Expenditure: -		
8,973 - to meet additional demand	2,708	7,239
14,982 - to improve the level of service	28,521	19,843
6,131 - to replace existing assets	6,188	6,478
- Increase/(Decrease) in Reserves	-	-
- Increase/(Decrease) of Investments	-	-
30,085 Total Applications of Capital Funding	37,417	33,560
(4,715) Surplus/(Deficit) of Capital Funding	(6,167)	(6,015)
- TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

STORMWATER – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING		
3,443 General Rates, UAGC & Rates Penalties	4,825	3,871
- Targeted Rates	-	-
- Subsidies & Grants for Operating Purposes	-	-
- Fees and Charges	-	-
- Internal Charges & Overheads Recovered	-	-
6 Other Operating Funding *	6	7
3,449 TOTAL OPERATING FUNDING	4,831	3,877
APPLICATIONS OF OPERATING FUNDING		
2,016 Payments to Staff and Suppliers	2,794	2,629
244 Finance Costs	549	443
48 Internal Charges & Overheads Applied	45	(9)
- Other operating funding applications	-	-
2,307 TOTAL APPLICATIONS OF OPERATING FUNDING	3,388	3,063
1,141 SURPLUS/(DEFICIT) OF OPERATING FUNDING	1,443	814
SOURCES OF CAPITAL FUNDING		
- Subsidies and Grants for Capital Expenditure	-	-
132 Development & Financial Contributions	166	166
2,083 Increase/(Decrease) in Debt	4,283	5,013
- Gross proceeds from sale of assets	-	-
- Lump sum contributions	-	-
- Other dedicated capital funding	-	-
2,215 TOTAL SOURCES OF CAPITAL FUNDING	4,449	5,179
APPLICATIONS OF CAPITAL FUNDING		
Capital Expenditure: -		
507 - to meet additional demand	1,728	3,289
1,922 - to improve the level of service	3,027	2,475
928 - to replace existing assets	1,136	230
- Increase/(Decrease) in Reserves	-	-
- Increase/(Decrease) of Investments	-	-
3,356 Total Applications of Capital Funding	5,891	5,993
(1,141) Surplus/(Deficit) of Capital Funding	(1,443)	(814)
- TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

WASTEWATER – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING		
- General Rates, UAGC & Rates Penalties	-	-
10,293 Targeted Rates	13,334	11,159
120 Subsidies & Grants for Operating Purposes	-	-
6 Fees and Charges	6	6
- Internal Charges & Overheads Recovered	-	-
1,237 Other Operating Funding *	1,269	1,297
11,657 TOTAL OPERATING FUNDING	14,609	12,462
APPLICATIONS OF OPERATING FUNDING		
5,630 Payments to Staff and Suppliers	7,921	5,621
566 Finance Costs	865	855
52 Internal Charges & Overheads Applied	50	805
- Other operating funding applications	-	-
6,248 TOTAL APPLICATIONS OF OPERATING FUNDING	8,837	7,282
5,408 SURPLUS/(DEFICIT) OF OPERATING FUNDING	5,773	5,180
SOURCES OF CAPITAL FUNDING		
- Subsidies and Grants for Capital Expenditure	-	-
1,022 Development & Financial Contributions	1,283	1,283
5,059 Increase/(Decrease) in Debt	19,601	4,884
- Gross proceeds from sale of assets	-	-
- Lump sum contributions	-	-
- Other dedicated capital funding	-	-
6,081 TOTAL SOURCES OF CAPITAL FUNDING	20,884	6,167
APPLICATIONS OF CAPITAL FUNDING		
Capital Expenditure: -		
976 - to meet additional demand	1,239	759
6,165 - to improve the level of service	21,353	6,204
4,349 - to replace existing assets	4,065	4,384
- Increase/(Decrease) in Reserves	-	-
- Increase/(Decrease) of Investments	-	-
11,490 Total Applications of Capital Funding	26,657	11,347
(5,408) Surplus/(Deficit) of Capital Funding	(5,773)	(5,180)
- TOTAL FUNDING SURPLUS/(DEFICIT)	-	-

WATER – GROUP OF ACTIVITIES

Budget 2022/23 \$'000s	10YP 2023/24 \$'000s	AB 2023/24 \$'000s
SOURCES OF OPERATING FUNDING		
- General Rates, UAGC & Rates Penalties	-	-
12,198 Targeted Rates	13,958	14,145
- Subsidies & Grants for Operating Purposes	-	-
48 Fees and Charges	50	50
208 Internal Charges & Overheads Recovered	255	258
49 Other Operating Funding *	50	52
12,503 TOTAL OPERATING FUNDING	14,313	14,505
APPLICATIONS OF OPERATING FUNDING		
3,957 Payments to Staff and Suppliers	4,964	4,633
900 Finance Costs	1,089	1,402
915 Internal Charges & Overheads Applied	900	2,038
- Other operating funding applications	-	-
5,771 TOTAL APPLICATIONS OF OPERATING FUNDING	6,953	8,073
6,732 SURPLUS/(DEFICIT) OF OPERATING FUNDING	7,359	6,432
SOURCES OF CAPITAL FUNDING		
- Subsidies and Grants for Capital Expenditure	-	-
337 Development & Financial Contributions	423	423
5,462 Increase/(Decrease) in Debt	7,699	5,033
- Gross proceeds from sale of assets	486	479
- Lump sum contributions	-	-
- Other dedicated capital funding	-	-
5,799 TOTAL SOURCES OF CAPITAL FUNDING	8,608	5,935
APPLICATIONS OF CAPITAL FUNDING		
Capital Expenditure: -		
898 - to meet additional demand	1,275	1,730
5,521 - to improve the level of service	9,435	5,257
6,112 - to replace existing assets	5,257	5,380
- Increase/(Decrease) in Reserves	-	-
- Increase/(Decrease) of Investments	-	-
12,530 Total Applications of Capital Funding	15,967	12,367
(6,732) Surplus/(Deficit) of Capital Funding	(7,359)	(6,432)
- TOTAL FUNDING SURPLUS/(DEFICIT)	-	-



SECTION 3 ADDITIONAL INFORMATION

SECTION 3

Levels of Service, Performance Measures and Targets

The Role and Structure of the Council

How to Contact the Council

Glossary

Levels of Service and Performance Measures

This section contains an extract from the 10 Year Plan which shows the Council's planned levels of service for each of the activities and the measures we intend to use to report back on our performance.

More information about each of the Council's activities can be found in the full 10 Year Plan 2021-2031 which you can view on the Council's website www.pncc.govt.nz and searching 10 Year Plan or by phoning us on 06 356 8199 and asking for a copy.

The Council reports its performance in relation to levels of service in Annual Reports which can also be viewed on the Council's website or by phoning us and asking for a copy. The latest of these is for the year ending 30 June 2022.

All of our performance measures will be measured annually, unless stated otherwise.

Te whakatipu tāone

City Growth

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Provide enough development capacity to meet expected demand for housing and business in the short, medium and long term.	Enough land is zoned, infrastructure enabled and feasible to develop, to meet growth demand.	At least three years of housing and business land with services is immediately available.	At least three years of housing and business land with services is immediately available.	At least three years of housing and business land with services is immediately available.	At least three years of housing and business land with services is immediately available.
Perform the regulatory planning role under the Local Government Act and Resource Management Act.	Resource consent applications are processed within statutory frameworks.	At least 95%. (See note)	At least 95%. (See note)	At least 95%. (See note)	At least 95%. (See note)
	Building consent applications are processed within statutory frameworks.	At least 95%. (See note)	At least 95%. (See note)	At least 95%. (See note)	At least 95%. (See note)
Provide public spaces (streets, open spaces, civic and community buildings and infrastructure) that are sustainable, connected, diverse, integrated, adaptable, interesting, comfortable and safe.	City-wide urban design principles are reflected in planning advice and decision-making.	Narrative measure outlining how urban design principles are being implemented.	Narrative measure outlining how urban design principles are being implemented.	Narrative measure outlining how urban design principles are being implemented.	Narrative measure outlining how urban design principles are being implemented.
Work with the development community to increase knowledge and influence urban design outcomes.	There is an increase in range of building types being built in the city centre and local neighbourhoods (e.g. different densities, co-housing, CBD	Narrative measure outlining the trends in the range of building types.	Narrative measure outlining trends in the range of building types.	Narrative measure outlining trends in the range of building types.	Narrative measure outlining trends in the range of building types.

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
	residential, green buildings). (new – currently there is little innovation in the type of houses being built to meet changing demographics and needs)				

Note:

In setting these targets the Council acknowledges that a small number of applications will not be processed in statutory timeframes. This is because some complex consent issues cannot be resolved within statutory timeframes. Also consent applications come in peaks and troughs and, although the Council continually monitors resourcing needs and works with other Councils to help manage peak demands, it is not always possible to meet these peaks without over-resourcing for more normal demand.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Te whakawhanake ōhanga

Economic Development

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Support economic wellbeing through funding of external organisations.	Funding is distributed and the key objectives achieved.	Narrative measure outlining outcomes achieved by the funding organisations.	Narrative measure outlining outcomes achieved by the funded organisations.	Narrative measure outlining outcomes achieved by the funded organisations.	Narrative measure outlining outcomes achieved by the funded organisations.
Achieve a positive city reputation.	A positive city reputation is recognised.	Increases in positive sentiment, increase in levels of engagement, and formal survey/research.	Increases in positive sentiment, increase in levels of engagement, and formal survey/research.	Increases in positive sentiment, increase in levels of engagement, and formal survey/research.	Increases in positive sentiment, increase in levels of engagement, and formal survey/research.

Ngā aranukunuku

Transport

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Provide an integrated multi-modal transport network that connects people and goods with destinations in a safe, efficient and sustainable manner and evolves to meet new transport demands with less reliance on private motor-vehicles.	The change in the number of fatal and serious injury crashes from the previous year on the city's local road network (mandatory measure).	Fewer than the previous year. Narrative measure outlining long-term accident trends and causes.	Fewer than the previous year. Narrative measure outlining long-term accident trends and causes.	Fewer than the previous year. Narrative measure outlining long-term accident trends and causes.	Fewer than the previous year. Narrative measure outlining long-term accident trends and causes.
	The average quality of ride on the sealed local road network, measured by smooth travel exposure (mandatory measure).	Greater than 80%.	Greater than 80%.	Greater than 80%.	Greater than 80%.
	The percentage of the sealed local road network that is resurfaced (mandatory measure).	More than 3.5%.	More than 3.5%.	More than 3.5%.	More than 3.5%.
	The percentage of footpaths that meet Council standard (mandatory measure).	Greater than 93% rated 3 or above (see note)	Greater than 93% rated 3 or above (see note)	Greater than 93% rated 3 or above (see note)	Greater than 93% rated 3 or above (see note)

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
	Percentage of requests for service relating to roads and footpaths responded to (with at least an initial response) within three working days (mandatory measure).	Greater than 95% of safety and critical requests.	Greater than 95% of safety and critical requests.	Greater than 95% of safety and critical requests.	Greater than 95% of safety and critical requests.

Note

Council uses the Institute of Public Works Engineering Australasia Footpath Condition Rating Standard where 1 = Very Good, 2 = Good, 3 = Fair, 4 = Poor and 5 = Very Poor. Footpaths are independently graded.

Te hāpori hohe

Active Communities

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Provide a wide range of accessible and well-maintained play, active recreation and sports facilities to increase levels of physical activity and participation in sport and active recreation and meet a diverse range of local communities. (Note: these facilities are city reserves, suburb reserves, local reserves, sports fields, the Central Energy Trust Arena, walkways and shared paths, and swimming pools).	Increase in use of parks, sports fields and playgrounds.	Narrative measure outlining Parks Check Survey results.	Narrative measure outlining Parks Check Survey results.	Narrative measure outlining Parks Check Survey results.	Narrative measure outlining Parks Check Survey results.
	Increase in use of aquatic facilities.	Usage numbers at Lido, Freyberg and Ashhurst Pools.	Usage numbers at Lido, Freyberg and Ashhurst Pools.	Usage numbers at Lido, Freyberg and Ashhurst Pools.	Usage numbers at Lido, Freyberg and Ashhurst Pools.
	Increase in use of Central Energy Trust Arena for community sport and active recreation.	Narrative measure outlining number of community events and hours.	Narrative measure outlining number of community events and hours.	Narrative measure outlining number of community events and hours.	Narrative measure outlining number of community events and hours.
	Increase in satisfaction of Council's sport and recreation facilities.	Narrative measure outlining trends in user and resident feedback and surveys.	Narrative measure outlining trends in user and resident feedback and surveys.	Narrative measure outlining trends in user and resident feedback and surveys.	Narrative measure outlining trends in user and resident feedback and surveys.
Work in partnership with external recreation organisations, and facility providers, to help increase levels of participation in play, active recreation and sport.	Council works in partnership with external organisations.	Narrative measure outlining partnership initiatives designed to increase participation and their outcomes.	Narrative measure outlining partnership initiatives designed to increase participation and their outcomes.	Narrative measure outlining partnership initiatives designed to increase participation and their outcomes.	Narrative measure outlining partnership initiatives designed to increase participation and their outcomes.

Te toi me te taonga tuku iho

Arts and heritage

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Provide support to community organisations, cultural Council-Controlled Organisations and individuals to help make Palmerston North a creative and exciting city.	Increase in patronage of Council-owned cultural facilities (Te Manawa, Globe Theatre, Regent Theatre, and Square Edge), as measured by reports provided by operators.	Annual patronage numbers for the CCOs increase.	Annual patronage numbers for the CCOs increase.	Annual patronage numbers for the CCOs increase.	Annual patronage numbers for the CCOs increase.
Maintain and enhance cultural facilities that provide a range of opportunities for people to access and participate in the arts.	Funding is distributed and the key objectives achieved.	Narrative measure outlining outcomes achieved by the CCOs.	Narrative measure outlining outcomes achieved by the CCOs.	Narrative measure outlining outcomes achieved by the CCOs.	Narrative measure outlining outcomes achieved by the CCOs.
Work closely with Rangitāne o Manawatū to support it to be kaitiaki of its heritage places and to increase the wider community's understanding and appreciation of Rangitāne o Manawatū heritage.	Sites of significance to Rangitāne o Manawatū are identified, protected or acknowledged.	Narrative measure outlining the number and description of sites.	Narrative measure outlining the number and description of sites.	Narrative measure outlining the number and description of sites.	Narrative measure outlining the number and description of sites.
Invest in cultural heritage buildings and places to give the community the opportunity to use and appreciate their heritage values.	Increase in investment of earthquake-prone heritage buildings.	Narrative measure outlining investment in buildings and its outcomes.	Narrative measure outlining investment in buildings and its outcomes.	Narrative measure outlining investment in buildings and its outcomes.	Narrative measure outlining investment in buildings and its outcomes.

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Promote and celebrate local history.	Heritage is part of the multi-disciplinary approach to working on Council projects.	Narrative measure outlining the projects and their multi-disciplinary nature.	Narrative measure outlining the projects and their multi-disciplinary nature.	Narrative measure outlining the projects and their multi-disciplinary nature.	Narrative measure outlining the projects and their multi-disciplinary nature.

Te ahuahu tāone

City shaping

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Implement the City Centre Streetscape Plan to increase city centre vibrancy and improve the perception of the city.	City Centre Streetscape Plan is successfully implemented. (Completion of Square East (between Plaza and bus depot) City Centre Streetscape Plan (pncc.govt.nz)	Narrative measure outlining progress on implementing the Plan.	Narrative measure outlining progress on implementing the Plan.	Narrative measure outlining progress on implementing the Plan.	Narrative measure outlining progress on implementing the Plan.
Implement City Shaping Plan actions in partnership with other agencies. Provide seed funding and support for people to lead public space projects to develop accessible, active, comfortable and social public places. Promote multidisciplinary working on Council and community projects to drive outcomes that deliver on multiple Council objectives.	A wide range of public space projects are implemented.	Narrative measure outlining the public space projects, their multi stakeholder / multidisciplinary nature, and their outcomes.	Narrative measure outlining the public space projects, their multi stakeholder / multidisciplinary nature, and their outcomes.	Narrative measure outlining the public space projects, their multi stakeholder / multidisciplinary nature, and their outcomes.	Narrative measure outlining the public space projects, their multi stakeholder / multidisciplinary nature, and their outcomes.

Te hāpori tūhonohono

Connected Communities

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
<p>Provide city libraries that collect, curate and provide access to knowledge, ideas and works of the imagination that are primarily focused on meeting the needs of communities with the greatest needs and reflect the diverse and changing needs of communities.</p> <p>Provide library programmes that support the development of literacy in all its forms.</p>	Library users are satisfied with the services and programmes provided (physical and online).	<p>More than 800,000 visits a year.</p> <p>Average use per item per year is at least 4 (physical items).</p> <p>Narrative measure outlining the development and use of digital collections.</p> <p>Narrative measure outlining the results of user and residents' satisfaction surveys.</p>	<p>More than 800,000 visits a year.</p> <p>Average use per item per year is at least 4 (physical items).</p> <p>Narrative measure outlining the development and use of digital collections.</p> <p>Narrative measure outlining the results of user and residents' satisfaction surveys.</p>	<p>More than 800,000 visits a year.</p> <p>Average use per item per year is at least 4 (physical items).</p> <p>Narrative measure outlining the development and use of digital collections.</p> <p>Narrative measure outlining the results of user and residents' satisfaction surveys.</p>	<p>More than 800,000 visits a year.</p> <p>Average use per item per year is at least 4 (physical items).</p> <p>Narrative measure outlining the development and use of digital collections.</p> <p>Narrative measure outlining the results of user and residents' satisfaction surveys.</p>
	Library programmes reflect the changing needs of communities.	Narrative measure number and description of programmes and their outcomes.	Narrative measure number and description of programmes and their outcomes.	Narrative measure number and description of programmes and their outcomes.	Narrative measure number and description of programmes and their outcomes.
Provide public toilets throughout the city, to a	Accessible and gender-neutral toilets are provided throughout	Narrative measure outlining number,	Narrative measure outlining number,	Narrative measure outlining number,	Narrative measure outlining number,

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
standard that meets public expectations.	the city, and especially in places where there is the most community activity.	type and location of toilets, plus annual satisfaction survey results)	type and location of toilets, plus annual satisfaction survey results)	type and location of toilets, plus annual satisfaction survey results)	type and location of toilets, plus annual satisfaction survey results)
Support community centre management groups to provide community centres that are responsive to the needs of their communities.	Community centres are well used.	Narrative measure outlining use of centres and range of use with them)	Narrative measure outlining use of centres and range of use with them).	Narrative measure outlining use of centres and range of use with them).	Narrative measure outlining use of centres and range of use with them).
Provide cemetery services that are responsive to community needs.	Visitors to cemeteries are satisfied with the services provided.	Narrative measure outlining user and residents' survey trends.	Narrative measure outlining user and residents' survey trends.	Narrative measure outlining user and residents' survey trends.	Narrative measure outlining user and residents' survey trends.
Provide warm, safe and accessible social housing for older people, people with disabilities, and other people on low incomes who experience barriers to renting in the private market.	Council's social housing tenants are satisfied with the social housing service they receive.	Narrative measure outlining survey results and tenant feedback.	Narrative measure outlining survey results and tenant feedback.	Narrative measure outlining survey results and tenant feedback.	Narrative measure outlining survey results and tenant feedback.
	Council's social housing is warm and safe, as shown by compliance with the Otago Medical School He Kainga Oranga Rental Housing Warrant of Fitness Standard. New Council housing is accessible (as shown by Lifemark 4 Star Design Standard accreditation)	Standards met.	Standards met.	Standards met.	Standards met.

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Support and fund communities and for-purpose organisations to build community, neighbourhood and organisational capacity and capability.	More community-led projects are supported by Council.	Narrative measure outlining description of activities funded and their outcomes.	Narrative measure outlining description of activities funded and their outcomes.	Narrative measure outlining description of activities funded and their outcomes.	Narrative measure outlining description of activities funded and their outcomes.
Provide, fund and support events so that Palmerston North has a full events calendar that caters well for different sectors of the city's population. (Footnote: this includes economic events that create and enable opportunities for employment and growth.)	There are increases in: <ul style="list-style-type: none"> • participation in community and city centre events • satisfaction with the annual programme of events • the range and diversity of community-led events in the city. 	Narrative measure outlining number and range of events, plus participation and satisfaction with events.	Narrative measure outlining number and range of events, plus participation and satisfaction with events.	Narrative measure outlining number and range of events, plus participation and satisfaction with events.	Narrative measure outlining number and range of events, plus participation and satisfaction with events.

Te hāpori haumaru

Safe Communities

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Coordinate and facilitate the work of the Safety Advisory Board (SAB) to enable the fulfilment of its strategic plan.	The SAB carries out a range of successful initiatives.	Narrative measure (outlining description of SAB initiatives and their outcomes).	Narrative measure (outlining description of SAB initiatives and their outcomes).	Narrative measure (outlining description of SAB initiatives and their outcomes).	Narrative measure (outlining description of SAB initiatives and their outcomes).
Achieve the Manawatū-Whanganui Civil Defence Emergency Management Group goals to build resilience and disaster preparedness for civil defence and emergency situations.	Increasing preparedness for emergencies in Palmerston North.	Narrative measure outlining Manawatū-Whanganui CDEM preparedness 2-yearly survey trends and description of initiatives.	Narrative measure outlining Manawatū-Whanganui CDEM preparedness 2-yearly survey trends and description of initiatives.	Narrative measure outlining Manawatū-Whanganui CDEM preparedness 2-yearly survey trends and description of initiatives.	Narrative measure outlining Manawatū-Whanganui CDEM preparedness 2-yearly survey trends and description of initiatives.
Enforces bylaws and legislation in relation to supply and sale of alcohol, stray and aggressive dogs, keeping animals, food and commercial premises, gambling, and excessive noise.	Bylaws are reviewed on legal timeframe and enforced.	Narrative measure outlining description of programme to develop and review bylaws and their outcomes.	Narrative measure outlining description of programme to develop and review bylaws and their outcomes.	Narrative measure outlining description of programme to develop and review bylaws and their outcomes.	Narrative measure outlining description of programme to develop and review bylaws and their outcomes.

Te āhuarangi hurihuri

Climate change

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10 2025-2031
Foster sustainable practices and behaviours so that city residents and organisations become more sustainable.	Increase in sustainable practices.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.
Develop policies and plans and work with city stakeholders to achieve the target of a 30% reduction in greenhouse gas emissions by 2031 and continue to reduce greenhouse gas emissions from Council's own activities.	Decrease in Council's total organisational emissions.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.
Work with iwi and community groups to re-establish bush, particularly along waterways, and to control introduced predators.	Measured through Manawatū River level of service.	(see Manawatū River Activity)	(see Manawatū River Activity)	(see Manawatū River Activity)	(see Manawatū River Activity)

Te taiao toitū

Environmental sustainability

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Foster sustainable practices and behaviours so that city residents and organisations become more sustainable.	Increase in sustainable practices.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.
Work with iwi and community groups to re-establish bush, particularly along the waterways, and to control introduced predators.	Measured through Manawatū River level of service (see next Activity)	(see next Activity)	(see next Activity)	(see next Activity)	(see next Activity)

Te Awa o Manawatū

Manawatū River

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
<p>Understand the relationship Rangitane o Manawatū has with Manawatū River.</p> <p>Increase use of the Manawatū River environment for passive and active recreation.</p> <p>Increase the health and amenity of the river environment through increased biodiversity.</p>	<p>Increase in the public use of the river environment.</p> <p>Increase in native planting and observed biodiversity improvements in suitable locations in the river environment.</p> <p>Greater connectivity of features within the Manawatū River Park.</p>	<p>Narrative measure outlining public use of the river, biodiversity and native plantings, and connectivity of features.</p>	<p>Narrative measure outlining public use of the river, biodiversity and native plantings, and connectivity of features.</p>	<p>Narrative measure outlining public use of the river, biodiversity and native plantings, and connectivity of features.</p>	<p>Narrative measure outlining public use of the river, biodiversity and native plantings, and connectivity of features.</p>

Te whakaaraara rawa

Resource recovery

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Ensure the city's solid waste is adequately and affordably managed. Maximise the proportion of waste diverted from landfill (e.g. through recycling and composting).	Compliance with resource consents for the Resource Recovery Activity measured by the number of abatement notices, infringement notices, enforcement orders and convictions.	100% compliance.	100% compliance.	100% compliance.	100% compliance.
Manage hazardous waste in an environmentally responsible manner.	Decrease in per capita volume of waste sent to landfill.	Narrative measure outlining Council initiatives to decrease waste sent to landfill.	Narrative measure outlining Council initiatives to decrease waste sent to landfill.	Narrative measure outlining Council initiatives to decrease waste sent to landfill.	Narrative measure outlining Council initiatives to decrease waste sent to landfill.

Ngā wai

Waters (Water, Wastewater, Stormwater)

Stormwater

Levels of service Stormwater Drainage	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Provide stormwater services to protect buildings from inundation from flooding in major events.	The number of flood event per year resulting in stormwater from the Council's stormwater system entering a habitable floor in an urban area (mandatory measure).	Less than 5.	Less than 5.	Less than 5.	Less than 5.
	The number of habitable floors per 1,000 properties within urban stormwater service areas affected by a flood event (mandatory measure).	Less than 2.	Less than 2.	Less than 2.	Less than 2.
	Median time to attend a flooding event (note: a flooding event is one resulting in stormwater entering a habitable building) (mandatory measure).	Less than 2 hours.	Less than 2 hours.	Less than 2 hours.	Less than 2 hours.
	The number of complaints received about the performance of Council's stormwater system per 1,000 properties connected (mandatory measure).	Less than 15.	Less than 15.	Less than 15.	Less than 15.

Levels of service Stormwater Drainage	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
	Compliance with resource consents for discharge from Council's stormwater system as measured by the number of abatement notices, infringement notices, enforcement notices and convictions received by Council in relation to resource consents (mandatory measure).	100%.	100%.	100%.	100%.

Wastewater

Levels of service Sewerage and the treatment and discharge of sewerage	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10 2025-2031
Provide wastewater services for the safe collection, treatment and disposal of the city's wastewater.	Number of dry weather wastewater overflows from Council's wastewater system per 1,000 connections per year (mandatory measure).	Less than 1.	Less than 1.	Less than 1.	Less than 1.
	Complaints per 1,000 connections about wastewater odour, system faults, system blockages and Council's response to issues with the wastewater system (mandatory measure.)	Less than 15.	Less than 15.	Less than 15.	Less than 15.
	Median time for attending to overflows resulting from blockages or other faults (mandatory measure).	Less than 1.5 hours.	Less than 1.5 hours.	Less than 1.5 hours.	Less than 1.5 hours.

Levels of service Sewerage and the treatment and discharge of sewerage	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10 2025-2031
	Median time for resolution of overflows resulting from blockages or other faults (mandatory measure).	Less than 8 hours.	Less than 8 hours.	Less than 8 hours.	Less than 8 hours.
	Compliance with resource consents for discharge from Council's wastewater system as measured by the number of abatement notices, infringement notices, enforcement notices and convictions received by Council in relation to resource consents.	100%.	100%.	100%.	100%.

Water

Levels of service Water Supply	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Provide water services for the provision of safe and readily available water.	Compliance with Part 4 (bacteria compliance criteria) of the Public Health Act 1956 (as amended by the Health (Drinking Water) Amendment Act 2007 (mandatory measure)).	100%.	100%.	100%.	100%.
	Compliance with Part 5 (protozoal compliance criteria) of the Public Health Act 1956 (as amended by the Health (Drinking Water) Amendment Act 2007 (mandatory measure)).	100%.	100%.	100%.	100%.

Levels of service Water Supply	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
	The number of complaints per 1,000 connections relating to clarity, taste, odour, continuity of supply, drinking water pressure or flow, and Council's response to any of these (mandatory measure).	Less than 40.	Less than 40.	Less than 40.	Less than 40.
	Average consumption of drinking water per day per resident (mandatory measure).	Less than 360 litres.	Less than 360 litres.	Less than 360 litres.	Less than 360 litres.
	Median response time for urgent call out attendance (mandatory measure).	Less than 2 hours.	Less than 2 hours.	Less than 2 hours.	Less than 2 hours.
	Median response time for resolution of urgent call outs (mandatory measure).	Less than 7 hours.	Less than 7 hours.	Less than 7 hours.	Less than 7 hours.
	Median response time for non-urgent call out attendance (mandatory measure).	Less than 10 hours.	Less than 10 hours.	Less than 10 hours.	Less than 10 hours.
	Median response time for resolution of non-urgent call outs (mandatory measure).	Less than 75 hours.	Less than 75 hours.	Less than 75 hours.	Less than 75 hours.
	Percentage of real water loss from the water reticulation network (mandatory measure).	Less than 20%.	Less than 20%.	Less than 20%.	Less than 20%.

Te mana urungi papai tonu me te kirirarautanga hohe

Governance and active citizenship

Levels of service	Measures of Success	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets Years 4-10
Actively engage residents in decision-making and provide a range of opportunities for residents to engage with decision-making processes.	More than two out of every three residents (in the Residents Survey) are 'satisfied' with both the 'opportunity to have a say' and the 'ease of having a say'.	Narrative measure outlining satisfaction trends.	Narrative measure outlining satisfaction trends.	Narrative measure outlining satisfaction trends.	Narrative measure outlining satisfaction trends.

The Role and Structure of the Council

The purpose of Palmerston North City Council is defined in the Local Government Act 2002. The Act governs local democratic decision-making to meet the current and future needs of communities. This includes cost-effective and good quality local infrastructure, local public services, and regulatory functions.

Put simply; Council delivers infrastructure, services and performance that are efficient, effective and appropriate. Both for present and anticipated future circumstances.

The community needs the Council to provide these essential services to support city function and growth. It's the role of elected councillors to determine how to achieve this and to plan for future needs.

A 10-Year Plan is completed every three years to help outline how Council will achieve its goals. This is a major exercise for determining what the community wants and what the city needs. It involves consulting with the community on proposed future services, the planned renewal of infrastructure, and new projects. Council considered submissions from the community before finalising the 10-Year Plan from 2021 to 2031, adopting the plan in July 2021.

The planning considered how city growth will be accommodated and what resources could be made available. Resources were considered in relation to Council's 30-Year Infrastructure Strategy, which covers its key infrastructure assets. The Strategy sets out an assessment of requirements, issues and the estimated costs of maintaining and renewing existing infrastructure over that period. It also examines how the city's infrastructure will meet growth

requirements and new legislative requirements. The first ten years of this 30-year strategy are incorporated into the 10-Year Plan.

Protecting past investments in core infrastructure is important. It ensures that people and businesses can rely on the city's roads, water, stormwater and wastewater services. Even in tough economic times, allowing these amenities to become rundown would be short-sighted. Council is committed to maintaining and responsibly renewing them.

Planning for city growth is a constant challenge. Council requires a development framework that not only encourages city development and renewal but makes sure the costs are allocated evenly. These costs are reasonably split between developers funding new growth and the community funding capability maintenance.

Council will continue to provide other services such as supporting community groups and providing recreation facilities, like:

- Parks
- Sports fields
- Pathways
- Libraries
- Cemeteries
- Social housing
- Building services
- Animal control

These and the many other services provided allow Palmerston North to be a city where residents enjoy the benefits of small city living. While also having the opportunities found in a big city. A city where people want to live. More events are being held for the community to enjoy and attract visitors, many adding to the city's vibrancy.

Council will also keep working with businesses to ensure Palmerston North is a city that attracts, fosters and retains businesses. This will help preserve and create jobs for residents.

All other services and planning for these services are outlined in the 10-Year Plan.

The 10-Year Plan also includes Council's Financial Strategy. This provides an overview of Council's attitude towards things like debt to fund growth and the types of activities funded by rates. The plan outlines the nature of the services provided by Council and how performance is measured.

The Council updates its budget through the Annual Plan (called Annual Budget) process. Each year a detailed audited Annual Report is produced showing Council's actual performance against plans, budgets and measures.

In planning for city growth and services, Council needs to identify the vision, guiding principles and strategic goals. These elements help us take advantage of opportunities and compete with other regional centres. This focus has been incorporated into the 10-Year Plan and is reflected in Council's vision:

HE ITI RĀ, HE ITI POUNAMU SMALL CITY BENEFITS, BIG CITY AMBITION

Further details are included in the 10-Year Plan 2021-2031, available on Council's website.

COUNCIL STRUCTURE

The purpose of the Council is to enable democratic local decision-making and to provide cost-effective and good quality local infrastructure, local public services and regulatory functions.

Council Representation

The Council is made up of 16 elected members – a Mayor and 15 Councillors. The Council appoints the Chief Executive to be in charge of Council operations, and certain management powers are delegated to that position. The Chief Executive implements and manages Council's policies and objectives within the budgetary constraints established by Council.

Elections

Local elections take place every three years, with the most recent being held in October 2022. The current Council comprises 15 Councillors (13 general ward councillors, 2 Māori ward councillors and the Mayor), elected on a City-wide basis. There are no Community Boards.

The next local body election will be held in October 2025.

Council and Committee Structure

The Mayor and 15 Councillors work through committees to decide what Council will do and how work will be funded. The committee structure is reviewed every three years after each election. Our committees cover the strategic foci and legislative roles of Palmerston North City Council.

For the 2022-2025 term of Council, the following committees have been established. Unless otherwise advertised, committees meet on Wednesdays in the Council Chambers.

Monthly:

- Council

Every six weeks:

- Community
- Culture and Sport
- Economic Growth
- Strategy and Finance
- Sustainability

Quarterly:

- Rangitāne o Manawātū
- Risk and Assurance

As needed:

- District Licensing Committee
- Hearings panels

Committees are made up of elected members and appointed members who bring specific knowledge and skills.

Meetings are usually held in public and Council advertises the issues it will be considering. Non-confidential reports are available to the public. If Council is talking about something confidential the public may be excluded from that part of the meeting. As confidential decisions are made available, they can be accessed on our website. Agendas are available on the Council Meetings page on www.pncc.govt.nz, at least two working days before the meeting.

Interested residents are welcome to attend and observe. Most meetings also have a section for public comment. If you wish to speak to an item on the agenda, please make yourself known to an administrator upon arrival. There may also be an opportunity to make a presentation to the relevant committee. Please get in touch with Democracy and Governance ahead of time, should you wish to make a presentation.

Governance documents

The Council has adopted a Local Governance Statement, as required by the Local Government Act 2002. The statement ensures that the community has information about the Council's processes when making decisions and taking action and how the community can influence these processes. This information is available on our website alongside other governance documents such as the Code of Conduct, Policy on the Appointment of Directors to Council Organisations, and the Council's Standing Orders.

The Council believes that it is essential, in the interests of good management and effective administration, to encourage the delegation of decision making. The full list of delegations can be viewed in the Council's Delegations Manual. The overall responsibility for maintaining effective systems of internal control ultimately rests with the Council. Decisions are made within the law and according to Council policy and agreed strategic direction.

Legislative compliance

Being a regulatory body, the Council administers various regulations and laws. It is imperative that Council also complies with all relevant legislation. External law firms with local government expertise are contracted to help the Council comply with applicable legislation.

Māori involvement in decision-making process: Council and Rangitāne o Manawatū continue to build on the foundations of the Partnership Agreement signed in 2019. In this term of council Rangitāne are represented by Iwi appointees on the Community Development, Economic Development, and Environmental Committees, as well as representation on the Rangitāne (Comanagement) Committee for Te Motu o Poutoa (Anzac Park).

The Mayor and Councillors





Role of Management and Employees

The Council organisation is divided into six units, the managers of which report to the Chief Executive. The Chief Executive is responsible for day-to-day operation of the Council's activities acting within statutory authority and delegated authority from the Council, as detailed in the Council's Delegation Manual. The Chief Executive is employed by the Council with all other employees employed by the Chief Executive. When employing any individual equal employment opportunity protocols are followed. The Council is committed to ensuring that all staff have the capability to deliver the Annual Plan (budget), and Long Term Plan as agreed with the community. This involves training staff and also providing an environment in which staff can work to their full potential. Across the organisation there are training frameworks that are linked to New Zealand Qualifications to enable career development for staff

Chief Executive Waid Crockett

Personal Assistant
Sheila Monaghan

Chief Financial Officer Cameron McKay	Chief Infrastructure Officer Chris Dyhrberg	Chief Customer Officer (Acting) Kerry-Lee Probert	Chief People + Performance Officer Danelle Whakatihi	Chief Planning Officer David Murphy	Chief Executive Unit Manager (Acting) Donna Baker
Finance Management Commercial Advisory Procurement Risk + Resilience Treasury	Asset + Planning Division Three Waters Parks & Logistics Transport & Development Project Management Office Resource Recovery Property	Housing Tenancy Customer Contact Planning Service Environmental Protection Building Services Community Development Libraries Central Energy Trust Wildbase Recovery Centre Venues Industry Engagement iSITE	Safety + Health HR Services Payroll Organisational Performance Employee Experience Internal Communications Information Technology GIS Records Management	City Planning Community Planning Maori Advisory International Relations Strategy + Policy International Education	Business Assurance Democracy + Governance Advocacy Legal Executive Support Brand + Marketing Events Communication + Content

How to Find us

POSTAL ADDRESS

Private Bag 11034
Manawatū Mail Centre
Palmerston North 4412

CUSTOMER SERVICE CENTRE

32 Te Marae o Hine The Square, Palmerston North

Open Hours:

- **8.30am to 4.30pm Monday, Tuesday, Thursday and Friday**
- **9am-4.30pm on Wednesdays**

Contact details for all enquiries, service requests, or to contact anyone who works for the Palmerston North City Council are:

- pncc.govt.nz
- info@pncc.govt.nz
- 06 356 8199

The Council operates a 24-hour, seven days a week, 365 days a year phone Contact Centre. This is supported by the Customer Service Centre on Te Marae o Hine The Square. There is a translation service for any who need it.

The Council's other main source of contact is through the City Library, which also has copies of Council plans and agendas.

CITY LIBRARIES

Central Library

4 The Square, PO Box 1948, Palmerston North

- citylibrary.pncc.govt.nz
- 06 351 4100
- webmanager@library.pncc.govt.nz

Ashhurst Library

Cnr Cambridge Street and Bamfield Street, Ashhurst

- 06 326 8646

Awapuni Library

Cnr College Street and Pitama Road, Palmerston North

- 06 356 7634

Roslyn Community Library

8 Kipling Street, Palmerston North

- 06 357 9287

Te Pātikitiki (Highbury) Community Library

157 Highbury Avenue, Palmerston North

- 06 357 2108

Youth Space

Corner Coleman Mall and George Street, Palmerston North

- 06 351 4126

Mobile Library

Has regular stops throughout the City.

COUNCIL MEETINGS

The Council encourages public participation in its activities. Meetings of the Council and its Committees are open to the public and are normally held in the Council Chamber. For information about meeting agendas and dates, contact the Customer Service Centre, look in the public notices section of newspapers, or look at our website.

pncc.govt.nz

AUDITORS

Audit New Zealand

31 Amesbury Street, Palmerston North (on behalf of the Auditor General)

BANKERS

Westpac Banking Corporation

SOLICITORS

Cooper Rapley

227 Broadway Avenue, Palmerston North

Simpson Grierson

HSBC House - 195 Lambton Quay, Wellington

Glossary

This section explains the key terms in the Annual Budget

10 Year Plan (LTP or Long-Term Plan)

A 10 Year Plan developed by the Council and describing what the Council plans to do to contribute to the community outcomes. It shows why the Council does these things, how much they are expected to cost and how success will be judged. A 10 Year Plan is prepared every three years

Activity

The goods or services that the Council provides to the community. The Council has 19 Activities, e.g. City Growth, Safe Communities and Waters.

Annual Budget (Previously Annual Plan)

This is a budget document that shows how the Council will fund a particular year of the 10 Year Plan. This is to give more consistency of direction to what the Council does for the community. It is produced in years two, and three of the 10 Year Plan.

Asset Management Plans (AMPs)

These ensure that the Council's major infrastructural assets are maintained to ensure high environmental standards and can meet the future needs of the city, at the lowest possible cost over the long term. The Council has the following AMPs; Strategic, Parks and Reserves, Property, Resource Recovery, Stormwater, Transport, Wastewater, Water.

Capital New

Expenditure which will increase the value of or create new Council assets (land, infrastructure, plant and equipment). A household analogy would be expenditure to build a new bedroom.

Capital Renewal

Maintaining and keeping existing infrastructure and facilities up to standard.

Community Outcomes

The outcomes that a local authority aims to achieve in order to promote the social, economic, environmental, and cultural well-being of its district or region, in the present and for the future. They are the Council's Vision, Goals and its Strategies.

Consultation Document

This replaces the previous draft 10 Year Plan or draft Annual Budget and Summary as the document that Council consults on.

Council Controlled Organisation (CCO)

An organisation which the Council owns or controls at least 50% of the voting rights or has the right to appoint at least 50% of the directors or trustees. CCOs are mostly set up to independently manage Council facilities or deliver specific services on behalf of residents.

Council Controlled Trading Organisation (CCTO)

As above for CCO but trading with the main purpose/intention being to make a profit.

Depreciation

Spreading the costs of assets over their useful life.

Development Contributions

Development Contributions provide Council with a method to obtain contributions to fund infrastructure requirements due to growth. A Development Contributions Policy is required as a component of the Funding and Financial Policies in the 10 Year Plan under section 102(2)(d) of the Local Government Act 2002.

Financial Year

The Council's financial year runs from 1 July to 30 June. The 2023/24 financial year therefore covers the period 1 July 2023 to 30 June 2024.

Funding Impact Statement

A summary of the financial information within a Group of Activities and the whole of Council, under the Local Government Act.

Inflation

A rise in the general level of prices of goods and services over a period of time.

Level of Service

A measurable description of what the Council does (or is planning to do) for residents.

LTP (Long Term Plan or 10 Year Plan)

A 10 Year Plan developed by the Council and describing what the Council plans to do to contribute to the community outcomes. It shows why the Council does these things, how much they are expected to cost and how success will be judged. A 10 Year Plan is prepared every three years.

Maintenance Costs

Expenditure in relation to repairs and maintenance of Council's assets.

Operating Expenditure

Expenditure that is necessary for the normal activities of Council. Using a household analogy, this would be paying for the electricity or food.

Performance Measures

Performance measures show how people can judge the success of the Council. The measures in the current 10 Year Plan are part of the Council's performance framework. The Council has other performance measures in its Plans (Active Communities Plan, Economic Development Plan,

Climate Change Plan, etc) and documents like Asset Management Plans.

Programmes

Programmes are the detailed financial actions which include capital and non-capital works within a particular financial year to achieve particular outcomes of the Council.

Public Benefit Entity Reporting Standards (PBE)

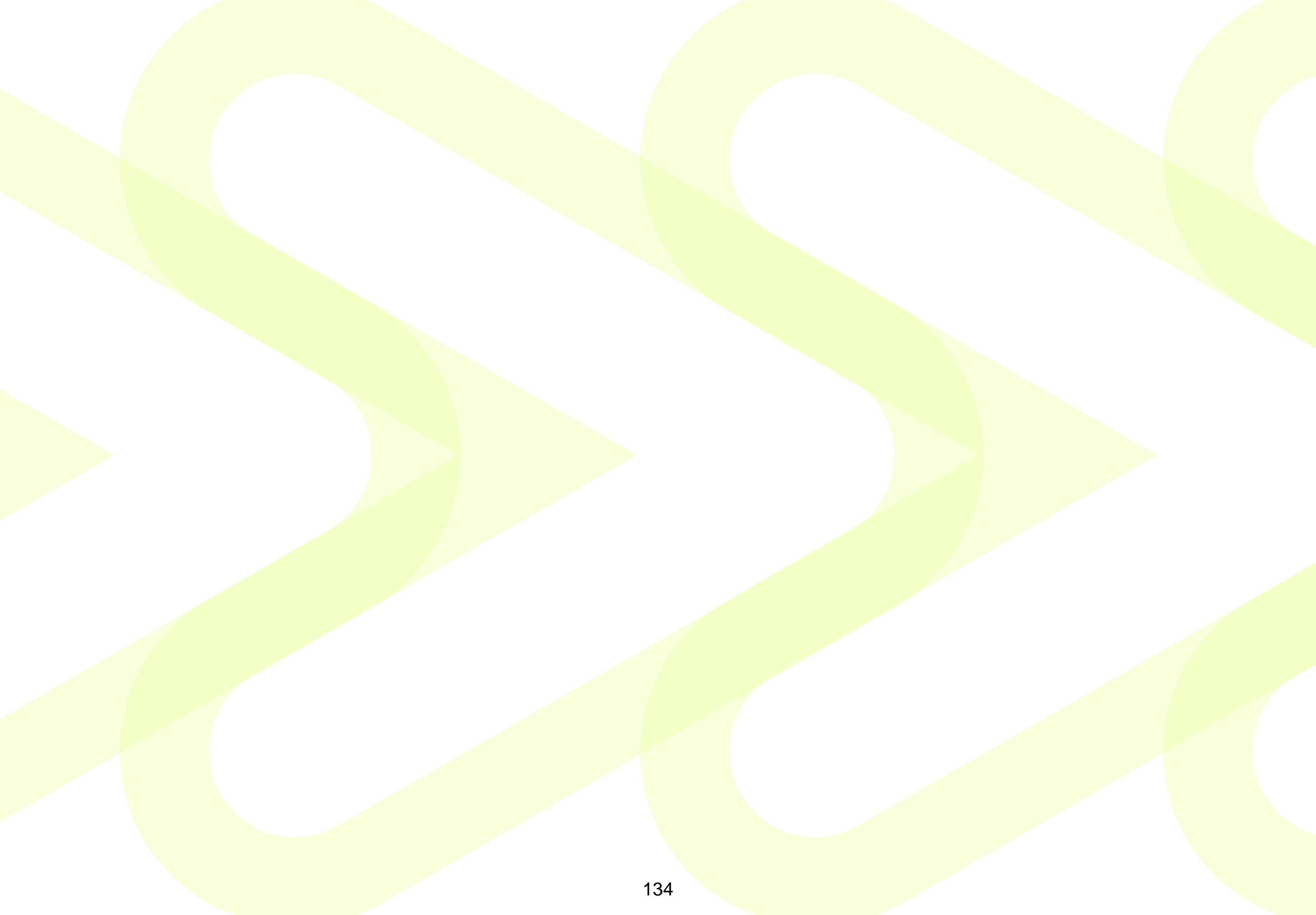
Accounting standards for reporting for public sector entities like the Council as adopted by the External Reporting Board.

Supporting Information

This is the material that previously would have been in a draft Plan. Under the latest Local Government Act councils have to make this information publicly available but are not to publish it as a separate draft document.

Uniform Annual General Charge (UAGC)

A component of the general rate that is levied as a uniform amount on every property.





Te Kaunihera o Papaioea
Palmerston North City Council
pncc.govt.nz / info@pncc.govt.nz / 06 356 8199

