



Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL



TE WHAKARAUORATANGA
O TŌ TĀTAU ROHE
MŌ ĀPŌPŌ

HEALING
OUR REGION
FOR OUR FUTURE

2024-2027
MAHERE TORU TAU

Te Kaunihera o Te Tairāwhiti
Gisborne District Council

Adopted by Council on 27 June 2024



ISSN 1178-1084 (Print) ISSN 1178-1106 (Online)

Tō tātau tirohanga whakamua

Our vision

Oranga wai
Healthy water



Oranga tangata
Healthy people



Oranga whenua
Healthy land



Oranga mo āpōpō
Healthy future



Part 1
Volume 1

Tō tātau haerenga mahere toru tau

Welcome to the three year plan

Contents

A message from our Mayor and Chief Executive.....	4
Council leadership	6
Finding your way around	8
Our three year plan journey (3YP).....	10
Our strategic framework	12
Treaty relationships and partnerships	13
The big consultation issues and our response	15
Tairāwhiti today.....	20



He kupu whakataki nā te Kahurangi me te Manahautū A message from our Mayor and Chief Executive

Whitiki maranga ake, te tihi o ngā taumata tiketike o Te Tairāwhiti - ko te whiwhi ko te oranga, whiua ki te rangi, whiua ki te ao, whiua ki ngā iwi katoa, tihei mauriora!

Hold steadfast and alight the numerous summits of Te Tairāwhiti - grasp the opportunities and cast them to the heavens and to the world that they may descend upon and benefit all our people. Alas, the breath of life!

Nau mai haere mai to our 2024-2027 Three Year Plan (3YP).

This document outlines our vision, goals, and priorities for our recovery over the next three years, reflecting our commitment to working alongside the people of Te Tairāwhiti.

Our main goal for the next three years is to focus on “Healing Our Region for Our Future.” This involves addressing our current issues while also laying down foundations for long-term resilience. We’ll work on recovering from challenges while meeting the needs and dreams of our community. We aim to do this in a way that’s affordable and ensures our financial stability by maintaining, restoring, and reconnecting our region.

Three years ago, when we adopted our 2021-2031 Long Term Plan, our region was navigating through significant uncertainties triggered by the Covid-19 pandemic and impending legislation changes such as the Three Waters Reform and Resource Management Act overhaul. Today, as we stand in the aftermath of Cyclone Gabrielle, our greatest challenge is undertaking an unprecedented regional recovery strategy, with an estimated recovery cost of \$1.1 billion focused primarily on the restoration of our core infrastructure.

As we set out on this Three Year Plan, we will deliver programmes of work aligned with our vision for healthy water, healthy land, healthy people, and a healthy future. Our aim is to balance recovery efforts with the maintenance of our core services, which are essential to the well-being of our community. At the same time, we are committed to laying the foundations for a more resilient Tairāwhiti in the future.

Despite tremendous challenges, we have developed a sound financial strategy, using various levers to address the affordability issues we face with recovery. However, the reality is that we simply cannot tackle all of the issues, and our recovery work programme will extend well beyond the next three years.

Getting the balance right has not been easy, which is why we sought your feedback on key pieces of work we are undertaking. We asked you to consider what could be achieved across our three waters, roads, land drainage, large woody debris, townships, and waste disposal, within our proposed budget, and also what could be done if we were to allocate even more resources.



We consulted on our draft plans in April, during which you let us know that we were on the right track with our proposed budget. Your feedback helped inform our decisions, and we decided to go with our preferred option for proposed rates increases, which the majority of submissions received supported.

We've committed to a strictly no-frills budget for this Three Year Plan and will diligently manage our financial resources. Despite receiving \$204 million from Central Government to aid our recovery efforts, we still face a shortfall. We will continue to actively seek funding, particularly for our roading recovery reinstatement. Over the next three years, our forecasted debt will rise to \$234 million, providing some flexibility to borrow more if necessary for unforeseen events.

We remain committed to progressing critical infrastructure projects and fostering partnerships with iwi and hapū, community groups, and other agencies. These partnerships will support both ongoing and externally funded projects. Our Major Projects which extend beyond the immediate recovery efforts, include:

- The Waipaoa Flood Control Scheme, enhancing flood resilience.
- The DrainWise Programme, aimed at improving stormwater and sewage systems.
- Upgrades to the Wastewater Treatment Plant, ensuring environmental compliance and efficiency.
- The Waingake Transformation Programme, focusing on sustainable land management.
- The Waste Minimisation Programme, aimed at reducing waste impact on the environment.

- Development of Walking and Cycling Projects to promote active transportation and reduce vehicular traffic.

We will also continue with updating our Tairāwhiti Resource Management Plan and freshwater catchment plans, in response to shifting legislation. Central Government's decision to repeal Three Waters and replace it with an alternative solution means that while we need to plan for a change in the future, we will for now continue to own and deliver water services in our region.

As we move forward with our Three Year Plan, we have a lot of work ahead, but our vision and goals for the future are clear. To fund our programme of work for the next three years, we will increase rates gradually: an 11.4% increase in the first year, 9.8% in the second year, and 8.5% in the third. By the end of this period, we aim to have made significant progress in our recovery efforts and to be firmly on the path towards healing and building resilience for our future.

Ngā mihi nui, Te Tairāwhiti, thank you for your continued support and partnership. Together, we are committed to addressing our challenges and shaping a sustainable future for our region.

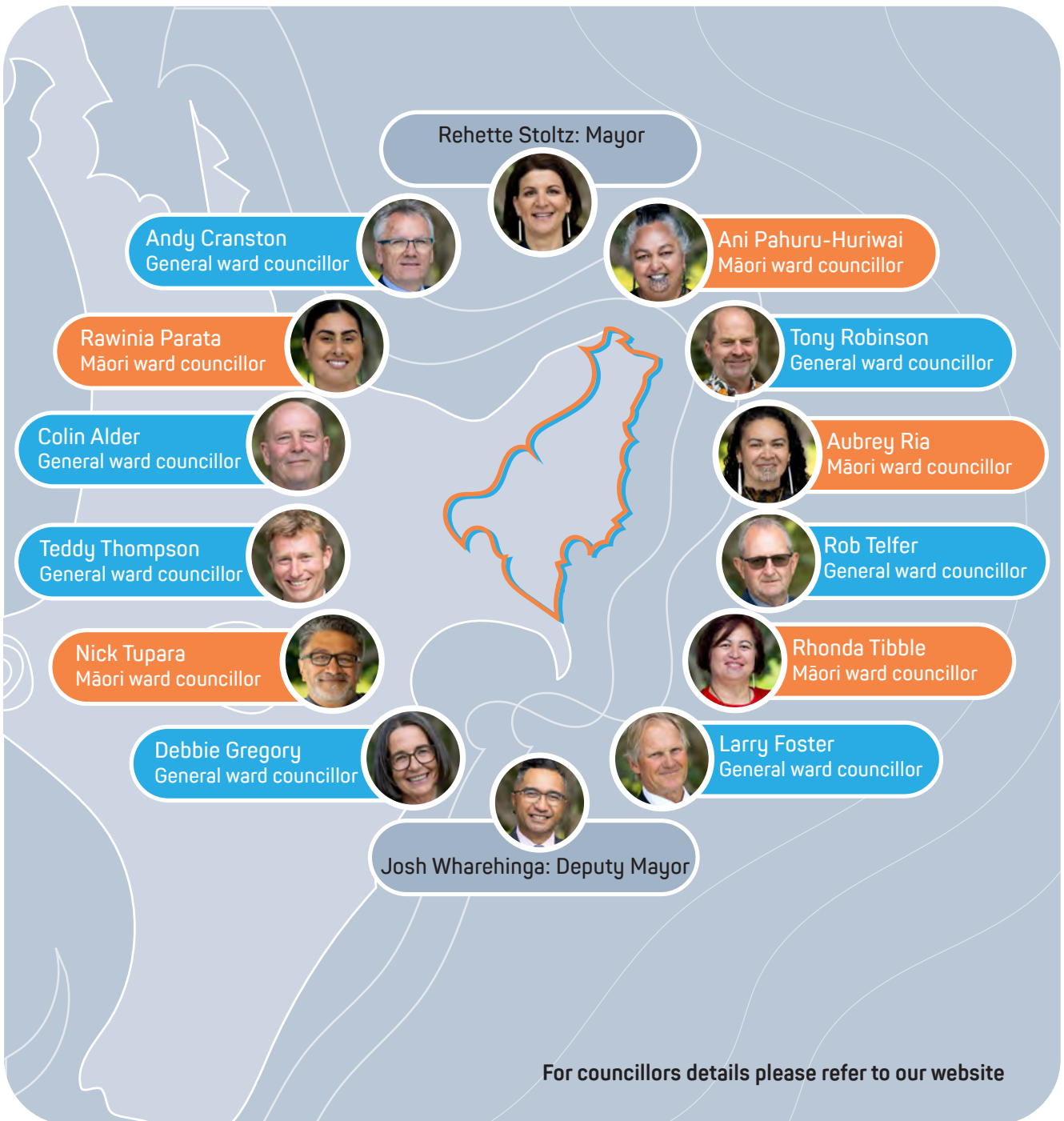
Mayor Rehette Stoltz

Chief Executive
Nedine Thatcher Swann

Ngā māngai o te Kaunihera

Council leadership

The councillors represent two wards of the district – the Tairāwhiti Māori ward and the Tairāwhiti general ward. The Tairāwhiti Māori ward has five councillors, and the Tairāwhiti general ward has eight councillors. While the councillors have been elected from their respective wards, they have an obligation and a duty to represent the interests of the district as a whole.





Te whakakitenga haere Finding your way around

Welcome to our 2024-2027 Three Year Plan (3YP), which outlines the activities and services Council is planning to fund over the next three years. This document consists of two volumes:

Volume 1 covers six parts, and relevant strategies and policies can be found in Volume 2.

Part 1 Volume 1

Welcome to the three year plan

This section explains how the 3YP was developed and how we involved our community, from setting the vision through to consulting on key options and how we responded. We acknowledge our tangata whenua relationships and partnerships. We also explain how we are accountable for delivering the 3YP, through progress reporting.

Part 2 Volume 1

Facing the future together

This section explains who we are as a region, our recovery, our major projects, the challenges we face and how we are responding to them.

Part 3 Volume 1

Strategies, plans & policies

This part includes high-level summaries of our most significant strategies, policies, and plans with specific reference to the two building blocks of the Three Year Plan (3YP) - the Financial Strategy and the Infrastructure Strategy.

Part 4 Volume 1

What's the plan

This section explains what we intend to do over the next three years to make the plan happen. It shows how our activities will work towards achieving our vision healthy water, land, people and future.

Part 5 Volume 1

Our finances

In this section we provide a financial overview and explain how much everything is expected to cost.

Part 6 Volume 1

Additional Information

This part explains how we govern and lead our organisation, including an overview of Council leadership, and Council committees. We have also included a glossary to explain unfamiliar words.

Volume 2

This volume includes our Infrastructure Strategy and Financial Strategy in full. It also includes policies such as: Development Contributions Policy, Tairāwhiti Piritahi Policy, Investment Policy, Liability Management Policy, Significance and Engagement Policy, Rates Remission and Postponement Policy and the Revenue and Financing Policy.

Mahere toru tau

Our three year plan journey (3YP)

As the 2024-2027 3YP is an opportunity to present our vision for the district and our plans for the next three years in collaboration with the people of Tairāwhiti. This plan outlines the recovery work and services we will focus on, details how we will fund them, and explains the implications for our rates and debt.

Tairāwhiti is in a significantly different position than we anticipated before the severe weather events of 2023. The aftermath of Cyclones Hale and Gabrielle has left scars on our landscape, environment, infrastructure, and community.

The Severe Weather Emergency Recovery (Local Government Act 2002 - Long Term Plan) Order in Council on 7 September 2023 has enabled us to shift from our usual ten year plan to focus on a short-term three year recovery plan for our region.

Over the next three years, Council's priority will be on recovery efforts, while maintaining our core services and progressing with major projects. This 3YP is about finding a balance – aiming to address the immediate needs of the community with what Council can afford to do now, to maintain and restore our assets without overburdening future generations. To achieve our goals, the budget is acknowledged as a no-frills budget.

Development and delivery of the 3YP

This 3YP has been developed during a period of uncertainty and change. We have aimed to balance our community's needs with affordability while facing the challenges of recovery in a cyclone-impacted region, more frequent severe weather events due to climate change, legislative changes and uncertainty from a new Central Government and its reforms.

In preparing the 3YP, Council revisited our vision, community

outcomes, and strategic priorities. This led to the development of a new strategic framework to guide discussions for the region's recovery over the next three years.

The 3YP recognises that it marks the first step in rebuilding our foundations.

Our vision is for:

- Oranga Wai – Healthy water
- Oranga Whenua – Healthy land
- Oranga Tāngata – Healthy people
- Oranga mo te apōpō – Healthy future.

Our strategic priorities are for Council to focus on resilient waters, to build resilient transport and to enable effective regulatory functions to better serve our community.

Our four wellbeing

Environmental wellbeing

We maintain the health of our soils, air, fresh water and coastal environments. Our region's biodiversity is restored and protected. We improve land uses to ensure they are environmentally sustainable.



Social wellbeing

Our communities have a deep sense of place and belonging. We are socially connected, recognise the importance of whakapapa and are committed to improving the education, health and safety outcomes of our people. Our communities are more resilient. Our townships have access to a network of fit-for purpose community facilities that reflect community need. We support affordable housing options and the sustainable management of urban growth.

Economic wellbeing

Our communities are financially secure and contribute to a growing regional economy. Infrastructure is provided to enable businesses to establish, thrive and create new employment opportunities. Our rural townships benefit directly from ongoing economic investment.



Cultural wellbeing

Communities and individuals experience vitality through kaitiakitanga, expressing their arts, heritage, history, identity and traditions. We work together to achieve common goals. Cultural activities are enabled by the activation of community spaces, our marae and place making.

Our community outcomes

Our Strategic Framework sets out the strategic priorities that determine what is important to focus on, invest in, and deliver to achieve our community outcomes.

See our 2024-2027 3YP on our website www.gdc.govt.nz

A driven and enabled community



Our whole community works together to achieve our dreams and aspirations.

We take sustainability seriously



We change the way we live and work in response to climate change. We work to lower carbon emissions and to improve our ecological footprint. We are more resilient, we end waste and we use our natural resources wisely.

Resilient communities



Our economy, infrastructure and communities spring back from difficult situations. We care for and plan for future generations and act in partnership with our community.

We celebrate our heritage



We are proud of and celebrate our Māori identity, culture, historic and natural heritage. We are all kaitiaki of our natural taonga which we protect for future generations.

Vibrant city and townships



We live balanced and happy lives. Our city and townships are vibrant. We attract visitors from across Aotearoa and the world. Our rural townships have sustainable infrastructure and services and we all have bright futures.

A diverse economy



We have world class facilities and services. Our people are in high value jobs and have a great standard of living. We have a strong economy which encourages entrepreneurship, innovation and we use emerging technologies.

Connected and safe communities



Our communities and businesses prosper. We have a safe, efficient and integrated transport network. We invest in supplying safe walking, cycling and public transport, and we use new technologies to our advantage.

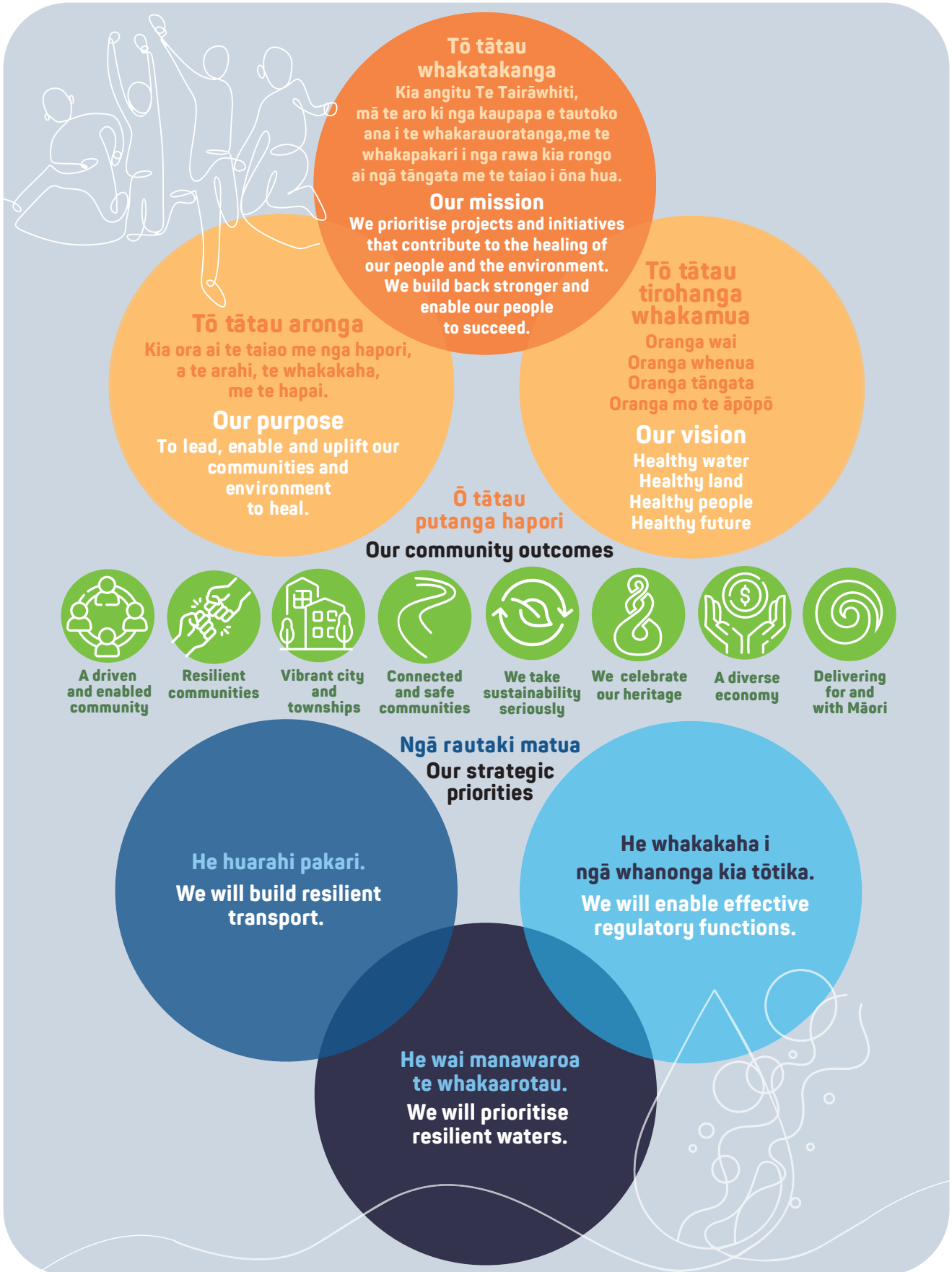
Delivering for and with Māori



Iwi are significant partners in Council's decision-making. Māori communities and economies are booming, supported by affordable housing, quality infrastructure and fulfilling employment opportunities.

Tō tātau aronga rautaki

Our strategic framework



Ngā hononga tiriti

Treaty relationships and partnerships

As we navigate the pathway of Treaty relationships, our commitment to forming meaningful hononga with iwi and hapū has deepened, moving well beyond what is simply our legislative requirements.

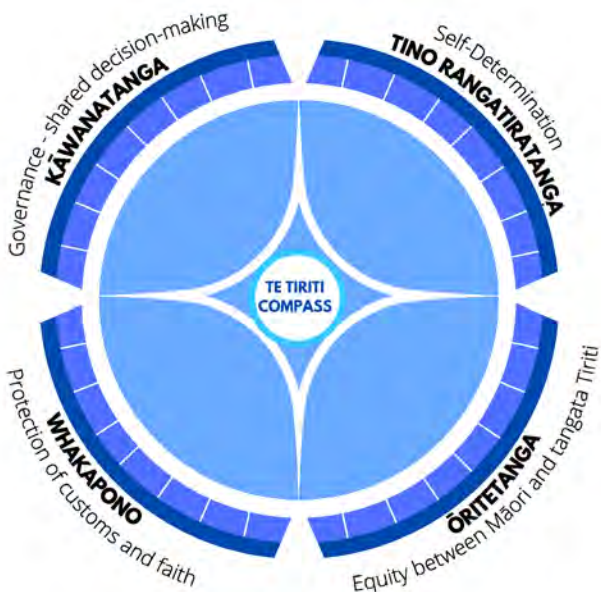
Acknowledging that over half of the rohe is Māori, it is clear that the promises of Te Tiriti o Waitangi are central to our region flourishing. Merely considering Te Tiriti principles does not suffice; we are actively embedding these principles in our daily work to foster true partnership.

Our future vision includes strengthening the collaborative ties with iwi and hapū, ensuring they have a sustained and influential role in our region's planning and decision-making. We aim to continue nurturing these relationships through various kaupapa, facilitated by our Te Tiriti Compass tool, which supports our journey towards genuine Tiriti-based partnership.

Te Tiriti Compass

In 2021, Council undertook a journey of improved understanding of the Te Tiriti o Waitangi context in Tairāwhiti. This journey resulted in the creation of our Te Tiriti Compass, a tool used to centre our intent on honoring Te Tiriti and shaping how we, as Council, engage in partnerships under Te Tiriti o Waitangi and function as a Tiriti partner.

Council adopted our Te Tiriti Compass in 2022, with the aim of using it to help establish enduring Tiriti partnerships. Maintaining such partnerships will likely need to involve revisiting co-governance discussions on significant kaupapa, such as resource management planning and recovery, while formalising relationships between Council and hapū / marae. Jointly responding to emerging opportunities and priorities will also form a significant part of this process.



In the coming period Council will be focusing on implementation and evaluation of the Te Tiriti compass. We will test and evaluate internal processes and we will also be seeking regular feedback and evaluation from tangata whenua who we are working alongside. We will continue to support the involvement of tangata whenua in Council processes from decisions to delivery.

As Council progresses its organisational understanding of Te Tiriti o Waitangi, our staff now employ the Te Tiriti Compass to measure and form an articles-based approach to implementing Te Tiriti in our mahi.

Our regional context

Tiriti partnership does not exist in a vacuum of goodwill and resource; it is influenced by the dynamics of our regional and national context. While Council's intent is evident – aiming to be a strong partner – the specifics of how and when we achieve this are not as clear, as every relationship and opportunity for partnership is unique.

Partnership can only occur when all parties are prepared and able to invest their efforts into building something that endures. We need to be capable of upholding each other's individual responsibilities while at the same time investing in what we want to accomplish together. Strong relationships must be in place for partnership to happen. Relationships require trust, communication and constant care. Our priorities need to align and partnership be front of mind. We each need capacity and resource to dedicate to the partnership's success.

Our plan for the next three years includes

- Deepening meaningful Treaty partnerships with ngā iwi o Te Tairāwhiti through nurturing relationships grounded in respect, trust, and transparency.
- Leveraging our Te Tiriti Compass to realign our efforts towards achieving sustainable Tiriti partnerships and evaluating our progress in embedding Te Tiriti principles in our mahi.
- Actively seeking to understand and support the aspirations of tangata whenua within our community, ensuring their voices and visions shape our collective future.

2024 -2027
THREE
YEAR PLAN

149
Submissions

Te hui me te uiuinga ā-hapori Community consultation and engagement

20 March - 19 April 2024

31
Events



Website

2,243

Webpage views

425

Consultation document downloads

263

eBook views



Print and News

1,350

Consultation documents

42

Posters / flyers

11 ads

Gisborne Herald

2 editions

He Pānui eNews

3

Media releases



Locations and attendees

Community conversations

Tokomaru Bay	27
City - GDC	0
Wainui / Makorori	7
Manutūkē	17
Rere	17
City - Gizzy Local	27
Tiniroto	14
Matawai	17
Waimatā	35
City - Te Poho o Rawiri Marae	6
Ngatapa	17
Pātūtahi	3
Waiapu - Rangitukia / Tikitiki	35
Te Karaka	70
Ruatōria	7
Wharekahika	3
Te Araroa	24
City - Library	8
Makarika	28
Ūawa	15
Muriwai	19

Community groups

Kiri Te Kanawa Retirement Village	40
Tairāwhiti Multicultural Council	7
Tāngata Whaikaha Roopu	17
Tairāwhiti Community Voice	17

Community events

Te Puia Springs Community Kaitahi	50
Farmers Market 1	30
Kaiti Hub Market	30
Farmers Market 2	30
Tamararo Kapa Haka Regionals	60

Drop in sessions

City - Rose Room	30
------------------	----

Face to face

21

Community conversations
396 attendees

5

Community events
200 attendees

4

Community groups
81 attendees

1

Drop in session
30 attendees



Radio ads

895

Ads aired

11

Stations



Social media

Instagram posts

1.8k
total reach

11
stories

463
reactions



Facebook posts

48k
total reach

351
comments

103
shares

400
positive reactions

23
Facebook stories

6
videos

30.3k
paid advertising reach

41%

Event
14 posts

38%

Topic
13 posts

21%

Campaign promotion
7 posts

27,051

Total Engagements*

*Engagement is made up of total like, shares and comments

Ngā take uiuinga nunui rawa me tō mātau whakautu

The big consultation issues and our response

Changes since our last Long Term Plan

A Three Year Plan and not a ten year plan

To help our region focus on recovery as a result of the severe weather events in 2023, Central Government passed legislation to allow us to develop and adopt a Three Year Plan (3YP) instead of a ten year Long Term Plan (LTP).

The Severe Weather Emergency Recovery (Local Government Act 2002 - Long Term Plan) Order in Council on 7 September 2023 has necessitated a significant shift in our priorities.

Over the next three years, Council will focus on recovery efforts while maintaining our core services and continuing with major projects. This budget is about balance – what needs to be done and what Council can afford to do now, without placing too much financial burden on future generations.

To fund the extensive recovery and resilience work, we have updated our Financial Strategy to increase our rate threshold to 11.4%. This includes a 7.9% increase for our everyday services and 3.5% to assist in recovery works. We have also set our debt cap at 175% of our income to enable us to fund our major projects.

Our strategic priorities

The 3YP Strategic Framework was developed with input from councillors over three workshops held between 18 October and 6 December 2023. It was officially adopted by Council on 14 December 2023.

The new strategic framework:

- **Defines our focus areas:** It outlines the strategic priorities that determine what we should focus on, invest in, and deliver to achieve our community outcomes.
- **Guides our Purpose and Vision:** It shapes our Purpose and Vision, Community Outcomes, and Strategic Priorities for the next three years.
- **Integrates into all our work:** It is incorporated into all project workstreams, documents, and communications, and helps develop or revise performance measures to track our progress and prioritise projects.

The framework focuses on our recovery efforts, aligning with our vision of healthy water, land, people, and a sustainable future. Here are the key priorities:

- **Resilient waters:** We aim to improve flood control, drainage, and maintain clean and clear rivers. Ensuring water security and addressing woody debris urgently are crucial steps. We will also integrate catchment planning with the Tairāwhiti Resource Management Plan (TRMP).
- **Transport:** Developing and maintaining our infrastructure, including roads, footpaths, and bridges, is essential. We will prioritise projects that improve connectivity and access,

making sure they are well-defined, realistic, and have clear timeframes.

- **Regulatory functions:** We will boost our capacity and capability for monitoring and compliance. Strengthening consents and other critical regulatory areas, and using new technologies to enhance regulatory oversight, are also key priorities.

Our policies and strategies

We also consulted on our Draft Fees and Charges for 2024/25, Draft Rate Remission and Postponement Policy, Draft Revenue and Financing Policy and the Draft Development Contributions Policy. Please refer to **Volume 2** of the 3YP for all of our strategies and policies.

Fees and Charges have predominantly increased by the rate of inflation used for the first year of the 3YP 2.9%. Other key changes include:

- **New Building Consent Requirements:** Due to variability and complexities, some activities now require a standard building consent.
- **Increased Water Fees:** The water fee has increased from \$1.64 to \$1.85 per cubic meter, exclusive of GST, due to increased production costs.
- **Discontinued Services:** Some services previously offered by the Council have now stopped.
- **Competency Reviews:** Fees now cover costs related to equivalent employee IANZ costs plus external competency reviews.
- **Increased Maintenance Fees:** Maintenance requirements, such as fencing off wet areas and extra cleaning of buildings prior to bookings, have led to higher fees.
- **New Fees for Initial Operations:** New fees have been introduced for the first 12 months of operation for certain activities.

We have also made changes to the **Rate Remission and Postponement Policy** with your feedback. The updated policy now:

- Aligns Council principles with the Te Ture Whenua Māori Act Preamble.
- Provides clarity on rate remissions.
- Reinstates rate remission in exceptional circumstances, excluding financial hardship and infrastructure damage.
- Promotes the retention and use of Māori Freehold Land (MFL), facilitating the occupation, development, and use of that land, ensuring fair and balanced decisions, and considering the needs of owners and their beneficiaries.

- Remits rates on the residual unused land (balance land) outside of the separate rating area (SRA) where they are created on a rating unit.
- Includes Wahi Tapu within the ambit of the remission policy.
- Amalgamates five rate remissions specific to Māori freehold land into one policy for ease of community applications and staff processes.

The Revenue and Financing Policy has also been updated. The key changes include:

- **Recovery Rates – General:** Incorporates costs for sediment removal, flood protection, and Recovery Office expenses not covered by Central Government funding. These costs are distributed across the district in the Uniform Annual General Charge to reduce community risk.
- **Woody Debris:** Targeted to the Forestry and Pastoral Sectors, this rate covers recovery and maintenance costs for woody debris and infrastructure protection, including bridges and the Waingake area and beachfronts.
- **Soil Conservation Rate:** Aligns cost distribution with activity areas in the region. For the 2024-25 financial year, the Inner Zone will contribute 40% (previously 20%), Differential Rating Area (DRA) 3 and 4 will remain at 30% and DRAs will contribute 30% (previously 50%) based on land value.
- **Weighted Targeted Rooding Rates:** Applied on a capital value basis, recognising the impact of different sectors on the roading network. This includes Subsidised Rooding and Flood Damage and Emergency Reinstatement rates, based on damage from Heavy Commercial Vehicles and future works.

The Development Contributions Policy was reviewed and given minor updates to reflect updated growth numbers and forecast budgets required to undertake projects included in the policy.

Community conversations on our 3YP

From Wednesday 20 March to midnight Friday 19 April 2024, we hosted “Healing our region for our future” Community Conversations to discuss our 2024-2027 3YP. This included face-to-face community kōrero, events, and a drop-in session with councillors and staff.

To get as many people as possible involved, we ran a comprehensive advertising and promotion campaign through local print, radio, social media, digital channels, and community events. Here is what we did:

- Held 31 community conversations and events with about 700 attendees
- Distributed 1,350 printed consultation documents
- Placed 11 advertisements in the Gisborne Herald
- Aired 895 radio ads across 11 stations
- Had 2,243 views on our dedicated Three-Year Plan webpage and 263 eBook views

- Reached over 48,000 people on Facebook
- Sent out two editions of He Pānui eNews

As a result, we received 173 formal submissions online, by hand, or by email (118 for the Three Year Plan, 24 for Policies and Fees, and 31 other written submissions). These raised approximately 327 comments and 582 individual submission points on various topics.

Councillors considered the views of submitters over two days of hearings on Wednesday 15 May and Thursday 16 May 2024. 41 submitters spoke to their submissions during these public hearings.

Issues and responses

Knowing that our actions over the next three years will impact everyone in our region, we wanted to make sure we got the balance right. We focused our 3YP on:

- The recovery work needed to fix our critical infrastructure
- The essential everyday services we need to keep providing
- Keeping our rates affordable with a proposed maximum rates increase of 11.4% in the 2024/25 financial year.

We asked our community for feedback on our six preferred options for key Council services. These options outlined what we could deliver within our budget constraints versus what we could achieve with more funding over the next three years. We asked the community whether they agreed or disagreed with our preferred options and to provide comments as applicable.

Council received a total of 173 formal submissions, containing approximately 582 individual submission points.

Our water - Ō tātau wai

Cyclone Gabrielle highlighted the vulnerability we face with our city’s water supply. Multiple breaks in the pipeline caused major water restrictions for residents and businesses for months. We have a lot of work to do, including removing large woody debris in the Te Arai catchment that threatens our water pipeline. We also need significant investment to make our water supply more resilient in the future.

Central Government has also announced a new direction for water services called ‘Local Water Done Well’ after repealing the Three Waters legislation. This new direction recognises the importance of local decision-making, although the exact details of the new rules and structure remain uncertain. By the end of 2025, the government will provide direction to all councils on the requirements for setting up council-controlled organisations. Banding together means we would have more borrowing power.

Feedback on our water

For our waters, 71% of those who completed our consultation survey agreed with our preferred option of a 1.5% rates increase for a budget of \$43 million over three years, with an impact on debt of \$13 million. In addition, 45 written submission points were raised to provide specific feedback.

What we've decided on for our water

Council has allocated \$47 million over three years to enhance the resilience and reliability of our water infrastructure. This approach balances the urgent need for improvements with financial constraints, ensuring we can manage essential maintenance and resilience activities within the current budget while continuing to support potential water infrastructure projects as funding becomes available. We will also do work to ensure compliance with the recently enacted NZ Water Services Act.

Our plan is to continue improving and protecting our three waters by replacing and renewing pipes across the network and increasing resources for silt and woody debris removal near our water pipeline to prevent future damage.

The DrainWise programme's budget has been increased in this Three-Year Recovery Plan, with \$14.1 million allocated over three years. The programme focuses on reducing wastewater overflows by addressing stormwater inflow, where stormwater either directs into or tops gully traps, and infiltration from groundwater entering old wastewater pipes. A budget is also allocated for stormwater improvement and resilience projects for our urban network.

Wastewater treatment facilities will continue to be a focus, with funding allocated for infrastructure upgrades in Gisborne and Te Karaka.

We have also budgeted \$7 million for pipeline and water source resilience investigations and projects to build resilience and water security in our network and treatment plants. Our focus will be on improving capacity and resilience from the dams to the city and increasing our backup supply of pipes for faster repairs.

For more information, please go to our Activity Summaries on page 63.

Our roads – Ō tātau rori

Our roads are our lifelines and our single biggest cost. Following nine severe events since 2021, our local road network was already in a fragile state. Multiple storms, heavy freight, and rising costs of fuel and materials have stretched our maintenance and construction budget.

Our network of roads and bridges cross unstable and highly erodible land, making it prone to slips and dropouts. Ongoing storms and more frequent flooding have worsened the damage. Without significant investment, maintaining our roads will remain challenging. We need to ensure that the network connects Tairāwhiti safely while also considering the affordability of what we do now and in the future.

Potholes are a significant issue for our communities, but the reality is there's not enough money to fix them all without increasing rates by a further 16%. We know that's unaffordable, so we are reviewing our extensive 1,899km roading network to determine where we need to build stronger roads, where to pull back, and where to change the levels of service. This may

mean transitioning to unsealed roads in some areas.

Our maintenance is behind schedule because we have had to reprioritise resources and funding to reopen and repair roads following multiple storm events. We know maintenance will continue to be challenging, so our plan is to prioritise school bus routes and freight routes for stock trucks, ensuring these critical pathways are maintained first. We will also plan and model for a resilient, safe, and affordable network, considering the best use of our limited resources.

We will continue with the staged reinstatement of cyclone-damaged roads and bridges over five years to gradually restore our infrastructure. Additionally, Tauwhareparae Road will be reopened to improve connectivity in the region.

Feedback on our roads

We received 64 submission points on roads. Of those who participated in our survey, 75% agreed with our preferred option to maintain our existing budget to meet rising costs of inflation. This includes a 3.7% rates increase for a budget of \$84 million over three years, with no impact on debt.

What we've decided on for our roads

Council has allocated \$84 million over three years for road maintenance and improvements. The primary focus will be on recovery for roading damaged by Cyclone Gabrielle and other severe weather events. We will prioritise school bus and freight routes for stock trucks, planning and modeling for a resilient, safe, and affordable network.

The Government Policy Statement for Land Transport has reprioritised funding to maintenance activities, but road safety initiatives have been deprioritised. Inflation continues to reduce the budgets we receive as we are heavily reliant on petroleum and transport to deliver our programme. Our goal is to reduce traffic management costs to balance impacts that are not in our control.

Tauwhareparae Road will be reopened, and we will continue with the staged reinstatement of cyclone-damaged roads and bridges over five years. Recovery is our top priority for the next three years, making the best use of government funding. However, this funding is insufficient to address all the damage or build future resilience.

We will work closely with the community to determine the level of service that can be achieved within the constrained funding environment. This will involve more partnerships and co-designed solutions, with safety and economic prosperity as high priorities.

For more information, please go to our Activity Summaries on page 63.

Land drainage - Whakaawa wai whenua

Our urban flood protection network consists of pipes, open drains, creeks and streams forming drainage systems across the district. Our rural network consists of 277km of drains spanning 14 drainage districts. These systems have been impacted by storm events and two cyclones causing reduced drain channel capacity by silt build up. This left many residents vulnerable to compromised drainage and at heightened risk of future flooding.

Clearing drains would not completely stop flooding in extreme storm events, but increased maintenance could potentially provide more protection for properties.

Feedback on land drainage

We received 36 written submission points on land drainage. Of those who participated in our survey, 74% agreed with our preferred option for more money in the budget. This includes a 0.9% rates increase for a budget of \$4.1 million over three years, with no impact on debt.

What we have decided on for land drainage

We have allocated \$4.1 million over three years to clear sediment from drains and maintain our drainage network in flood-prone areas. This doubles our previous budget. Our planning is based on the flooding we have seen in recent rain events.

Work will ramp up over the spring and summer months. While we aim to make significant progress, it may take up to seven years to complete all the necessary work. We will concentrate on the highest priority flood-prone areas, continuing to model the effects and impacts of our drainage network to determine the best and most effective maintenance programme.

Clearing drains will be a key part of our broader plan to protect homes and properties, particularly those in FOSAL Category 2 and 3 areas. Additionally, we will continue to provide a flood protection warning service for some rivers.

We are prioritising clearing drains in flood-prone areas such as Pātūtahi, Muriwai, and Manutūkē. Staged work on the Mangahauini River stopbank and erosion protection will help protect Tokomaru Bay township from flooding.

For more information, please go to our Activity Summaries on page 63.

Large woody debris – Tāwhaowhao kaitā

Unprecedented volumes of woody debris were mobilised during Cyclone Gabrielle, causing widespread damage. Large woody debris impacted and threatened bridges, roads, our water pipeline, residential homes, waterways, and beaches. The funding from the government is not enough to clear all the large woody debris in the hill and water catchments, and we are likely to deal with this issue for years to come.

It's estimated that around 1.4m tonnes of large woody debris are within our hill and water catchments, costing over

\$172 million to remove. By February 2024, we had removed 392,000 tonnes from the waterways, but there is still a lot more work to do. Forestry companies estimate they have removed approximately 300,000 tonnes from hillsides and waterways. Even with Central Government funding of \$54 million, there is still a shortfall of over \$100 million to remove the remaining woody debris that threatens our waterways and infrastructure.

Feedback on large woody debris

We received 65 submission points on large woody debris. Of those who participated in our survey, 76% agreed with our preferred option of a 1.1% rates increase for a budget of \$2.7 million over three years, with no impact on debt.

What we have decided on for large woody debris

Council has allocated \$2.7 million over three years to manage the most critical areas of woody debris, ensuring the protection of key infrastructure and community safety, while maintaining a sustainable rates increase. We will continue to seek additional Central Government funding to speed up debris management efforts.

Given the significant funding shortfall, we are focusing on protecting our critical infrastructure. This is the first time we have rated for this type of work, and while it will not cover everything, it allows us to address the most urgent areas.

Council will undertake additional modelling to help with planning and prioritisation and will develop Standard Operating Procedures for triggers of large woody debris management during future events.

We are concentrating our efforts in critical catchments such as Waimata, Hikuwai / Ūawa, Te Arai, Waiapu, and Waipaoa, as well as important beachfronts including Midway, Waikanae, Kaiti, Ūawa, and Whāngārā. These areas are identified as high priority due to their vulnerability and the potential impact of debris on vital infrastructure and community spaces.

For more information, please go to our Activity Summaries on page 63.

Our townships - Ō tātau taone

Our townships are vital in supporting the health and wellbeing of our people in rural communities. During this complex recovery period, it is crucial that we do not forget about our townships. We remain dedicated to their development and improvement, recognising their essential role in our region.

Each year, we work alongside our communities to create township plans that reflect their vision for their environment and outdoor spaces. These upgrades include new and improved playgrounds, community facilities, streetscape enhancements, walking and cycling paths, street plantings, and welcome, cultural, and historic signage.

These improvements aim to encourage the use of alternative transport, provide safe travel routes, reduce gas emissions, and support the overall health and wellbeing of our communities.

Feedback on our townships

We received 42 written submission points on township upgrades. Of those who participated in our survey, 76% agreed with our preferred option of a 0.3% rates increase for a \$3.9 million budget over three years, with an impact on debt of \$2.1 million.

What we've decided on for our townships

We have allocated \$4.3 million to meet the rising costs of upgrading two townships a year, including improvements to footpaths, outdoor spaces, and planting schemes. This is made up of \$1.8 million from rates and \$2.1 million from loans.

Additionally, external funding of \$1.4 million from Central Government allows us to further enhance safety with footpath and crossing upgrades in Wharekahika, Ruatōria, Matawai, Tikitiki, Rangitukia, and Te Araroa.

This plan will enable us to focus on achievable goals during recovery while planning for the future. This will prepare us for incorporation into the next 2027-2037 Long Term Plan and thirty-year infrastructure strategy.

We are also working with local contractors to help increase the skills and knowledge of their workforce. This collaboration ensures that our township improvement projects not only enhance our communities but also contribute to local economic development.

For more information, please go to our Activity Summaries on page 63.

Future proofing waste disposal – Tewhakareinga whiu para

Cyclone Gabrielle highlighted the challenges we face with transporting waste out of the district. We need to be more prepared for future events where our region may be cut off from the rest of the country if the state highways close.

There is a clear call from the community for better waste management solutions and education. This includes finding ways to reduce waste, reuse goods, and recycle materials. Additionally, there is a need for better facilities to handle e-waste and other special waste types.

A recent Solid Waste Analysis Protocol (SWAP) revealed that organic material, primarily food waste, makes up around 50% of the total weight in Council kerbside rubbish bags.

The Ministry for the Environment (MfE) requires councils to implement a kerbside collection for food scraps in urban areas with populations greater than 1,000 before January 2030. In urban areas with existing food processing facilities, this service must be in place by 1 January 2027.

Feedback on future proofing waste disposal

We received 47 written submission points on waste management. Of those who participated in our survey, 87% agreed with our plan for future proofing waste disposal over the next three years.

What we've decided on for future proofing waste disposal

Council has an important role in managing waste to reduce its environmental impact and encouraging communities and businesses to minimise waste. By doing this, we can lower waste disposal costs for ratepayers and improve the vibrancy of our communities.

Through this 3YP, we aim to deliver a range of improvements to the management of our waste disposal processes. By 2025, we aim to separate food scraps, green waste, and standardise kerbside recycling collection to better separate our waste.

We will also deliver our new Resource Recovery and Disposal Centre. This \$10.5 million project is 85% externally funded and aims to better align with the waste hierarchy approach, focusing on prevention, reuse, recycling, recovery, and, lastly, disposal of waste products, in alignment with the national plan to improve waste management across Aotearoa by 2030.

We plan to expand our home composting workshops and educational programmes through the Tairāwhiti Environment Centre and across the region to make them more accessible. Additionally, we will increase awareness and education around managing waste, preventing illegal dumping, and expanding recycling services to be more accessible.

For more information, please go to our Activity Summaries on page 63.



Tairāwhiti āiane Tairāwhiti today

Our population by location

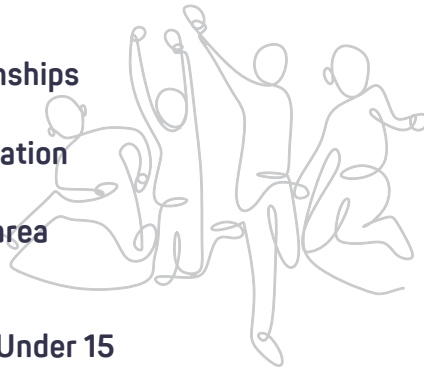
51,135 People ↑7.6%
since 2018 census

73% Urban living
in Gisborne

23% Rural and townships
in Tairāwhiti

1% National population
of New Zealand

3% National land-area
of New Zealand



Our population by age

22% Under 15
years old

61% 15-65
years old

17% Over 65
years old

36.7 Average age

39% Under 25's

Source - STATS NZ 2023 Highest proportion
in New Zealand



Our tangata whenua

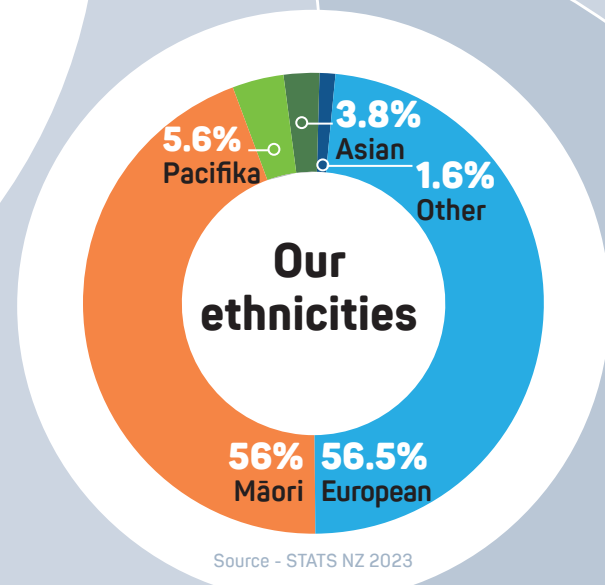
4 Regional iwi Ngāti porou, Rongowhakata
Te Aitanga a Māhaki, Ngāi Tāmanuhiri

71 Operational marae
68% Rural

56% of total population ↑10.4%
since 2018 census

28,656 Population count
of Māori descent

16% Te reo Māori speakers
4x National percentage of Te Reo
Māori speakers



Source - STATS NZ 2023

Multiple ethnicities possible so totals more than 100%

Our housing

\$619,000 House price average ↑7.7%
in Tairāwhiti*

\$790,000 House price average ↑3.1%
Nationally* (as of year on year to March 2024)

\$498 Weekly rent average in Tairāwhiti

\$524 Weekly rent average Nationally
Rent accounts for 22.8% of
average income

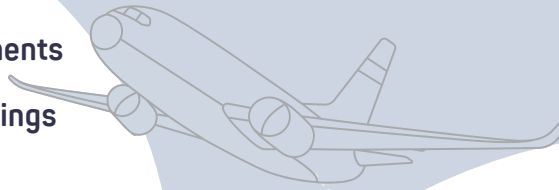
Source - informetrics.co.nz

Gisborne airport

210,215 Passenger movements

25,202 Take offs and landings

*Source: STATS NZ



Gisborne port

18 Cruise ships visited over summer

2.4m Tonnes of cargo left our port

Gisborne exports

\$600.8m of Goods distributed across the network

35.6% Decrease

Source - Eastland Group Annual Report 2023

Household income

\$113,711 Average household income in Tairāwhiti* ↑5.4%

\$127,423 Average household income Nationally ↑5.4%

Employment

68% Working-age employed

6% Unemployment rate

14% Self-employed

24,650 Jobs mainly in

1. Agriculture, forestry and fishing
2. Healthcare and social assistance
3. Construction

5740 People on beneficiary support

GDP

\$2,540.9m Up 7%

\$51,883 Per capita

0.7% National contribution

65% Highest level of deprivation in NZ (decile 8-10)

Source - informetrics.co.nz



Tairāwhiti population

Ruatōria 1.6%

Tokomaru Bay 1%

Tolaga Bay 1.7%

Te Karaka 1.1%

Gisborne 75%



Council services

4000 Street trees

13 Cemeteries

53 Public conveniences

1899km of Roads which are

87% Rural roads

239km Footpaths

18.5km Cycle lanes and shared paths

38,300m³ of Water capacity

7 Reservoirs

303km of Rivers and streams

277km of Rural land drains

67.3km of Stopbanks





Part 2
Volume 1

Te anga piritahi ki mua

Facing the future together

This section explains who we are as a region, our recovery, our major projects, the challenges we face and how we are responding to them.



Contents

Our recovery	24
Our major projects	34
Other projects.....	42
Our issues and challenges	45

Te whakaoranga

Our recovery

Our recovery plan prioritises infrastructure repairs with building back stronger to be prepared for potential future events. The recovery plan estimates we need \$1.1 billion for recovery efforts over several years. In November 2023 we secured a \$204 million cyclone support package from government. This funding is for specific recovery projects across the region. We have included the new levels of service and performance measures we will use to monitor our progress in delivering these projects.

Whakamaru waipuke

Flood protection

Flood protection networks across our region have been significantly affected by persistent heavy rainfall and the impact of two cyclones. The resultant build-up of silt has considerably reduced the capacity of drain channels, exacerbating the vulnerability of many residents to compromised drainage systems and increasing the risk of future flooding.

Focus areas

Our flood protection efforts are set to intensify during the spring and summer months. However, realistically, completing all necessary work within the next three years is unlikely. It may take up to seven years to address all areas adequately. Our immediate focus will be on the most critical flood-prone areas:

Silt and Debris Management: Ongoing removal of silt and large woody debris around key structures is critical for maintaining the functionality of our drainage systems.

Stopbank Enhancement Projects: We will continue to advance our stopbank projects to bolster resilience against future flooding.

Infrastructure Planning and Modelling: Comprehensive planning, reviewing, and modelling efforts will guide us in reinstating, reinforcing, and enhancing our flood protection infrastructure to heighten the resilience of our networks.

Focus on Waipaoa River: Particular attention will be given to the middle reaches of the Waipaoa River, especially around Te Karaka. This focus will help us understand the causes of flooding and shape future flood protection strategies for the area.

Rural Land Drainage Network: Priority is being given to clearing drains in notably flood-prone areas such as Pātūtahi, Muriwai, and Manutūkē to prevent overflows and property damage during heavy rainfalls.

Mangahauini River Stopbank Repair: We are undertaking staged repairs and erosion protection measures on the Mangahauini River stopbank. This project is crucial for protecting the Tokomaru Bay township from flooding.

For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years

Council had \$64 million approved from government, as part of the \$204 million Cyclone support package. Council is required to fund an additional \$7.1 million as part of this agreement.

Accelerated works on Waipaoa stopbank enhancement project, got underway this financial year. Council is forecast to spend \$56.2 million over the next three years. The remainder of works will be completed post 2027.

\$50.6m External funding

\$5.6m Council funding

\$56.2m Total funding - 3YP Budget

Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.



Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities  We take sustainability seriously  Connected and safe communities  Delivering for and with Māori	Te Karaka Flood Resilience Project	Hydraulic modelling work to represent Cyclone Gabrielle as the calibration event. Optioneering and assessment of effects. Pre-consultation and selection of upgrade design. Resource consenting / formal consultation. Detailed design. Land purchases, as required. Delivery / construction of flood resilience improvements. (10% Council contribution, 90% funded under \$64 million Flood Resilience Funding approved by government in October 2023.)	 Future ready  Recovery	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	Tairāwhiti Flood Resilience Investigation Programme	Central Government has committed to providing Council with a pre-allocation of \$64 million for category 2 risk mitigation investments. Resilience projects are a three-stage process: Stage 1: Investigations, Optioneering and Stakeholder engagement / consultation, cost-benefit analysis. Confirm preferred option. Stage 2: Resource consent and concept design. Stage 3: Final design and construction. (10% Council contribution, 90% funded under \$64 million Flood Resilience Funding approved by government in October 2023.)	 Business as usual  Future ready  Recovery	

New Level of Service

Implement flood mitigation strategies effectively to protect communities and infrastructure from future flood risks.

New Performance measure	New target
Completion rate of flood mitigation projects, such as the Waipaoa Stopbank upgrades.	100% completion by target date.

Ngā hapori marutau

Safer communities

Future of Severely Affected Land (FOSAL)

Nearly 2,000 properties across our region have suffered devastating impacts from flooding, silt inundation, or land erosion. In response, the Central Government introduced the FOSAL framework, a system designed to assess and address the risks associated with severely affected properties.

This initiative involved mapping the affected properties to identify those at the highest risk of property damage or loss of life from future severe weather events. Properties have been categorised into Category 2 or Category 3 based on their risk level:

Category 3 Buyouts: Represents the highest risk category, indicating homes that are no longer safe to inhabit due to an unacceptable threat to life from flooding or landslides. These properties cannot be rebuilt on their current sites. Ongoing efforts include working with affected property owners to manage their transition.

Category 2: Identified as the managed risk category where the risk to life can be mitigated. Measures include raising nearby stopbanks, improving drainage, and undertaking property-level interventions such as house lifting.

Government Funding and Financial Strategy: Government funding has facilitated the buyout of properties in the highest risk categories and supported mitigations for other properties. However, this funding does not extend to cover the costs of house demolition or ongoing maintenance following the buyouts, which will require funding through rates.

House Lifting Initiative: Lifting of houses above the water level experienced during Cyclone Gabrielle. The objective is to minimise the likelihood of internal flooding during future severe weather events.

For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years

The total forecast spend for FOSAL Cat3 buyouts is \$30 million, government has contributed 50% of these funds. The Cat3 buyouts are underway with completion expected in the first year of the 3YP. The forecast budget is \$17.9 million.

Council has allocated an addition budget of \$3.9 million towards this project for administration and demolition costs.

\$8.9m External funding

\$12.9m Council funding

\$21.8m Total funding - 3YP Budget



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>Resilient communities</p> <p>We take sustainability seriously</p> <p>Connected and safe communities</p> <p>Delivering for and with Māori</p>	Future of Severely Affected Land (FOSAL)	Completion of the FOSAL programme while providing support to affected communities, categorisation, buy-out negotiations, demolition and make sites safe and house lifting.	<p>Future ready</p>  <p>Recovery</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
	Complete all voluntary buyouts of Category 3 properties	Ensuring that all residents in high-risk areas are safely relocated and the properties are managed appropriately.	<p>Recovery</p> 	<p>Council</p> <p>Contractors</p> <p>Central Government</p>
	Lift all identified eligible Category 2 homes	To safeguard them against future flooding risks.	<p>Recovery</p> 	<p>Council</p> <p>Contractors</p> <p>Central Government</p>

New Level of Service

Reduce risk to life and where possible restore and enhance housing to support safe, resilient, and connected communities in the aftermath of cyclone events.

Area	New Performance Measure	Target	Rationale
Category 3 Buy-out	All Category 3 properties settled and legally compliant	100% of those who choose to participate in buy back process.	Reduce the risk to life of people living in dwellings that were impacted by flooding as a result of the North Island Severe Weather Events in 2023.
Category 3 - Demolition and Sites made safe	Demolition of houses and residential improvements and sites made safe	100% (over 3 years) of those who choose to participate in buy back process.	Remediate Category 3 properties that have been settled to make sites safe.
Category 3 and Category 2 - Satisfaction Survey	Property owners are satisfied with process, engagement and communication	Targeted Survey 80% overall satisfied.	Engaging with property owners to build a connected community.

Tāwhaowhao kaitā

Large woody debris

The aftermath of Cyclone Gabrielle saw unprecedented mobilisation of large woody debris (LWD), which caused extensive damage to infrastructure and natural habitats.

Approximately 1.4 million tonnes of woody debris are located within our hill and water catchments, with a substantial portion already addressed. However, the task is ongoing, with significant amounts still posing risks.

Although we have received \$54 million in government funding, the total cost required surpasses this, leaving over \$100 million needed to address the remaining woody debris effectively. We have allocated these funds to tackle the most critical areas, focusing on protecting key infrastructure and community safety.

Focus areas

Prioritise clearing large woody debris impacting and threatening our communities, waterways, beaches and infrastructure. We will focus on the critical catchments identified as high priority due to their vulnerability and the potential for woody debris to impact vital infrastructure and community spaces, thereby minimising the threat to life through the clean-up efforts. Our focus areas include: Waimata, Hikuwai / Ūawa, Te Arai, Waiapu, Waipaoa and beachfronts including Midway, Waikanae, Kaiti, Ūawa, and Whāngārā.

We will continue to address the challenges of woody debris management, with an emphasis on enhancing our response strategies and ensuring that our infrastructure and natural environments are protected from the potential damages of future severe weather events.

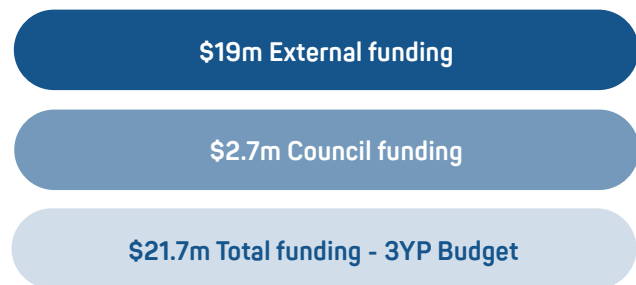
For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years

A total support package of \$54 million was funded by government, to enable us to clear woody debris out of our water catchments and off our hills. We have made considerable progress and to date we have removed 392,000 tonnes of woody debris.







Council is forecast to spend the remaining \$19 million over 2025 on additional clearing of woody debris.

We have also allocated an additional \$2.7 million over three years towards immediate response and clearing of critical areas as needed on an ongoing basis.



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  Connected and safe communities  Delivering for and with Māori	Protection of infrastructure and risk to property and life	Plan for staged removal of woody debris immediate, medium and long term. Implement woody debris removal plans. Mapping of catchment areas to feed in to longer term woody debris strategy Immediate woody debris plans developed and executed. Delivery of medium terms plans in implementation stage. Strategy being scoped.	 Future ready  Recovery	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū Forestry Trust Tairāwhiti Eastland Wood Council

New Level of Service

Efficiently manage and clear woody debris from affected areas to restore environmental health and support community recovery efforts.

New performance measure

New performance measure	New target
Proportion of woody debris extraction projects completed as per contract timelines	90% of projects completed on time

Ngā ara ki te whakaoranga

Roads to recovery

Our roads are our lifelines and without building in long-term resilience, our community’s economic and social wellbeing will be significantly affected.

Our rural network was closed during Cyclones Hale and Gabrielle. Some communities were cut off for weeks with 8 bridges destroyed, 54 with major damage and significant slips and dropouts, leaving a repair bill stretching into the hundreds of millions of dollars.

Our roading network in particular suffered significant damage, with over 3000 faults registered on our local roads, along with over 200 major dropouts. We still have a number of roads closed, including the Tiniroto Road and the Tiniroto Bluffs.

The total damage to our roading network has been assessed as \$465 million to get it back to where we were, but to build back stronger we need \$725 million. The Support Package from Central Government is \$125 million, with an additional \$85 million for initial emergency response costs.

This leaves us with a significant shortfall, where we will be needing to work in partnership with Central Government to address our damaged roading network. Alternatively, our recovery will take much longer, with reinstatement works focused on the greatest risks and the highest priorities in terms of people’s safety.

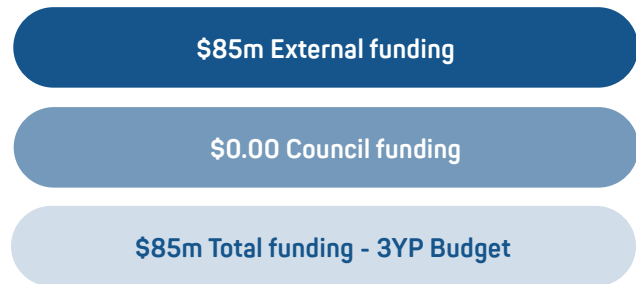
For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years

The total Crown Infrastructure Partners (CIP) support package of \$125 million was provided to go towards the regional transport recovery. This funding was provided to help establish bridges across the region, fix Tiniroto Road and address slips and dropouts.

We have started these roading projects and expect to spend \$85 million over the next three years. The remainder of funds will be spent post 2027.

We are planning to do some additional work with funding from NZTA if available, and have allocated up to \$105 million in this 3YP for extra recovery efforts.



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
<ul style="list-style-type: none"> A driven and enabled community Resilient communities Vibrant city and townships Connected and safe communities 	Destroyed bridges - \$23 million	We will fix 4 bridges with the government funding.	<ul style="list-style-type: none"> Future ready Recovery 	<ul style="list-style-type: none"> Council Contractors LG agencies Central Government Iwi and Hapū
	Damaged bridges - \$17.5 million	41 out of 51 severely damaged bridges will be repaired.		
	Bridges - \$1 million	We will replace safety guardrails.		
	Tiniroto Road - \$45 million	Assessing an alternative to SH2 south and addressing risks at the Bluffs.		
	Slips and dropouts - \$8 million	Fix major slips and dropouts		
	Resilience partnership projects with iwi - \$27 million	Working in partnership with iwi on projects to provide greater resilience to communities		

New performance measure	New target
Percentage of road repair and rebuild projects completed against the plan schedule	85% completion

Mahere aratakina e te hāpori

Community-led plans

We are actively supporting 25 communities across our region to develop community plans that identify and prioritise recovery needs. These plans are crafted to reflect the unique aspirations of each community, ensuring that our recovery efforts are aligned with their specific expectations and requirements. This includes:

Rural Communities: Our focus is on enhancing efficiencies and resilience in rural areas, aiming to build back more sustainably for the future. The community plans in these areas are crucial in guiding our overall recovery initiatives.

Urban Communities: In urban settings, we are exploring the most effective approaches to facilitate recovery opportunities, tailoring our efforts to meet the diverse needs of city residents.

Inclusive Support: We are committed to inclusive recovery processes, providing support to various groups within our communities, including Pasifika, sports and recreation groups, and whaikaha (disability and accessibility sectors). This inclusive approach ensures that no group is left behind as we rebuild and recover.

Focus for the next 3 Years: This initiative is part of a new, dynamic process aimed at forging meaningful connections with our communities. As these plans are finalised.

Integration of Community Input: These community plans support our broader recovery strategy. This will help us to prioritise and allocate resources more effectively, ensuring that recovery efforts are focused on the most critical areas as identified by the communities themselves.

Adaptive Planning: The insights gained from community feedback will inform ongoing adjustments to our recovery approach, allowing us to respond to emerging needs and changes in community priorities over time.

Goals: Our goal over the next three years is not just to restore what was lost, but to leverage this opportunity to enhance the social, economic, and environmental fabric of our communities, beyond just recovery. By closely collaborating with local groups and leveraging their insights, we aim to implement recovery projects that are not only effective but also supported by those they are designed to benefit.

Monitoring Progress: To ensure transparency and accountability in our Regional Recovery efforts, we will measure success through a set of clearly defined performance measures. These indicators will help us monitor the effectiveness of our initiatives and the impact of our work. Progress will be regularly reported to the community, providing clear and accessible updates on our achievements and challenges.

Infrastructure Restoration: Track the percentage of infrastructure projects completed against planned timelines, such as road repairs and bridge reconstructions.

Environmental Recovery: Monitor the amount of woody debris and silt removed from critical areas, ensuring that

environmental restoration aligns with safety and sustainability goals.

Community Engagement: Evaluate the effectiveness of community-led recovery plans through feedback and satisfaction surveys to ensure that the recovery efforts meet the community's needs and expectations.

For more information about the project please see our website www.gdc.govt.nz

Township Development Plans

Council is planning developments in townships over the next three years, aligning with our broader community-led plans.

Budget Allocation

The total budget allocated for township development over the 3YP is \$4.2 million. This includes \$1.4 million in external funds secured from the Better Off Fund (BOF) and contributions from the New Zealand Transport Agency (NZTA).

Planned Improvements

This funding will allow us to improve safety through footpath and crossing upgrades in the following townships:

Wharekahika, Ruatōria, Matawai, Tikitiki, Rangitukia and Te Araroa

Workforce and Economic Development

We are collaborating with local contractors to advance the skills and knowledge of their workforce. This partnership ensures that our township improvement projects not only improve our communities but also contribute to local economic development.

Focus and Future Planning

This plan will enable us to concentrate on achievable goals during the recovery phase while also preparing for the future. These efforts will lay the groundwork for incorporation into the next Long Term Plan (2027-2037) and our thirty-year infrastructure strategy, which by 2027 will be updated and revised to reflect the increased costs and needs within our townships. Additional support and upgrades will be considered as part of this process.

Note on Recovery Office

It is important to note that while we will include the Recovery Office in our plans for the next three years, no additional funding will be allocated to it within this timeframe.

For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years

Township Development plans

We secured \$1.4 million of government funding from the Better off Fund (BOF) which will allow further works on safety enhancements. We are also seeking additional funds from NZTA, which will be confirmed in September 2024.











\$2m External funding










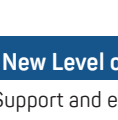

\$2.3m Council funding

\$4.3m Total funding - 3YP Budget

Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	Recovery plan	<p>A completed recovery plan with key findings to inform how we will prioritise recovery work in different areas.</p> <p>Plan prioritisation process determined.</p> <p>Collation and communication of plan to key stakeholders underway.</p>		<p>Regional Public Sector Group</p> <p>Regional Operations Group</p>
	Meaningful community connections	<p>A new process that aims to create meaningful connections with our communities.</p>	<p>Future ready</p>  <p>Recovery</p> 	
	Recovery Office	<p>Coordination of the regional recovery for Tairāwhiti, facilitating planning and prioritisation through engagement with our community and partnering with iwi, community leaders, Central Government and agencies and community groups to provide support for delivery of recovery efforts.</p>	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>	

Community outcome/s	Projects	Initiatives	Response	Partners involved
Townships Kaitiaki				
 <p>Connected and safe communities</p>	Rural township upgrades – BOF	<p>This project has a particular focus on constructing new footpaths within Matawai, Ruatōria, Te Karaka and Wharekahika as well as installing safety crossings in Ruatōria, Tikitiki, Te Araroa, Wharekahika and Matawai.</p> <p>(Note. Muriwai footpath and crossing completed April 2024)</p>	<p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>Vibrant city and townships</p>  <p>Connected and safe communities</p>  <p>We take sustainability seriously</p>  <p>We celebrate our heritage</p>  <p>A diverse economy</p>  <p>Delivering for and with Māori</p>	Rural township upgrades	<p>Over the next 3 years, Council aims to work in partnership with two rural communities annually.</p> <p>The purpose of this project is to support communities to realise and implement their aspirations for their township upgrade through contracted engagement and the development and completion of township plans.</p> <p>This project aims to support infrastructure upgrades within each community as deemed as priorities by the community for the community.</p>	<p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>

New Level of Service

Support and empower communities to develop and implement recovery plans that reflect their unique needs and aspirations post-disaster.

New Performance measure	New target
Number of community-led recovery plans developed and implemented.	100% of annual target met.



Ngā mahi matua

Our major projects

These are our major programmes of work that deliver on our vision and community outcomes, and have meaningful benefits for the people of Tairāwhiti. Each project involves a significant investment from a combination of Council funding and government grants and subsidies. Here is a summary of each project, what we will focus on and have planned for the next three years.

For more information on our major projects please refer to our website www.gdc.govt.nz



DrainWise

DrainWise is about continuing to work together with property owners to help fix problems with wastewater and stormwater drains, to prevent wastewater overflows on private property and into our rivers during heavy rain. To prevent this, we inspect gully traps and downpipes on private properties to check they are in good condition and connected to the right outlet.

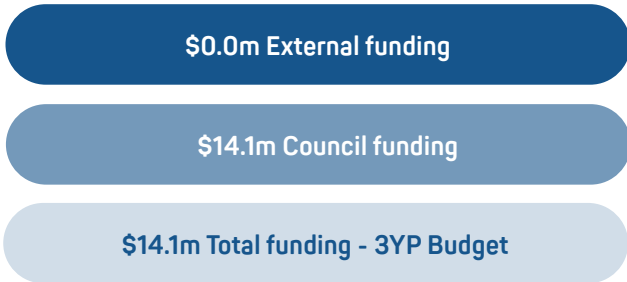
The Gisborne City wastewater network and stormwater network are separate systems. Homeowners are responsible for all the pipes and gully traps within their property boundary.

We have an on-going renewal programme to address old public network wastewater pipes to reduce groundwater

For more information about the project please see our website www.gdc.govt.nz








Budget for 3 years

This project is 100% funded by Council.



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>Connected and safe communities</p>	Public drains on private property	Identification and construction of public infrastructure across private property to drain problem flooding areas.	<p>Future ready</p> 	Contractors
	Graham / De Lautour Roads	Upgrade of stormwater infrastructure to ensure appropriate levels of service in Graham/De Lautour Roads.	<p>Future ready</p>  <p>Business as usual</p> 	
 <p>A driven and enabled community</p>	Wastewater pipeline renewals	Renewing pipeline assets past useful life or in very poor condition.	<p>Business as usual</p> 	
	Stormwater pipeline renewals	Renewal of pipes past their useful life or in very poor condition.		

Recovery

The unprecedented high groundwater and repeated heavy rain events have seen multiple discharge events, from more locations and for much longer durations. A consequence of the elevated groundwater level is the creation of depressions above stormwater and wastewater pipes. This has prompted concerns about potential structural damage and disruptions to the network.



Kiwa pools

We have a fit for purpose pool for now and into the future. The facility is a modern year-round temperature-controlled aquatic centre the whole community can enjoy. We have worked collaboratively with Ngai Tāwhiri hapū, paying careful attention to the relationship of the building, the land and the people of Te Tairāwhiti.

This project is committed and is the second stage of the outdoor complex, allowing Kiwa Pools to become a place of wellbeing where the waters of Kiwa can connect us all.

This project will extend hydroslide use, enable water play to occur along with risky play and includes basketball courts to enable the whole whanau to enjoy a day at Kiwa Pools.

For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years

Additional budget has been allocated to Kiwa Pools to allow the construction of the outdoor pool. An external contribution of \$3.5 million is required to complete this project. This project is due to start in year 2 of the 3YP.




\$3.5m External funding

\$3m Council funding

\$6.5m Total funding - 3YP Budget

Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Vibrant city and townships  Connected and safe communities	Outdoor play space	Collaborate with key partners to develop and improve the outdoor play space.	 Future ready	Council Community organisations Central Government Iwi and Hapū

Recovery

The opening of the Kiwa Pools complex was postponed by five months due to a combination of factors, including extreme weather events and the impact of COVID-19. Despite these setbacks, the project was completed within the available budget.



Waingake transformation

This is our transformational plan to restore the vital ecosystem of Waingake to its natural state and back to indigenous forest, in partnership with tangata whenua Maraetaha Incorporation.

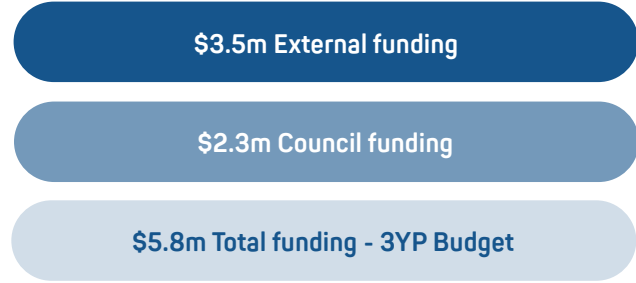
We have planted thousands of natives, placed willow and poplar poles in erosion prone areas to protect our main water pipeline, removed wilding pine regrowth and kept pest numbers down. We are also monitoring our bats, birds, reptiles, freshwater species, and forest regeneration to make sure we are achieving our outcomes.

This provides meaningful training and employment, our biodiversity flourishes and our water supply remains high quality.

We will continue with the programme of work to restore indigenous vegetation, delivering natural infrastructure to protect, filter and supply clean water to Tairāwhiti, and protecting our taonga species which call Waingake home.

For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities  We take sustainability seriously  We celebrate our heritage  Delivering for and with Māori	Waingake Restoration (Pamoā) [Waingake transformation major project]	Foster a strong, collaborative relationship with tangata whenua Maraetaha Incorporation, for the protection, enhancement and redevelopment of Waingake and Pamoā. Continue the transition from pine to indigenous ngahere at Waingake through a mix of natural regeneration and planting, supported by wilding pine and weed control. Deliver natural infrastructure to protect, filter and supply clean water to Tairāwhiti, helping to provide water security, resilience and adaptation to climate change for the region. Protect and enhance biodiversity and water quality through sustained control and monitoring of pest animals and plants.	 Future ready  Business as usual 	Council Contractors Central Government Community organisations Iwi and Hapū
	Waingake Restoration (Pamoā) OPEX	Manage participation and ensure compliance with the Emissions Trading Scheme. Work with neighbouring landowners to repair parts of the fence line around the Waingake Waterworks Bush in partnership with tangata whenua Maraetaha Incorporation and supported by Ngāi Tāmanuhiri. Maintain access tracks for planting, pest and weed control operations. Collaborate with EnviroSchools, tangata whenua and other Council teams to provide educational opportunities to Tairāwhiti schools.		

Waipaoa flood control

The Waipaoa Flood Control Scheme (WFCS) is considered to be one of Council’s most valuable assets and protects some 10,000 hectares of fertile floodplain land.

The project aim is to increase the level of flood protection of the WFCS up to a 100-year return period accounting for climate change effects out to the year 2090.

The WFCS comprises approximately 64km of stopbanks along the Waipaoa River, together with other river control structures and protection works (pipes, floodgates etc), built between 1953 and 1967 to provide flood protection to the Poverty Bay floodplains and Gisborne City.

Following the completion of the city side of the Waipaoa stopbank flood control upgrade, we’re advancing 25km on the western side of the river over the next 3 years.

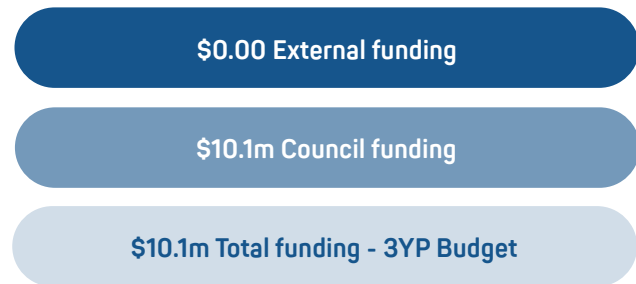
Stopbanks will be higher being increased by about 1-2 metres in some places and significantly wider, from the current 1.5m top crest to a 4m wide top crest to provide more flood protection accounting for climate change impacts of greater rain events and sea level rise. Experts have advised us higher

and wider stopbanks are needed to provide the full level of protection we need.

For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years

We have enhanced flood control around the Waipaoa riverbanks. We have allocated \$10.1 million in addition to the Crown Infrastructure Funding (CIP) recovery pack we received.



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
Resilient communities Connected and safe communities We take sustainability seriously Delivering for and with Māori	Waipaoa River Flood Resilience Improvement Project	Fully complete the upgrade (raising/widening) of all the remaining 28km of Waipaoa stopbanks on the western side of the Waipaoa River, including related infrastructure and renewal of all pipes under the stopbank. Primarily civil construction works, but also planning, investigation, Geotech and detailed design works are also ongoing for future areas and stages (all on the western side of the Waipaoa River).	Future ready Business as usual 	Council Contractors LG agencies Central Government Businesses / Volunteers Community organisations Iwi and Hapū

Recovery

All stopbank upgrade work was placed on hold until spring 2023. This affected contract completion timeframes, and delayed progress.

We saw severe damage to the Waipaoa Stopbank at two locations, both were on the western side of the Waipaoa River, and both occurred in areas that had not been upgraded yet.



Walking and cycling

The walking and cycling network consists of a mixture of footpaths, shared paths, footbridges, bike lanes, mountain biking, boardwalks and cycleways. We are working on a plan to encourage different choices on how we travel.

The programme brings together several strategies, projects and initiatives between Council and NZTA Waka Kotahi with a focus on cycling safety. Walking and cycling networks support and encourage our community to get outside and enjoy being able to move around the city easily and safely.

Other related projects include speed reductions near schools and in townships, Streets for People, and a road safety campaign to support safer walking and cycling.

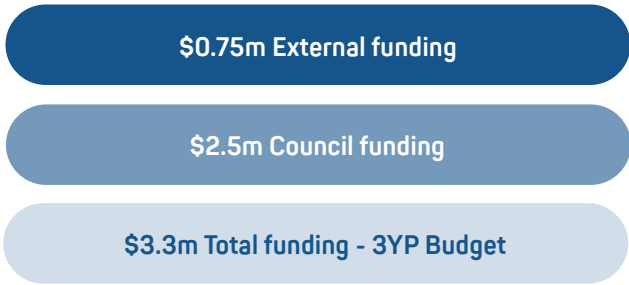
The only project in the next 3 years is extending the Taruheru River shared path from Mitre10 to the Botanical Gardens.

For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years




We have allocated \$3.3 million to continue the walkway along the Taruheru River. The Government Policy Statement has prioritised recovery and resilience projects for funding.

It's highly unlikely that this will receive government funding from NZTA Waka Kotahi. Council will know whether this project is funded in September 2024, if our submission is not accepted, we will use its local share to continue the project.



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>Connected and safe communities</p>  <p>We take sustainability seriously</p>	Taruheru River path	Progress the Taruheru River Walking and Cycling Project to achieve the goals set in the Tairāwhiti 2050 Spatial Plan.	<p>Future ready</p> 	<ul style="list-style-type: none"> Council Central Government Contractors Community organisations

Recovery

Ūawa suffered some damage to the new trails when the course of the awa changed and continues to flood a section near the bottom of the school. A re-route is being progressed further upstream to ensure the trail loop can be reconnected. Repair options are being considered.



Waste minimisation

Council is actively looking into improving how we manage waste, reduce the harm waste can cause, and encourage communities and businesses to reduce waste where possible. By doing this we can reduce waste disposal costs to ratepayers.

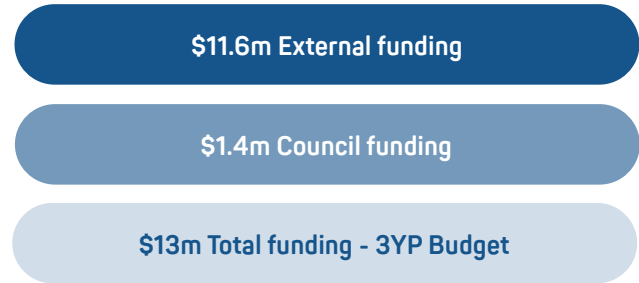
Through the Waste Management Minimisation Plan (WMMP) Council has committed to the following district-wide waste minimisation targets: 20% reduction in the total waste sent to Class1 landfills by 2024; 40% decrease in organic waste by 2024 (kerbside collections) and 20% increase in recycling by 2024.

We will be focusing on Phase 2 of the Resource Recovery Centre. This will increase our focus on recycling, recovery of our waste, and move towards zero waste.

For more information about the project please see our website www.gdc.govt.nz








Budget for 3 years

We will fully fund wheelie bins with government funding from the Better off Funding (BOF) grant, the Resource Recovery Centre and landfill works will be 85% externally funded.



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  A diverse economy  We take sustainability seriously  Delivering for and with Māori	Resource Recovery Centre (RRC)	Phase 2 of the RRC study: design and build aspects. Finalising sites, costs, structures and operational opportunities.	 Future ready  Business as usual	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū



Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  Connected and safe communities  Vibrant city and townships  We take sustainability seriously  Delivering for and with Māori	Develop and implement the new 2025 - 2031 Waste Management and Minimisation Plan (WMMP)	Develop the Waste Management and Minimisation Plan (WMMP).	Business as usual 	Council Contractors LG agencies Community organisations Businesses / Volunteers Iwi and Hapū
 A driven and enabled community  Resilient communities  Vibrant city and townships  We take sustainability seriously  We celebrate our heritage  Delivering for and with Māori	Actively engage community with education and behaviour change	Implement programmes for continuous improvement, education and promotion of waste	Business as usual 	Council Contractors LG agencies Community organisations Businesses / Volunteers Iwi and Hapū

Recovery

We will continue to work with the Ministry for Environment (MfE), Beca and 3R on a Waste and Resource Recovery Infrastructure Roadmap for Tairāwhiti.

We are currently in the process of engaging a contractor to complete a Waste Management and Minimisation Plan (WMMP) review to amend our current WMMP which will take into account any relevant feedback from the Waste and Resource Recovery Infrastructure Roadmap and community led recovery plans.

We will continue to investigate options for local waste processing and disposal options for Tairāwhiti.

We will investigate how we can support future infrastructure, transfer stations, and networks for resource recovery across our rural networks, incorporating an education component to process.

Project planning for the remediation of the Tokomaru Bay Legacy Landfill is underway.



Other projects

Tairāwhiti Resource Management Plan (TRMP) review

Our region has changed due to increased development, population growth and changing demands on natural resources. Developing a new TRMP will protect what is important and provide a strategic view and direction that reflects the voice of tangata whenua and our communities.

This project will address challenges such as providing enough land for urban growth and development, outlined in the Tairāwhiti Future Development Strategy. We will have a new TRMP that reflects the changing demands and needs of our region.

For more information about the project please see our website www.gdc.govt.nz

Budget for 3 years














\$0.00 External funding

\$7.7m Council funding

\$7.7m Total funding - 3YP Budget

Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>We take sustainability seriously</p>	Tairāwhiti Resource Management Plan (TRMP) evidence base	Provide scientific evidence to support freshwater management, soils and indigenous biodiversity management.	<p>Future ready</p> 	Council Contractors
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>Vibrant city and townships</p>  <p>Connected and safe communities</p>  <p>We take sustainability seriously</p>  <p>We celebrate our heritage</p>  <p>A diverse economy</p>  <p>Delivering for and with Māori</p>	Tairāwhiti Resource Management Plans (TRMP) (including Freshwater Management Plans)	Finalising work under Phase 1 of the review programme - notifying plan changes for freshwater, regional policy statement, forestry and urban development. Starting work on Phase 2 plan review.	<p>Business as usual</p>  <p>Future ready</p>  <p>Recovery</p> 	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū

Indoor multipurpose stadium

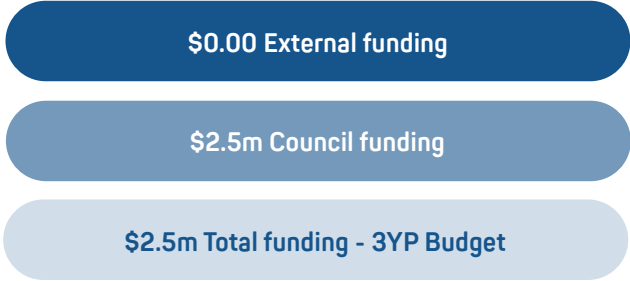
The Community Facilities Strategy highlighted the need for a multipurpose indoor facility as a key priority for the region. This was further reinforced through the Business Case presented to the Central Government in 2021, which outlined the key Community Facilities initiatives required for the region.

The current feasibility study for the multipurpose indoor facility will reconfirm the region's needs. Having a commitment via seed funding from Council will enable momentum to continue towards this key development for the region.

For more information about the project please see our website www.gdc.govt.nz






Budget for 3 years

The \$2.5 million previously committed funds have been carried over from the 2021-2031 LTP into the 2024-2027 3YP budget.



Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Vibrant city and townships  Connected and safe communities  A diverse economy	Indoor multipurpose stadium	Undertake feasibility, design and planning work to progress the Indoor Multipurpose Stadium Project to an investment ready point.	Future ready 	Council Contractors Central Government Community organisations Businesses / Volunteers Iwi and Hapū



City centre revitalisation

Over the next year we will work with our economic development agency Trust Tairāwhiti to take a closer look at what needs to be done to revitalise our city's central business district (CBD).

Later we will ask the community what they would like to see improved in the CBD to make it an even better place to live, work and play.

For more information about the project see our website www.gdc.govt.nz

Budget for 3 years

The last significant work on city centre revitalisation was undertaken nearly 25 years ago. We have deteriorating assets that need to be revitalised.




\$0.34m External funding

\$2.7m Council funding

\$3m Total funding - 3YP Budget

Plans for the next 3 years

The following outlines in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Vibrant city and townships  A diverse economy	Revitalisation of the central business district (CBD)	Refresh and invigorate our CBD through a mixture of temporary and permanent initiatives such as streetscaping and planting.	 Future ready	Businesses / Volunteers Iwi and Hapū



Ngā tauwhāinga me nga whakautu

Our issues and challenges

Changing legislative environment

Future of Local Government

The role and function of Local Government must adapt to meet the evolving needs of the communities it serves. Aotearoa New Zealand is facing a range of challenges, including climate change, environmental degradation, infrastructure deficits, and social and economic inequities.

In 2021, the Minister of Local Government established an independent panel to examine how our system of local democracy and governance should evolve over the next three decades. The goal was to enhance the wellbeing of communities and the environment while actively embracing Te Tiriti partnerships. The panel presented its final report to the Minister in June 2023.

For more information about the project please see our website www.gdc.govt.nz

Resource Management Reforms

The Resource Management Act 1991 (RMA) is our main law governing how we use our natural and built resources. Now more than 30 years old, the RMA is not delivering for the environment or for development and is no longer fit to help us respond to emerging issues, such as adapting to the impacts of climate change. The coalition government will undertake the Resource Management Act (RMA) reforms in three phases.

Phase 1 has been completed and both the Natural and Built Environment Act (NBEA) and Spatial Planning Act (SPA) have been repealed.

Phase 2 involves amending the RMA to make it easier to consent new infrastructure including renewable energy, allow farmers to farm, build more houses, and enable aquaculture and other primary industries. This phase will include introducing the Fast-track Approvals Bill, two RMA amendments and a review of the national direction proposing an integrated nation direction package.

Lastly, Phase 3 will replace the RMA with new resource management laws based on the enjoyment of property rights and is intended to build on work undertaken in Phase 2. Key principles being considered include:

- how resource management laws can more clearly separate urban and spatial planning from environmental protection (this may result in separate spatial / urban planning and environment legislation)
- how the enjoyment of property rights can be reflected as a guiding principle of the system
- the role of a legislative framework for spatial planning to enable longer term, integrated planning
- the plan-making and consenting system to speed up processes and reduce the need for consents.

For more information about the project please see our website www.gdc.govt.nz

Local Water Done Well

Legislation relating to the Three Waters Services Reform (the Water Services Entities Act 2022, the Water Services Legislation Act 2023 and the Water Services Economic Efficiency and Consumer Protection Act 2023) was repealed on 16 February 2024. Three waters services are therefore included within the Three Year Plan as Council will continue to own and operate water services and will remain responsible for delivering them. The Local Government Water Services (Transitional Provisions) Bill for the government's 'Local Water Done Well' reform programme service delivery planning is expected to be enacted mid-2024.

The Three Waters reform is now called the Local Water Done Well programme (LWDW) and looks to continue the work done by the previous government. They are returning the management and ownership of water services and infrastructure to territorial authorities, however more change is coming and is needed if we are to meet government's higher standards for water quality and infrastructure investment.

Work is underway with the first piece of legislation, the Local Government (Water Service Preliminary Arrangements) Bill being introduced to the House on 30 May 2024. This Bill sets out the framework for the new three waters management system and will include a requirement for councils to prepare a water services delivery plan within 12 months, that outlines their future service delivery arrangements.

The second piece of legislation is planned to be enacted by mid-2025 and looks to set up the more detailed settings for the new regime including a range of structural and financing tools and the regulatory regime.

For more information about the project please see our website www.gdc.govt.nz

Climate change adaptation

Climate change is the most significant long-term issue facing our region. It is important that we prepare for the impacts of a shifting climate, including increased erosion, flash floods, wildfires, and heightened pressure on the productivity of the land we rely upon.

To prepare for and manage these challenges, while also focusing on the recovery efforts from Cyclones Hale and Gabrielle, we will collaborate with our community to achieve several planned projects:

- conduct natural hazards mapping and climate change risk assessment to inform our adaptation planning
- develop adaptation plans to address the regional impacts of climate change, particularly along our coastlines

- enhance flood protection through the implementation of the Waipaoa flood control climate change resilience project
- implement the Waingake Transformation Programme, aimed at safeguarding the city's water supply and enhancing regional biodiversity
- undertake a comprehensive review of the Te Tairāwhiti Resource Management Plan to manage the utilisation of our natural resources
- reduce waste emissions through the implementation of the Waste Management and Minimisation Plan
- develop regional and Council mitigation plans to transition towards a low emissions future and a less polluting way of life
- collaborate with Trust Tairāwhiti to formulate a regional just / equitable transition plan, reducing the socio-economic impacts of climate action on our community
- facilitate deliberative democracy processes to engage the community in adaptation conversations and collective action.

For more information about the projects please see our website

www.gdc.govt.nz






Part 3
Volume 1

Ngā rautaki, ngāmahere me ngā kaupapa e arah ana i a tātau

Strategies, plans and policies guiding us

This part includes high-level summaries of our most significant strategies, policies, and plans with specific reference to the two building blocks of the Three Year Plan (3YP) - the Financial Strategy and the Infrastructure Strategy.



Contents

Strategies, plans and policies guiding us.....	50
Financial Strategy.....	51
Infrastructure Strategy.....	53
Community Facilities Strategy.....	55
Tairāwhiti 2050 (Spatial Plan).....	55
Tairāwhiti Resource Management Plan.....	56
Township plans.....	56
Regional land and public transport plans.....	57
Council Policies.....	59

Ngā rautaki, ngā mahere me ngā kaupapa e arahi ana i a tātau

Strategies, plans and policies guiding us

Our work is guided by a range of strategies, plans, and policies that ensure we make informed decisions and use our resources effectively to meet our community's needs. These guiding documents help us achieve our goals by outlining how we prioritise and manage our work.

Some of our strategies and plans are required by statute, including:

- **Our Financial Strategy and Infrastructure Strategy:** Mandated by the Local Government Act 2002 (LGA), these strategies ensure that our financial and infrastructural planning is consistent and sustainable.
- **Regional Land Transport Strategy:** Required under the Land Transport Act 1998 and Land Transport Management Act 2003, this strategy addresses our regional transportation needs.
- **Tairāwhiti Resource Management Plan:** Guided by the Resource Management Act 1991, this plan helps us to manage our natural and physical resources responsibly.
- **Waste Minimisation and Minimisation Plan:** Guided by the Waste Minimisation Act 2008, this plan focuses on reducing waste across our region.

Apart from statutory requirements, Council prepares an Environmental Scan every three years to report on the state of the physical, demographic, economic, and infrastructure environment in which it operates. We also develop strategies in response to local priorities that align with the objectives of the

Local Government Act. This includes plans like the Community Facilities Strategy and specific township plans, which focus on local community needs and development.

In this section we have highlighted the most significant strategies, plans and policies that guide us. The two building blocks for the majority of our planning processes are the Financial Strategy and the Infrastructure Strategy. These strategies are some of the most significant components of our 3YP, as they outline our overall approach of how we plan to achieve our goals and objectives over the next three years, what that will look like, and what it is going to cost us.

Council plans outline the detailed activities required to achieve our strategic goals and objectives, while our policies define our position on specific matters or issues. Our policies help us stay consistent in our approach and application of how we handle things.

For a comprehensive view of all Council strategies, plans and policies, visit our website at www.gdc.govt.nz.

Detailed documents related to the 3YP are available in **Volume 2** of this plan.



Rautaki Ahumoni

Financial Strategy

Balancing the need to meet the costs of recovery following Cyclone Gabrielle; maintaining our core services; protecting our environment and assets, while planning for our future in a financially sustainable way.

(Refer to Volume 2 for the full Financial Strategy)

Purpose

Our Financial Strategy outlines our overall approach to managing our finances and provides guidance when we make spending decisions.

It sets our overall financial goal posts for the 3YP, including sources of revenue to fund capital and operational costs, and the impacts of our decisions on rates, debt, levels of service and investments.

This Strategy also guides Council's future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the 3YP.

The 3YP has been developed with a "Recovery" no frills budget, aimed at maintaining core services while being future focused and giving effect to our strategic priorities.

Overview

Over the next three years of our 3YP our focus will be on repairing the damage after Cyclone Gabrielle, maintaining core services, the maintenance of our assets, and incrementally improving our resilience.

Cyclone Gabrielle hit when our critical infrastructure was already in a fragile state, following on from seven severe weather events since 2021. We are now facing nearly \$1.1b worth of recovery costs, mostly relating to our roading network.

Our focus for the next three years is to deliver:

- Resilient and healthy waters
- Safe and healthy people
- Building back our damaged roading network in a staged approach
- Effective regulatory functions

By 2027, progress will have been made toward rebuilding our roading network; however, we will not have completed all the work we need to do. The unrepaired cyclone damage will leave us vulnerable to worsening conditions with every future adverse weather event. Our budgets do not allow for addressing all the potholes on our roads; to do so, rates would need to increase by another 16%, and we know that is unaffordable.

We will have completed a strategic review of our extensive 1800km roading network to determine where we need to build resilience, where we will need to retreat and where levels of service will need adjustment. This may mean we will need to revert from sealed to unsealed roads in some areas.

Rising business costs, including interest costs, depreciation and inflation have made it impossible to avoid rates increases. The loss of a dividend from our Council Controlled Trading Organisation has also significantly reduced our ability to hold rates. In addition to this, significant recovery costs are putting further strain on our financial resources. Our rates-setting approach prioritises the most appropriate options to address the present and future needs of Tairāwhiti. Rates increases over the 3 years are set to a maximum threshold of 11.4%.

The Strategy recognises that these rates increases will disproportionately affect ratepayers facing hardship, as our district has the highest level of deprivation compared to any other district in New Zealand. Rather than implementing a blanket reduction in rates, we have increased provisions for rates remissions and will work directly with those in our community who are facing hardship.

In doing this, we hope to balance supporting the needs of those in our current community who are facing hardship without significantly burdening future generations.

To fund the planned \$438m capital programme, where over 90% relates to infrastructure and recovery reinstatement, our debt is forecast to increase to \$234m (2021 Long Term Plan \$150m). This represents 158% of our revenue, and under our new debt cap of 175% (debt to revenue).

Key financial limits

The Financial Strategy has set two key financial limits:



- Total Rates Revenue (excluding growth) will not exceed 11.4%. This comprises of a 7.9% increase to do our normal business and 3.5% for addressing our recovery needs. The average rates increases are set at the lowest level possible to manage our day to day core services, while also responding to our significant recovery issues.
- A debt limit - increase to 175% of our revenue.

Six key directions for managing our finances

The Strategy further provides six key directions for the management of our finances over years 1–3 of this 3YP:

1. Keep rates as affordable as practicable - while recognising the need to fund critical activities and infrastructure, and keep the region functioning well.
2. Increase alternative revenue streams – increase and optimise the use of alternative revenue streams through partnerships, targeted contributions and investment income.
3. Manage debt prudently - increase maximum debt levels still within prudent levels, to smooth the cost of delivering key infrastructure projects over years 1-3 of the 3YP, in line with our financial policies.
4. Focus on critical activities and infrastructure - which meet the community's needs and respond to climate change during the 3YP period and beyond.
5. Ensure beneficiaries of services pay the costs - this includes through mechanisms such as user levies, targeted rates and development contributions.
6. Grow and enable our rating base - through economic activity without the need to trigger additional costly capital works projects or grow Council's infrastructure footprint without care.

Strategic links

(Refer to Volume 2 for the full policies listed below)

The Financial Strategy provides top-down direction for, and is implemented through a variety of financial policies as outlined below:

- **Revenue and Financing Policy:** This policy determines when debt and rates will be used as a funding source. This includes targeted rates for the cost of an activity or service that should be paid for by particular groups or ratepayers who benefit from the activity or service.
- **Development Contributions Policy:** This policy identifies growth-related infrastructure work as well as the charges that expect to be recovered from developers to support that work.
- **Investment Policy:** This Policy looks at Council's mix of investments, management of risk where investment is concerned and our procedures for managing and reporting on investments.
- **Liability Management Policy:** This policy covers debt repayment, credit exposure and provides policies for interest rate exposure and liquidity. It implements the judgements that our Revenue and Financing policy makes about intergenerational equity.
- **Rate Remission and Postponement Policy:** Remission and postponement policies are primarily used to address any inequities as a result of setting of the rates and provide assistance to those who are affected more than others.



Rautaki Hanganga Infrastructure Strategy

How we will manage our infrastructure over the next three years.

(Refer to Volume 2 of our 2024-2027 3YP for the full Infrastructure Strategy)

Purpose

We are responsible for \$2.6b worth of assets (30 June 2023), with the majority being infrastructure assets of \$2.2b.

This includes everything from water supply, wastewater, urban stormwater, land, rivers and coastal, roads and footpaths (network infrastructure), waste and community facilities such as libraries, pools and reserves (social infrastructure).

The Infrastructure Strategy remains focused on maintaining our existing infrastructure, building resilience, and delivering the services our communities and businesses expect. However, in early 2023, the region experienced significant damage to key infrastructure from the impacts of Cyclones Hale and Gabrielle. We now need to recover from these events whilst also keeping our eye on the future responding to changing expectations, higher population growth, and climate change.

We also need to be mindful of the ability of our ratepayers to fund our infrastructure and the impact of rising cost of living, and severe weather events on our economy.

Overview

Our 3YP is focused on the challenges that our region faces, including the affordability of Council services and the sustainability of our regional economy. The strategy strikes a balance between progressing recovery mahi and business as usual (BAU) infrastructure needs in a way that is financially sustainable for our communities.

We need to meet our statutory obligations, prudently manage our critical infrastructure, and maintain our levels of service in a way that is affordable to our community.

We know that we won't be able to do everything as we had planned in the previous 2021-2031 Long Term Plan as we have a large bill for the recovery mahi across our region.

Four significant infrastructure issues

The strategy is focused on responding to four significant infrastructure issues:

1. **Recovery** – repairing damage from Cyclones Hale and Gabrielle and in some cases enhancing the resilience of our infrastructure as part of the repair and rebuild process. Our investment over the next three years will be around \$275 million.

2. **Te Taiao** – meeting regulatory requirements and our community's expectations on environmental outcomes. Our total investment over the next three years will be \$25.5 million. The listed projects will be delivered in a way that protects and enhances our environment and biodiversity.

3. **Future-ready** – keeping an eye to preparing for the future including climate change, resilience, residential growth, and enabling economic development. Our total investment over the next three years will be \$29.3million

4. **Affordability** – ensuring our delivery of infrastructure is financially sustainable for our community now and into the future.

Our response to affordability will help us to deliver infrastructure and appropriate levels of service in a way that maximises alternative funding sources to deliver value to ratepayers. It will help us to understand community priorities in the planning and funding of its infrastructure.

We carefully consider affordability issues when setting rates levels. Keeping rates as low as practicable is a priority but it has to be balanced against not transferring costs to future generations and the need to maintain our assets.

Critical infrastructure and essential planning have been prioritised for delivery. Other capital projects, unless externally funded, will be delayed or deferred to prevent massive spikes in expenditure.

We have spread the majority of recovery response costs across the district opting for an approach that spreads the costs rather than applying a rate based on capital value. This acknowledges that the costs and benefits (after the benefits of impacted property owners are considered) are district wide, unable to be easily differentiated between different groups.

We recognise that affordability is an issue for our region and the ability to pay is not universal across our district. We have parts of our community which face high deprivation and there are others who facing hardship following the impacts of the cyclones. In order to address some of these issues we have increased our provisions for rates remissions to directly address those that are facing hardship.

Balancing our recovery and future needs

In this Strategy, we have committed to balancing our recovery and future needs by:

- Investing more in water supply resilience so we can recover more quickly after severe weather events until the land stability in the area has improved.
- Repairing and replacing assets across all infrastructure areas due to the cumulative impacts of severe weather events in recent years.
- Completing projects to enable residential growth out at the Taruheru block and starting other projects to enable other areas of our city to grow further.
- Expanding the delivery of the Waipaoa River Flood Control project to provide greater protection to our community and more resilience against floods and climate change, which safeguards both economic development and wellbeing. This will increase the current level of service.
- Investigating and implementing further flood protection options for our rural communities and the city.
- Protecting our water supply, restoring cultural values, and enhancing biodiversity by progressing the Waingake Transformation programme.
- Taking a more proactive role in managing historic landfills and progressing a regional resource recovery service.

We have had to make some difficult choices about which projects we prioritise and fund to make sure we remain within our financial limits for the next three years. Although we are expecting some government funding to help progress our recovery projects, we will not receive all the funding we need to progress these projects and will have to allocate some of our budgets to ensure these important projects are completed.

Anticipated outcomes over the next three years

We will have repaired most of the key infrastructure damaged during Cyclones Hale and Gabrielle, and we will have progressed key infrastructure requirements that are the building blocks for our region's future.

- Research, modelling and planning for future-proofing our region will be completed such as the roading network strategic review, alternative water supply research, and flood protection investigation.
- Continued work on reducing stormwater infiltration into our wastewater network to ensure our wastewater infrastructure will overflow much less frequently.
- Water supply will have high quality and compliant drinking water, and we will be better to respond to the impacts of future adverse weather events on the water supply network.
- We will have enhanced our natural buffers around riparian and coastal reserve areas. We will have completed rationalising our extensive network of public conveniences and play spaces, making sure we have the right asset in the right place for resilience. We will have progressed renewing and revitalising our city's CBD. With the help of external grant funding, we will have completed the second stage of our Kiwa Pools, outdoor area.
- We will have made progress on a new Regional Recovery Centre enabling more sorting and disposal of our waste streams, reducing the overall waste volumes that need to go to landfill. We will have identified options and completed future plans on how best to process waste across and within the district.



Rautaki Whare Hapori Community Facilities Strategy

The full Community Facilities Strategy can be viewed on our website www.gdc.govt.nz.

The Community Facilities Strategy outlines the priorities and principles for developing a network of fit-for-purpose community facilities in Tairāwhiti over the next 20+ years. It provides an overarching strategic framework to guide decisions on facilities of all types at all levels. Under the strategic framework sit a series of nine plans for the range of facility types Council is involved with:

- Aquatic Facilities Plan
- Arts Facilities Plan
- Arts in Public Spaces Plan
- Cemeteries Plan
- Parks and Open Spaces Plan
- Play Spaces Plan
- Public Conveniences Plan
- Sports Facilities Plan
- Street Trees and Gardens Plan.

The Strategy guides how we provide community facilities across Tairāwhiti. This includes:

- viewing facilities as part of a network across a range of providers and geographic areas rather than viewing facilities in isolation. This reduces the likelihood of duplication and of under or over supply of facilities;
- ensuring the provision of facilities is in response to a clear and demonstrated community need that cannot be met through the existing facility network. This ensures the facility is worth its investment in light of scarce resources;
- developing a network that is financially sustainable, i.e. affordable for the provider as well as the user and considers the whole of life costs of facilities.

Te Mahere Mokowā mo te rohe o Te Tairāwhiti 2050 Tairāwhiti 2050 (Spatial Plan)

The full Tairāwhiti 2050 (Spatial Plan) can be viewed on our website www.gdc.govt.nz.

The challenges and opportunities facing Tairāwhiti are complex and interconnected. How we as a community plan and respond over the next 30 years will make a significant difference to future generations. Tairāwhiti does not have a stand-alone document that provides a clear and shared vision about what we want our region to look like in the future.

Tairāwhiti 2050 is Council's vision for the region for the next 30 years. Shaping the future of our region, we also refer to it as our Spatial Plan. It considers the current economic, social, environmental, physical and cultural trends so that integrated solutions can be found to address the various challenges and opportunities for growth and change.

No single organisation can respond alone, so region-wide collaboration is required. Together with communities and agencies we have created this plan to provide strategic direction in a way that considers social, economic, environmental and cultural wellbeing.

The preparation of a Spatial Plan is not required by legislation, however, councils have developed these plans under the provisions of the Local Government Act 2002 in order to guide and integrate land-use planning with infrastructure and

services planning. We will review this plan every five years to ensure we remain on track and respond appropriately to changing trends, needs and environments. The plan covers the following:

- States our region's major challenges and how we'll tackle them.
- Outlines our shared aspirations for our region's future wellbeing and what we expect to achieve by 2050.
- Aligns the strategies and plans of Council, government agencies and other organisations to enable collaboration.
- Sets direction for regional planning and development, decision-making and investments.
- Maps out where critical infrastructure, transport connections and development will occur and where there are constraints.

Te Mahere Whakahaere Rawa o Te Tairāwhiti

Tairāwhiti Resource Management Plan

Since the 2015-2025 LTP, Council has simplified and streamlined its Resource Management Act 1991 (RMA) plans by creating a unitary plan, known as the Tairāwhiti Resource Management Plan (TRMP). The new plan became operative on 30 June 2017.

The role of the TRMP is to assist Council to with making decisions on plan provisions and resource consent applications that deal with the sustainable management of natural and physical resources of the region.

The TRMP is a combined plan that contains Regional Policy Statement (RPS) provisions, Regional Plan provisions and District Plan provisions. The review of those provisions includes:

- the RPS provisions to achieve the integrated management of both natural and physical resources that apply to the region as a whole
- the 'Regional Plan' provisions that manage natural resources (water, air, land and the coast)
- the 'District Plan' provisions that enable or control land uses within Tairāwhiti
- provisions that identify and control activities to protect significant values and resources that are of value to iwi and the community.

Ngā mahere ā-taone

Township plans

The development and implementation of township plans support the health of our people in our smaller communities. Through improved local infrastructure, environment and outdoor spaces, township plans provide the opportunity for community-led decision-making, and the realisation of our community's aspirations. We also recognise their existence as valuable to the continuation of communities connected to traditional rohe.

Township plans are non-statutory planning documents and are owned by each of the communities. Working with our communities on developing plans for improvements in the townships is an important part of our mahi.

We take a collaborative approach to include the community's aspirations for the future. To make the townships look vibrant and reflect our culture, while having well cared for amenities for visitors, Council looks for community leadership and effort to drive these plans. Townships include Manutūkē, Muriwai, Matawai, Mōtū, Pātūtahi, Rangitukia, Tikitiki, Ruatōria, Te Araroa, Te Karaka, Te Puia Springs, Waipiro Bay, Tokomaru Bay, Ūawa, Wharekahika / Hicks Bay / Pōtaka.

Reviewing and updating the TRMP is one of our priorities for the 2024-2027 3YP. The TRMP review is being undertaken in two phases. Phase 1 includes the review of RPS provisions, freshwater provisions, and land use provisions that deal with forestry, and urban growth and development. Forestry was originally scheduled for Phase 2, however in response to the impacts of the 2022/23 severe weather events, this work has been brought forward to Phase 1.

The remainder of the TRMP provisions will be reviewed in Phase 2. This includes the other land use provisions and other regional level provisions that manage natural resources and include the Regional Coastal Plan and discharges to the air plan.

Ongoing engagement with our Treaty partners is fundamental to this review to ensure their views are incorporated directly into the drafting. This engagement will be undertaken to the extent that they want to be involved. Our approach to the TRMP review is to combine engagement, science and Mātauranga Māori knowledge to ensure our updated TRMP is robust and enduring.

Community engagement will be undertaken as part of the plan making process, recognising the TRMP has a key role in ensuring our environment is able to meet its own needs along with the needs and aspirations of our people.

Council developed a township programme that guides us in planning for the future development of rural towns in our district. Since the 2018-2028 LTP, township upgrades were planned and delivered over a staged two-year period. This was implemented to address issues with short review and implementation timeframes, financial constraints and construction delays.

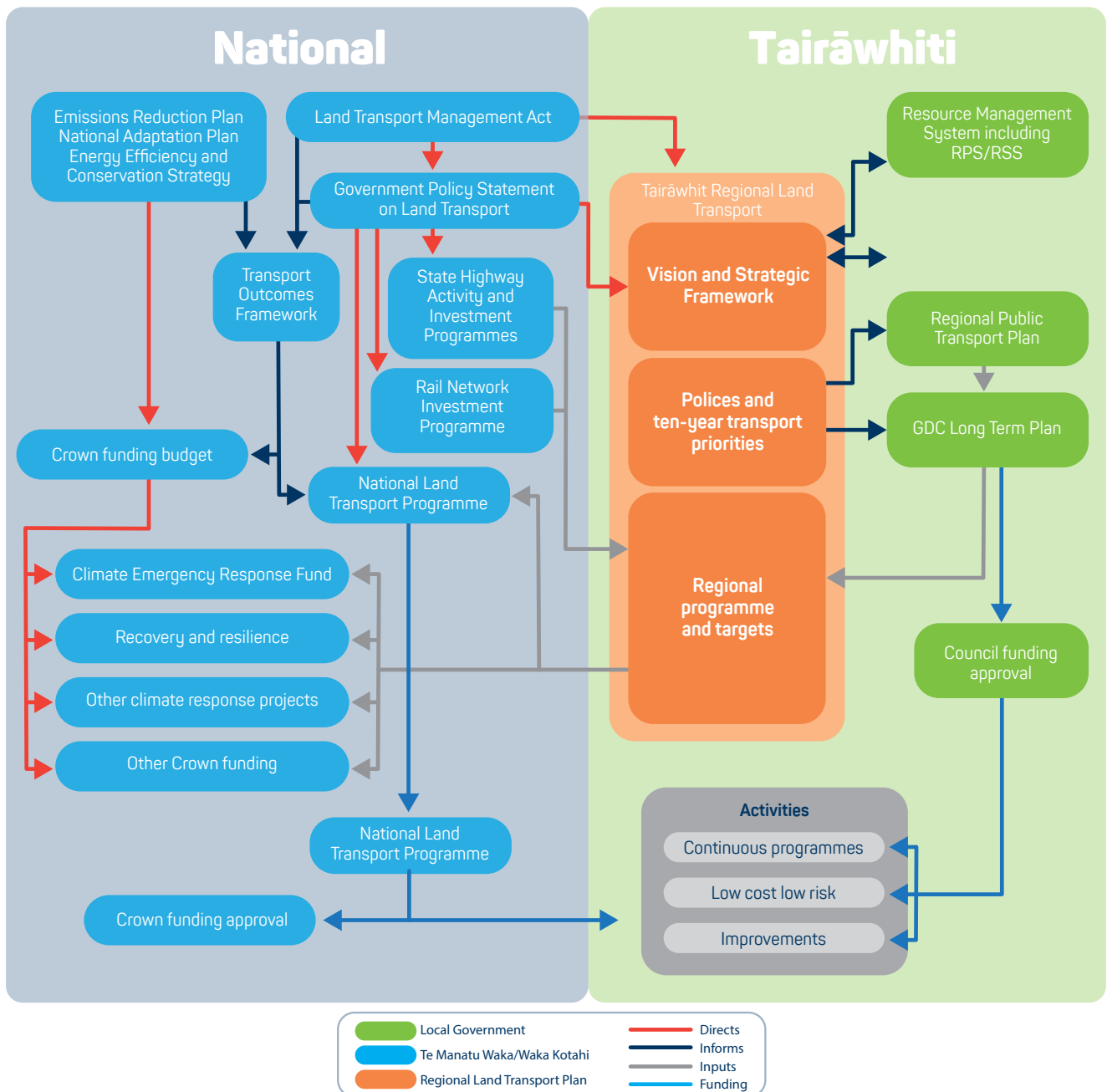
Council approved to spend \$7m over the next ten years on our township upgrade programme. This would allow us to do more work in our smaller communities.

Ngā mahere ā-rohe waka whenua, waka tūmatanui

Regional land and public transport plans

Under the Land Transport Management Act 2003 Council, as a regional authority and public transport provider is required to deliver two transport plans: a Regional Land Transport Plan (RLTP) and a Regional Public Transport Plan (the Public Transport Plan). These plans are reviewed every three years. A number of statutes and policy documents provide the

legislative and policy context for land transport planning and investment at the national, regional and local level. The strategic relationships between this plan and other relevant legislation, government policies and plans can be illustrated as follow:



Te Tairāwhiti Regional Land Transport Plan

The full Tairāwhiti Regional Land Transport Plan can be viewed on our website www.gdc.govt.nz.

Te Tairāwhiti Regional Land Transport Plan (RLTP) represents the combined intentions of NZTA Waka Kotahi and Council. The RLTP sets out the current state of our transport network; explains the strategic direction for land transport in the region and the challenges we face; identifies the regional priorities for the next ten years; and outlines the proposed land transport activities for both state highways (six years) and local roads (ten years).

Our unique geography, geology and social and economic environment present many challenges to providing and maintaining the large land transport network for our region. Predicted changes to climate, demographics and freight volumes will also impact how we manage our roads and the service they have to provide.

Over 2023 the Regional Transport Committee considered the key regional transport issues and strategic objectives. These were captured in the draft RLTP, with approval granted for consultation in February 2024.

The three priority investment areas we have identified are:

1. Community resilience and asset management: Historic underinvestment in asset maintenance, increased freight travel demand, increased severe weather events, and land use changes is resulting in declining network performance and inadequate network resilience that is negatively impacting sustainable economic growth, user safety, individual and community psychosocial wellbeing, community accessibility, maintenance costs, and aspirational outcomes. Investment in long term multi-modal asset renewal and improvement will enable the region's transport network to meet demand for freight, provide greater travel choice, promote equitable access, withstand future severe weather (and other events), and provide safe and accessible travel choices to all members of the community and businesses.
2. Road and community safety: Low quality of vehicles, poor decision making by transport users, deficiencies in network design and deteriorating road surfaces are resulting in deaths and serious injuries on our transport network, with Māori disproportionately affected. Investment in coordinated safety infrastructure, education, enforcement, and encouragement to reduce and eventually eliminate deaths and serious injuries for all transport system users, but especially Māori who are over-represented in the statistics.
3. Mode shift and accessibility: A lack of safe and convenient public and active travel infrastructure and services for all transport users is resulting in high levels of car use, increasing levels of greenhouse gas emissions, adverse health impacts, and reduced access to economic opportunities and key services for disadvantaged persons. Investment in public / shared transport solutions and

low carbon alternatives to current fossil fuel vehicles, to enable people to access economic, education, and social opportunities without having to own a vehicle.

The RLTP is also the gateway for accessing funding from the National Land Transport Fund (NLTF). All projects that will require NLTF funding must be included in the RLTP to be considered for the 2024–2027 National Land Transport Programme (NLTP). State highway activities are fully funded from the NLTF.

Other activities, led by Council, receive a subsidy from NZTA Waka Kotahi through the NLTF. The Funding Assistance Rate is currently 68%. This means that for every dollar we spend on an approved activity on our local roads, NZTA Waka Kotahi contributes 66 cents and Council contributes 34 cents.

It is important to note that different types of activities are funded from different funding buckets in the national programme. This means our cycling projects do not compete for funding with our state highway or public transport projects, but they will be considered alongside other cycling projects across New Zealand.

Te Tairāwhiti Regional Public Transport Plan

The full Tairāwhiti Regional Public Transport Plan can be viewed on our website www.gdc.govt.nz.

Council provides the public transport services to the Gisborne urban area. This includes the urban bus service known as GizzyBus, Waka Kura (school buses) and the Total Mobility Scheme for people with disabilities. These services are provided under contract with funding from three sources: passenger ticket sales, Council rates and NZTA Waka Kotahi.

The Regional Public Transport Plan (RPTP) provides Council with the strategic framework for making decisions around public transport services. Its preparation is a requirement under the Land Transport Management Act 2003 (LTMA) as Council provides public transport services in the region. The LTMA requires regional councils to produce Regional Public Transport Plans with a 10-year horizon, to be reviewed every three years and aligned with RLTP. A RPTP may also be reviewed at any stage to respond to changes in strategic or funding conditions.

The main priorities identified for the next three years are to:

- Enhance levels of service that promote customer loyalty and increase system patronage
- Ensure people have access to sustainable public transport services that connect them to where they want to go
- Ensure our funding system for public passenger services is fair to ratepayers and passengers, while covering a reasonable proportion of operating costs.
- Continue to deliver an efficient, effective and environmentally sustainable network of public transport services.

Te Mahere Whakahaere Para me te Whakaiti Para

Waste Management and Minimisation Plan

The full Waste Management and Minimisation Plan 2018 – 2024 can be viewed on our website www.gdc.govt.nz.

Having a Waste Management and Minimisation Plan (WMMP) is a statutory requirement of all New Zealand councils. It sets out what we intend to do over a six-year period to make sure we manage our waste as best we can for the benefit of our community, our local economy, and our environment.

Since 2015, there has been an increase in the amount of waste our community sends to landfill. Over the same time, the amount of material we recycle has also dropped slightly. This matches a national trend in increasing waste to landfill and declining recycling tonnage.

This WMMP sets out goals, objectives and targets to guide

us towards the vision of the Aotearoa New Zealand Waste Strategy; By 2050, Aotearoa New Zealand is a low-emissions, low-waste society built upon a circular economy. This is targeted through waste refusal, reduction and recovery. Activities are detailed and will be carried forward into Council's LTP and Annual Plans to help ensure the resourcing is available to deliver on the WMMP.



Ngā Kaupapa Kaunihera Council Policies

Significance and Engagement Policy

(Refer to Volume 2 for the full Kaupapa Whakapāpātanga me te Hiranga / Significance and Engagement Policy)

This policy guides 'when' and 'how' Council engages with our communities about important Council decisions. The 'when' to engage is determined by the significance of the decision being made. The 'how' is guided by the engagement framework in this policy.

The role of Council is to lead and represent its communities through consideration of community's views and preferences in all decisions it makes. In doing this, it must consider the needs of people currently living here, as well as those who will live here in the future.

Significance refers to the importance of an issue, proposal, decision or matter before Council in terms of its likely impact:

- economic, social, cultural and environmental wellbeing of the district
- affected people and communities
- Council's ability to perform its role as a local authority and achieve its strategic objectives in the 3YP.

Council will determine significance of a decision in two ways – **significance criteria and strategic assets**. All matters for Council decision will be assessed for its impact on the following significance criteria:

- the effects on all or a large part of the Gisborne District
- the effects on individuals or specific communities
- the impact on the relationship of Māori including the

importance of tikanga and their relationship with ancestral land, water sites, wāhi tapu, valued flora and fauna, and other taonga

- the level or history of public interest in the matter or issue
- the financial impact
- consistency with Council's current strategies and policies including the strategic priorities in the 3YP
- impacts on Council's 3YP, Annual Plan, and levels of service (also including the Regional Land Transport Plan, if applicable)
- whether the decision is reversible.

Climate change is another important consideration for Council that is assessed using a Climate Impact Statement rather than being a criteria for significance. This enables a more detailed analysis to be conducted and also proposes mitigation / adaptation methods. Council staff provide a recommendation of a decision's significance to elected members. The final decision about the significance of any matter rests with elected members. When making this determination, other factors may need to be considered e.g. urgency, safety, commercial sensitivity and public good.

Strategic assets are defined in the LGA as an asset (or group of assets) that needs to be retained so that Council can maintain its capacity to achieve or promote any outcome that Council determines to be important to the current or future well-being of the community. Council has identified the following assets as 'strategic assets':

- HB Williams Memorial Library

- Council's roading network as a whole
- water supply network as a whole – including storage lakes, reservoirs, pump stations and reticulation, the pipeline (including bridges and trestles), land at Waingake, and water treatment plants
- land drainage system as a whole – including the stormwater pipe network, the Waipaoa River flood control system, Te Karaka flood control system, other open river systems, waterways, wetlands and retention basins
- sewage collection, treatment and disposal system as a whole – including the sewers, pump stations and the treatment station outfall
- reserves' lands as a whole – including land held under the Reserves Act and the land used for parks, gardens, sports fields, recreational areas and cemeteries
- pool complex and built recreational facilities
- system as a whole of off-street parking facilities owned or operated by Council · Council's investment in community housing as a whole
- Council's shares in substantive council-controlled organisations 1
- ownership of the Gisborne Airport site.

Engagement describes the process of seeking information from the community to inform and assist decision-making, and providing the community information on the outcome of a decision-making process.

The policy further sets out Council's three-phase approach to community engagement, takes into consideration how communities want to engage and describes the phases of engagement to guide our engagement approach and method. It also explains how we provide opportunities and capacity for Māori to contribute to decision-making processes in Tairāwhiti.

Tairāwhiti Piritahi Policy

(Refer to Volume 2 for the full Tairāwhiti Piritahi Policy – Fostering Māori participation in Council decision-making)

Council's 'Tairāwhiti Piritahi' Policy is our framework for promoting and facilitating Māori participation in Council decision-making processes. 'Tairāwhiti Piritahi' translates to the coming together of Tairāwhiti affirming Council's commitment to its role as a Treaty partner and inclusion of whānau, hapū and iwi in Council decision-making processes. This policy includes suggested actions and indicators of success to guide Council in its approach to facilitating this outcome.

Council has statutory, constituent and organisational obligations to Māori. We have a three-pronged method to delivering on our obligations to Māori.

1. The **legal** obligations via settlement legislation, the Resource Management Act, the Local Government Act and others are Council's starting point to deliver on our Māori outcomes. The Treaty of Waitangi forms the basis

of recognition within the relevant legislation. By meeting these obligations, there will be significant contributions by Māori to Council's planning and decision-making.

2. The **constituent** obligations to Māori in our community as citizens with distinctive cultural aspirations. These aspirations should be understood and incorporated into all aspects of our work. This will result in our service delivery recognising and delivering our function in line with the needs and aspirations of Māori.
3. Our **organisational** obligations are what we have promised to do with Māori. This includes our formal agreements and ensuring they are successful. This will result in partnerships with Māori that contribute to sustainable outcomes for Te Tairāwhiti.

This policy further outlines Council's approach and plans to achieving sustainable outcomes for the region in partnership with Māori:

- An empowered organisation that values Te Ao Māori.
- Enable Te Tiriti o Waitangi.
- Effective Māori participation in Council democracy.
- Strengthen relationships and share decision-making with Māori.







Part 4
Volume 1

He aha te kaupapa? **What's the plan**

This section explains what we intend to do over the next three years to make the plan happen. It shows how our activities will work towards achieving our vision – healthy water, land, people and future.



Contents

Being accountable to our community	64
Activities and services that help us deliver the plan	65
Environmental Services and Protection Group	66
Land, Rivers and Coastal	75
Roads and Footpaths	79
Solid Waste	83
Wastewater	88
Water Supply	92
Urban Stormwater	97
Liveable Communities	100
Regional Leadership and Support Services	116
Commercial operations	143

E whakapono ana ki to tātāu hapori

Being accountable to our community

The following is an overview of our planning and reporting framework and how it all fits together with the Three Year Plan (3YP).

Three Year Plan

Following the severe weather events of 2023, an Order in Council was made under the Severe Weather Emergency Recovery Legislation Act 2023. This allowed us to develop a three year, recovery focused plan instead of a standard 10 year plan. Community consultation during the 3YP process remained part of the process for adopting the 3YP.

Under the Order, Council made information available on the 3YP and provided an opportunity for our community to present their views to Council. The proposed Order doesn't include audit requirements for the 3YP, however Annual Reports will continue to be audited.

Annual Plan

We prepare an Annual Plan in the second and third year of the 3YP. The Annual Plan outlines what we are planning to achieve, including major projects, activities, services and financial information for the specific year. Crucially the Annual Plan shows how much these cost, how we plan on funding them and the effect on rates and Council's finances. If there were significant changes or variation from the 3YP we would consult with our community and include these variations in the Annual Plan.

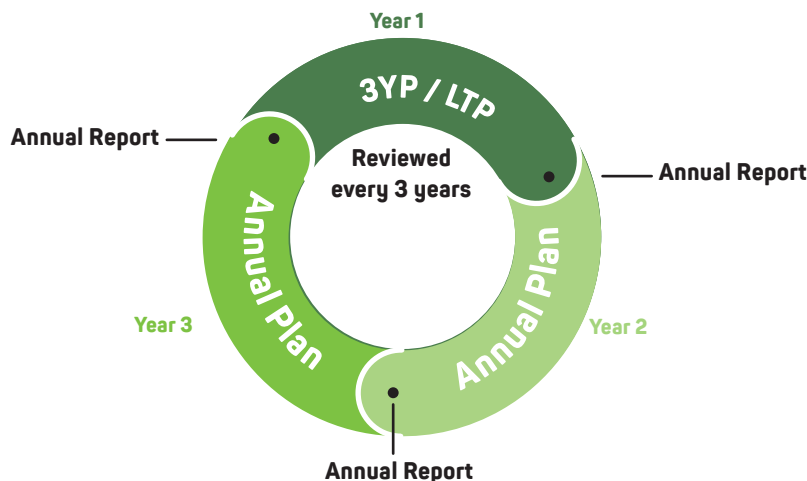


Quarterly reporting

Council publishes quarterly reports to give our community a summary of how we are progressing compared to our 3YP / Annual Plans. We do this three times a year while the fourth quarterly report instead becomes our Annual Report.

Annual Report

The Annual Report is the key accountability document that Council is required to produce every year, which reports against our Annual Plan and current 3YP. It tells the financial story of our performance over the past financial year and also serves as an important way of informing our communities about how we spent rates. It also highlights the areas we performed well in, the areas where we need to improve and provides context for where we need to head in the future.



Ngā mahi me ngā ratonga hei whakatutuki i te kaupapa

Activities and services that help us deliver the plan

How to read this section

The Local Government Act 2002 (LGA) requires Council to include activity summaries in our Three Year Plan. The summaries must include:

- The rationale for the delivery of the activities (including the community outcomes the activity projects primarily contribute to).
- Any negative effects that the activity may have on the local community (including the wellbeings).
- Statements of levels of service provision (including planned changes to levels of service, performance measures and targets).

The activities that follow in this section have been prepared to align with the LGA requirements above. The LGA gives Council a framework and powers to decide what activities to carry out and how they will be carried out.

In accordance with the LGA our Three Year Plan must report on a number of mandatory activities, however we've simplified the legislative names for improved understanding and readability:

- Environmental Services and Protection
- Land, Rivers and Coastal
- Roads and Footpaths
- Solid Waste
- Wastewater
- Water supply
- Urban Stormwater
- Liveable Communities
- Regional Leadership and Support Services
- Commercial Operations

Within each group of activities there may be a number of smaller activities, for example within the group activity Environmental Services and Protection we have building consents; enforcement and compliance; and resource consents.

Activities

Sufficient detail is provided on each activity to provide a better understanding of the services that Council provides.

What we do

A brief description of what the activity involves.

Why we do it

A brief description of why Council undertakes this activity, including the benefits to community.

Snapshot

A snapshot of our essential services and facilities that keep Tairāwhiti ticking along every day.

Plans for the next 3 years

A detailed outline of project initiatives, together with:

- Community outcomes (please refer to **page 6 - Part 1, Welcome to the 3YP**).
- Response; business as usual, future ready and recovery.
- Partners involved; council, contractors, LG agencies, central government, community organisations, business / volunteers, and iwi and hapū.

How we measure our performance

Explaining the levels of service we seek to achieve, and the performance measures we use to check our progress and results. For targets, we've included changes and rationale to measures as we aim to reach our desired results.

Levels of service refer to a measure of the service that describes the quality and quantity of the service Council delivers i.e. number of sports fields available for use, library opening hours, water quality etc. It is determined by customer expectations, legislative requirements and affordability.

What negative effects or risks can occur in relation to this activity

Under the LGA, councils are required to identify, any negative effects the delivery of their activity could have on social, economic, environmental, or cultural wellbeing of its community. These tables set out those potential negative effects and show how Council is working to address them.

Recovery

The impact of severe weather events on this activity.

Please note for financial information on each activity area, please refer to **Part 5 – Our Finances** of the 3YP document e.g.

- Financial impact statements - setting out the sources of operational and capital funding Council will use to fund each activity over the next three years and how these funds will be applied.
- Capital expenditure – providing details of lists of capital projects planned for each activity for the next three years.

Te Rōpū Ratonga Taiao me te Haumarū Environmental Services and Protection Group

Purpose

The purpose of this activity group is to promote the sustainable management of the physical and natural resources of the district, as well as contribute to the wellbeing of its people and the built environment. The activities in this group include:

- Building Consents
- Enforcement and Compliance
- Resource Consents

Building Consents

What we do

Council's building related activities are governed by the Building Act 2004, Building Regulations, the Local Government Official Information and Meetings Act 1987 (LGOIMA), Resource Management Act 1991 (RMA), and the Local Government Act 2002 (LGA).

Our work in this area includes / provides:

- Processing building consents, code compliance certificates (CCCs) and Land Information Memoranda (LIMs).
- Researching and issuing Search of Council Records as part of the National Environmental Standard (NES) for Assessing and Managing Contaminants in Soil to Protect Human Health.
- Providing accurate and timely information on building consent processes.
- Monitoring compliance of building warrants of fitness for commercial buildings.
- Responding to requests for service.

- Undertaking assessments and follow-ups for the strengthening and repair of dangerous, insanitary, and earthquake-prone buildings.
- Undertaking three-yearly inspections of all district swimming pools to ensure pools are safely fenced.
- Undertaking building assessment response after natural disasters, and then ongoing advice and response in the recovery stage.
- Assessing and invoicing for Development Contributions in line with the Council Development Contribution Policy.

Why we do it

Our building consents work is about ensuring buildings are safe and durable for people to live and work in, now and in the future. We ensure that people seeking to build or purchase a property have access to the information they need.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Building consents

888

Code Compliance Certificates (CCS)

946

Land Information Memoranda (LIM)




192

Figures above are based on 2022/23 year.



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities	Digital inspection records	Move to fully digital inspection records to remove the current requirement for a two-step process. Select mobile devices that have both handwriting and voice recognition to smooth the input pathways.	 Business as usual	Council Contractors Central Government
	Earthquake prone building strengthening	Complete the earthquake prone building strengthening project so that there are no buildings that are earthquake prone as defined by the Building Act 2004 in the city area. Use the provisions of the Building Act 2004 to enforce strengthening where the building owner has not met their legal requirements.		Council Central Government Iwi and Hapū
	Elevating Tairāwhiti	Assisting with the raising of houses to directly mitigate flood-related risks, reducing risk to life and potential future damage to property.	 Recovery	Council Contractors Central Government

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

Level of Service

We deliver customer-focused building consents and compliance monitoring services that meet statutory requirements.

Performance measure	Results (2022/23)	Target
The percentage of building consents issued within 20 business days.	87%	95%

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Cultural Earthquake-strengthening legal requirements may lead to some older buildings being demolished to ensure a safer Central Business District (CBD). This could impact the heritage values of the CBD.	Demolition of heritage buildings listed in the District Plan requires resource consent. Any application may need to be heard by a panel of commissioners with expertise in structural strengthening, heritage values and Building Act legislation. A balanced decision between removing the danger by demolition and preserving the building will be made through the resource consent application assessment.

Recovery

Building Services played a key role in the response and recovery efforts following cyclones Hale and Gabrielle. We conducted hundreds of rapid building assessments to ensure the safety of our people and continue to provide guidance and conduct site visits through the recovery phase.

In the wake of the recent weather events, we have faced challenges in maintaining our usual levels of service. This has resulted in some delays in building inspections, however the situation is now improving as most of the team return to business as usual.



Te Whakauruhi me te Whakaū Enforcement and Compliance

What we do

This activity consists of the overall monitoring and compliance of district and regional resource consents, animal control, parking and city watch, food, health and liquor regulations, bylaws, environmental risk services, port and harbour safety.

We maintain a consistent approach to ensuring compliance with a variety of acts, regulations, bylaws, and the Tairāwhiti Resource Management Plan (TRMP). We do this by using a range of enforcement options which are determined by a guideline toolkit and include examples of best practice.

These guidelines are also intended to help the community and interested parties understand how enforcement and compliance is carried out. This activity monitors compliance and enforces a variety of acts, including:

- Resource Management Act 1991
- District Plan
- Dog Control Act 1996
- Impounding Act 1955
- Land Transport Act 1998
- Land Transport (Road User) Rule 2004
- Food Act 2014
- Sale and Supply of Alcohol Act 2012
- Health Act 1956
- Local Bylaws
- Maritime Transport Act 1994

Why we do it

Council's Enforcement and Compliance services are intended to promote the sustainable management of natural and physical resources.

We manage the way people use land and water and how those uses can affect the environment e.g., sediment discharge, noise, new subdivisions, historic building protection, water use and native vegetation.

We help create an environment for our economy to develop and thrive, supporting ideas and opportunities, while providing supportive community infrastructure.

We support and educate people and businesses in Te Tairāwhiti to meet and comply with the law and Council policies and consent conditions.

We promote traffic safety, help traffic to flow for businesses and retailers, and maintain a presence in the central business district by assisting Police and retailers.

We actively support and engage in education for dog owners, ensure compliance with Central Government legislation and local bylaws on dog control, and investigate and enforce instances of non-compliance.

We maintain the health and safety of our community and environment by managing food, alcohol-licensed and health-licensed premises. Our efforts include processing applications, providing education, administering regulations, monitoring compliance, and conducting inspections and verifications. These actions ensure a high quality of life for both current and future residents and visitors of Te Tairāwhiti.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Parking meters **56**



















Registered dogs **9998**










Open environmental consents **6390**



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
Animal Control and Parking				
 <p>Connected and safe communities</p>	Updated radio system for our parking wardens	The old team radio system needs updating. A team radio system is paramount for the safety of our parking wardens. The radios are linked to the police to request assistance should parking wardens and / or members of the public need urgent assistance.	<p>Business as usual</p> 	Council
Environmental Health				
 <p>A driven and enabled community</p>  <p>Resilient communities</p>	Compulsive hoarding in Tairāwhiti	<p>Establish a network of early detection.</p> <p>Create a memorandum of understanding in partnership with pertinent stakeholders (Te Whatu Ora, Social Services etc).</p> <p>Create a feasible recovery costs plan for the Council.</p>	<p>Future ready</p>  <p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Community organisations</p> <p>Businesses / Volunteers</p>
 <p>Vibrant city and townships</p>  <p>Connected and safe communities</p>	Alcohol related harm reduction	<p>Continue and improve collaboration with reporting Agencies, licensees and members of the public to reduce alcohol related harm.</p> <p>Collate and provide statistical analysis to support bylaws and local policies review process.</p> <p>Improve Graduate Response Module with the introduction of infringement/enforcement action.</p>	<p>Future ready</p>  <p>Business as usual</p> 	<p>Council</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 <p>A driven and enabled community</p>  <p>Vibrant city and townships</p>  <p>Delivering for and with Māori</p>	Food / health monitoring and compliance	<p>Improve our interaction and compliance processes with operators that trade under the legislative frameworks of the Food Act 2014 and Health Act 1956.</p> <p>Enhance monitoring capability for Offensive Trades present in Tairāwhiti by incrementing inspections rate and potentially including soil and water analysis.</p> <p>Establish a consistent monitoring process for traders operating under the Mobile Shops and Other Traders Bylaw 2014.</p>	<p>Future ready</p>  <p>Business as usual</p> 	<p>Council</p> <p>Central Government</p> <p>Businesses / Volunteers</p>
Monitoring and Compliance				
 <p>Resilient communities</p>  <p>Connected and safe communities</p>	Working groups	Establish working groups with the community around the environmental compliance sector.	<p>Future ready</p> 	Council

Community outcome/s	Projects	Initiatives	Response	Partners involved
Harbourmaster				
 A driven and enabled community  Resilient communities  Vibrant city and townships	Port and Harbour Safety Code (PHSC)	Continue to ensure PHSC compliance through active participation with Eastland Port and Maritime New Zealand.	 Business as usual	Council Central Government Iwi and Hapū Business / Volunteers
 Resilient communities  Connected and safe communities  A diverse economy	Emergency response	Respond to maritime emergencies including oil spills as required.		Council Contractors Central Government Iwi and Hapū
 Connected and safe communities  A diverse economy	Navigation safety	Ensure Maritime Transport Act harbourmaster requirements are met for navigational safety of all commercial vessels and pleasure craft.		Council Contractors Central Government Community organisations Business / Volunteers

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Animal control

Level of Service

We provide animal control services that protect our community from threats to their safety by monitoring and enforcing compliance with legislation and through dog registration.

Performance measures	Results (2022/23)	Target
Response to service requests - The percentage of routine customer service requests relating to dog or stock control issues to which Council responded within the timeframe specified.	89%	85%
Response to service requests - The percentage of urgent customer service requests relating to dog or stock control issues to which Council responded within the time-frame specified.	92%	90%

Noise control

Level of Service

We help reduce community annoyance from excessive or unwanted noise and respond efficiently.

Performance measures	Results (2022/23)	Target
Response to service requests - The percentage of customer service requests relating to noise control issues to which Council responded within the timeframe specified.	86%	70%

Licensing

Level of Service

We regulate and monitor the safe operation of premises selling food and/or alcohol.

Performance measures	Results (2022/23)	Target
The percentage of applications for liquor licences processed within target timeframes.	72%	65%
The percentage of registered and licensed premises that undergo an environmental health compliance inspection annually.	74%	65%

Harbourmaster

Level of Service

We maintain the Port and Harbour Safety, Code Safety, Management System (SMS) and respond to maritime emergencies.

Performance measures	Results (2022/23)	Target
Our Port and Harbour Safety Code (SMS) has been self-assessed with the port within the last 12 months.	Compliant	Compliant
We initiated our response to all pollution notifications within 30 minutes.	No events	< 30 minutes

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
<p>Environmental / Social</p> <p>High level non-compliance and enforcement action impacts the number of resource consents monitored. Staff are diverted to assist /help with investigations and enforcement due to level of risk / impacts on the environment.</p>	<p>By using a risk-based approach to triage our inspection work, we will be able to manage our monitoring programme through future climate related disruptions.</p>

Recovery

After the impact of Cyclone Gabrielle and additional major weather events, the Enforcement and Compliance team saw a significant rise in operational demands.

To address forestry-related issues, Council created a specialised Forestry Team. This team will cooperate with industry partners to identify areas vulnerable to the mobilisation of woody debris.

Utilising aerial mapping and on-the-ground inspections, the team aims to mitigate potential impacts on property, infrastructure and the environment.



Ngā Whakaaetanga Rawa Taiao Resource Consents

What we do

Council undertakes respective legislative duties as per the Resource Management Act 1991 (RMA), Building Act 2004 and the Local Government Official Information and Meeting Act 1987 (LGOIMA). Duties under the RMA include processing resource consents for land use, subdivision, discharges to air, land and water, forestry, both harvesting and afforestation, water takes, land disturbance, coastal permits, and other national planning instruments such as any relevant National Policy Statements and National Environmental Standards.

- Support the connection of Māori to their values and relationships with sites of significance and taonga.
- Provide regulatory certainty for economic development and community wellbeing. Ensure our legislative responsibilities are met for the built and natural environment and the community.
- We ensure the integrity and safety of the built form, now and into the future and protect our district's heritage resource.

Why we do it

- To protect and enhance the quality of our district's natural and physical environment, now and into the future.
- Support sustainable development and economic growth.



These are our essential services and facilities that keep Tairāwhiti ticking along every day

Resource consents **283**

Permitted activity notices **37**

Survey plan approvals **85**







Figures above are based on 2022/23 year.



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
<p>A driven and enabled community</p>	Cost recovery	<p>Implement a structured cost recovery process providing transparency across fee structures to consent applicants through regular updates on cost tracking.</p> <p>Ongoing identification and resolution of system inefficiencies impacting cost recovery.</p> <p>Continue to collaborate with Council's Finance and Information Technology teams to establish cost recovery solutions.</p>	<p>Future ready</p>	Council

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>A driven and enabled community</p>	Water take renewals / replacements	<p>Continue to issue Council's water take replacement courtesy reminders at 12 months and 6 months in advance of the expiry date.</p> <p>This is not mandated under the Resource Management Act (RMA) but reflects Council's commitment to fostering positive relationships within the community.</p>	<p>Future ready</p> 	Council Iwi and Hapū
	Data cleansing	<p>Continue to work closely with Council's archives and digital information teams to locate our paper based, historical consent data and integrate the digitized information into Council's database.</p> <p>This will fast-track accessibility for public requests for information and ensure data integrity and completeness of Council's records.</p>	<p>Business as usual</p> 	Council
 <p>Delivering for and with Māori</p>	Executive summary process: Iwi / Hapū.	<p>Continue to work closely with our Te Tiriti Partners to develop and implement processes that empower Iwi and Hapū to play an active and meaningful role in the consenting process.</p> <p>Continue to provide support and ongoing mentoring around the executive summary process with ongoing evaluation measures to ensure requirements continue to be met and that the process is fit- for-purpose.</p>	<p>Future ready</p> 	Council Iwi and Hapū
	Māori engagement	<p>Enhance Council's engagement strategy with Iwi and Hapū with a key focus on strengthening and maintaining effective relationships.</p> <p>Continue to provide guidance, training and best practice tools to support and empower staff to engage purposefully and meaningfully with Iwi and Hapū, while continuing to co-develop initiatives and provide outreach training to support Iwi and Hapū in exercising their right as Kaitiaki.</p>	<p>Future ready</p> 	

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Level of Service

We commit to processing applications within regulatory timeframes, ensuring adherence to good practice principles.

Performance measure	Results (2022/23)	Target
Percentage of resource consents processed within statutory RMA timeframes.	76.6%	70%

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Economic Obtaining a resource consent creates compliance costs for businesses and individuals.	Ongoing prioritisation of the Continuous Process Improvement project.

Recovery

Resource Consents has and continues to play a key role in the response and recovery efforts following the region's severe weather events. These efforts have largely involved the issuing of consents for Emergency Work to address immediate risks to public safety and property, temporary repairs to public infrastructure, debris removal and flood mitigation measures without the usual regulatory delays.

The Severe Weather Emergency Recovery (NZTA Waka Kotahi) Order in Council was passed in October 2023 to modify and exempt specific provisions of the Resource Management Act to expedite recovery work. The section has only received and processed one application pursuant to the Order, granting consent for the urgent rebuild and recovery work required on the Hikuwai Bridges 1 and 2.



Te Whenua, ngā Awa me te Takutai

Land, Rivers and Coastal

Purpose

Our Land, Rivers and Coastal activities minimise and prevent damage to Te Tairāwhiti from floods and erosion. We do this by providing advice on preventative works, maintenance to open drains across the Poverty Bay Flats, monitoring changes to river / stream channels and the coast, providing essential river and stream maintenance, and maintaining coastal protection structures in alignment with the Wainui Beach Erosion Management Strategy.

What we do

This activity is responsible for river asset management, flood control schemes, land drainage schemes, river channel maintenance and maintenance of coast protection structures. The total network replacement value is around \$70 million.

Rivers Asset Management

We are responsible for monitoring changes to the coast, rivers and stream channels that could affect our community. We also advise stakeholders on preventative maintenance for rivers and streams, on issues such as flood control, coastal and land erosion protection, land drainage and coast protection. River water level monitoring also provides timely flood warnings to the community for specified rivers.

Flood Control Schemes

To protect the community, land, buildings and infrastructure from flooding, Council administers and maintains two flood control schemes, one river improvement scheme, one river erosion protection scheme and two flood protection assets (Stopbanks constructed by ECCB) within our district:

- Waipaoa River Flood Control Climate Change Resilience project.
- Te Karaka Flood Control Scheme.
- Tūranganui-Taruhēru Rivers Scheme.
- Waiapu Erosion Protection Scheme.
- Mangahauini River Flood Protection Scheme.
- Tikitiki Flood Protection Scheme.

Together these schemes include 47km of river channel, 68km of stopbanks and 740 hectares of floodway land.

Land drainage schemes (including pump stations)

Council construct and maintain a network of open drains across private farmland to provide land drainage. This allows the effective subsurface drainage of the Poverty Bay Flats within specific areas (generally land drainage schemes). A total network of 277km of drains are maintained, spanning 17 drainage districts. Council undertakes this work in response to landowner requests via legislation as required.

River channel maintenance

Council provides essential river channel maintenance and infrastructure works for 303km of identified rivers and streams to protect land, properties and roads from erosion. Council also undertakes this work in response to landowner requests via legislation, as required.

Coastal property protection scheme

We maintain the existing coastal areas in a defined area along Wainui Beach, in alignment with the Wainui Beach Erosion Management Strategy (adopted in 2014). Council owns and maintains about 2km of erosion protection structures including rock and timber revetments, gabions, concrete walls and groynes.

Why we do it

Council's flood protection schemes are intended to keep people and properties safe from flooding, river erosion and coastal erosion in identified areas. River monitoring also provides flood warnings to the community for specified rivers in a timely and effective manner.



Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Stopbanks **67.3km**












Rural land drains **277km**










Rivers and streams **303km**



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities  Connected and safe communities  We take sustainability seriously  Delivering for and with Māori	Waipaoa River Flood Resilience Improvement Project	<p>Fully complete the upgrade (raising / widening) of all the remaining 21km of Waipaoa stopbanks on the western side of the Waipaoa River, including related infrastructure and renewal of all pipes under the stopbank.</p> <p>Primarily civil construction works, but also planning, investigation, geotech and detailed design works are also ongoing for future areas and stages (all on the western side of the Waipaoa River).</p> <p>(10% Council contribution, 90% funded under \$64m Flood Resilience Funding approved by government in October 2023.)</p>	<p>Future ready</p>  <p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
	Te Karaka Flood Resilience Project	<p>Complete hydraulic modelling work to represent Cyclone Gabrielle as the calibration event.</p> <p>Optioneering and assessment of effects.</p> <p>Pre-consultation and selection of upgrade design.</p> <p>Resource consenting/formal consultation.</p> <p>Detailed design.</p> <p>Land purchases, as required.</p> <p>Delivery / construction of flood resilience improvements.</p> <p>(10% Council contribution, 90% funded under \$64m Flood Resilience Funding approved by government in October 2023.)</p>	<p>Future ready</p>  <p>Recovery</p> 	
 Resilient communities  We take sustainability seriously	Coastal Hazard Management	Removal of Council coastal infrastructure / assets once they become a health and safety risk and making areas safe, to protect the community and coastal users.	<p>Business as usual</p> 	

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  Connected and safe communities  Vibrant city and townships  We take sustainability seriously  Delivering for and with Māori	Tairāwhiti Flood Resilience Investigation Programme	<p>Central Government has committed to providing Council with a pre-allocation of \$64m for category 2 risk mitigation investments.</p> <p>Resilience projects are a three-stage process:</p> <p>Stage 1: Investigations, Optioneering and Stakeholder engagement / consultation, cost-benefit analysis. Confirm preferred option / s.</p> <p>Stage 2: Resource consent and concept design.</p> <p>Stage 3: Final design and construction.</p> <p>(10% Council contribution, 90% funded under \$64m Flood Resilience Funding approved by government in October 2023.)</p>	 Business as usual  Future ready  Recovery	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Level of Service

Ensuring the community is safe and prepared, we'll actively monitor and manage the drainage of rivers and streams to minimise flood risk and coastal erosion.

Performance measures	Results (2022/23)	Target
<p>System and adequacy</p> <p>Flood control stopbank length is inspected annually and maintained to a 1-in-100-year protection standard.</p> <p>(Total stopbank length 77km)</p> <p>(Mandatory measure)</p>	30%	25%
<p>Response to service requests - The percentage of customer service requests relating to Land, Rivers and Coastal to which Council resolved within the timeframe specified.</p>	66%	80%

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
<p>Environmental</p> <ul style="list-style-type: none"> There are design limits and at some point, they will be exceeded. An over-reliance on structural engineering solutions can lead to a shift from regular flood events to rare and catastrophic disasters. Increased development and intensification within protected areas by flood control schemes mean that when a scheme eventually fails, the consequences can be severe. The maintenance and installation of hard coastal erosion protection assets to protect coastal property can have the negative effects of locking up sand resources and lowering general beach level, reducing the amenity value and usability of the area. 	<ul style="list-style-type: none"> Reviewing and updating design limits e.g. designing for climate change (rainfall and sea level rise). Reducing the amount of development and intensification in the area protected by a stopbank. Change land use to reduce peak catchment runoff rates e.g. from pastoral to forestry. The management of unsustainable hill country to reduce sediment loads and bed / berm aggradation. Taking a different approach from hard structures to soft structures eg. sand pushups and dune planting. Alternatively adopting a managed retreat approach e.g. requiring relocatable housing, planning provisions and allowing natural erosion processes over hard structures.

Recovery

Cyclones Hale and Gabrielle and ongoing wet weather since then forced a hold on stopbank upgrade work until spring 2023. This has affected contract completion timeframes and delayed stopbank upgrade progress.

Severe damage occurred to the Waipaoa Stopbank at two locations, both on the western side of the Waipaoa River, and both occurring in areas that had not been upgraded yet.

Because of the cyclones, maintenance work on flood control and debris removal from rivers and streams faced delays. Ongoing adverse weather conditions further contributed to these setbacks. Most areas are still inaccessible to remove river debris.



Ngā Rori me ngā Ara Hikoi

Roads and Footpaths

Purpose

Roads and footpaths is about Te Tairāwhiti being a district that is safe and easy to get around. We want to have a connected, resilient, and sustainable transport system that is reliable and accessible to everyone and caters to a variety of transport needs, modes and choices.

What we do

This activity is responsible for the extensive land transport network in our region, all operational elements of road maintenance and renewals, capital projects, walkways, and cycleways. Council also manages the two public bus services, nine school bus services and road safety education initiatives, including campaigns for wearing seat belts and against drunk driving and speeding.

The local road network forms 85% (1899km) of Te Tairāwhiti's roads and equals the same distance as driving from Kaitaia to Invercargill. 87% of the roads are rural and 54% are unsealed. Other assets include 413 bridges, culverts and drains, 263km of footpaths, footbridges, 3703 streetlights, 20 roundabouts, 18.5km of cycleway shared paths, street signs, railings, retaining walls, one set of traffic lights and bus shelters. NZTA Waka Kotahi provides two-thirds of the funding for these assets from the National Land Transport Plan (NLTP), except for some non-assisted assets such as carparks and wharves.

The Land Transport Management Act 2003 requires Council as a regional authority to have a Regional Land Transport Plan and a Regional Public Transport Plan.

These plans are reviewed every three years at the same time as the Long Term Plan and is our bid to the NLTP funding.

Why we do it

Transport is a key tool through which Council delivers on wellbeing outcomes for the community. The roading activity provides critical infrastructure and is a key enabler of community connectivity. It also connects sparsely populated and isolated communities as well as regional producers with market destinations. These linkages are crucial for the region's economic activity and employment, with the primary sector accounting for 20% of local jobs.

The walking and cycling network, consisting of a mixture of footpaths, shared paths, footbridges, bike lanes, boardwalks and cycle ways, is expected to grow to meet the community's wellbeing outcomes.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Bridges	413	1899km	Roads
Streetlights	3703	239km	Footpaths
Roundabouts	21	18.5km	Cycle lanes / shared paths



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities  Connected and safe communities  A diverse economy	Strategic network resilience and investment plans	Planning for longer term resilience after recovery, inter-regional connectivity with Hawke's Bay, the heavy vehicle route and better city centre junctions with State Highway for all transport modes.	 Future ready	Council Central Government Contractors
	Resilience improvements	Implementation of any early adoption resilience improvement items identified in the strategic network resilience and investment plans.		
	Emergency works / recovery	Ensure Council's ongoing emergency works and recovery programme is delivered.	 Recovery	
 Connected and safe communities  A diverse economy	Road and footpath infrastructure renewals	Road and footpath renewals, resurfacing, rehabilitation including drainage, structures, services and environmental renewals within maintenance contracts and consistent with active transport and network strategies.	 Business as usual	
	Minor improvements	Safe systems infrastructure improvements for crossings, intersections, schools, traffic calming, delineation, new footpaths and cycleways, LED streetlights and township upgrades etc.		
	Road safety	Working with partners on activities consistent with the regions Road Safety Action Plan to reduce harm on our roads and support safe systems.	 Future ready	
 Connected and safe communities  We take sustainability seriously	Taruheru River path	Progress the Taruheru River Walking and Cycling Project to achieve the goals set in the Tairāwhiti 2050 Spatial Plan.		Council Central Government Contractors Community organisations
	Public transport	Implementation of improvement actions identified through the public transport review and Regional Public Transport Plan, including bus shelter replacements, service improvements and the National Ticketing System.		Council Central Government Contractors

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Road safety

Level of Service

We ensure the roading network is designed and managed for safe use with low crash and injury rates.

Performance measures	Results (2022/23)	Target
Road safety - The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number. (Mandatory measure)	3 Fatal 15 Serious	Decrease from previous year

Network reliability

Level of Service

We operate and maintain a reliable roading network that is up to date, in good condition and fit for purpose.

Performance measures	Results (2022/23)	Target
Number of unplanned local road closures where traffic was unable to pass in at least one direction.	New measure	Less than 40 by 2027
Regionwide CO ₂ emissions caused by transport.	New measure	Less than 72 kilotonnes CO ₂ e by 2030
Response to service requests - The percentage of customer service requests relating to roads and footpaths to which Council responds within the timeframe specified. (Mandatory measure)	80.2%	80%
Road condition - The average quality of ride on a sealed local road network, measured by smooth travel exposure. (The sealed road network has a roughness reading of less than 150 NAASRA) (Mandatory measure)	84%	80%
Road maintenance - The percentage of the sealed local road network that is resurfaced. (Mandatory measure)	8.1%	5%
Footpaths - The percentage of footpaths that fall within the service standard for the condition of footpaths that is set out in the Engineering Code of Practice. (Mandatory measure)	95%	90%

Public transport

Level of Service

We provide and maintain affordable and accessible transportation services that balance the needs of all users.

Performance measures	Results (2022/23)	Target
Percentage of residents using the shared walking and cycling network as found in the annual survey.	74%	Increase
Active travel mode share among students commuting to school.	New measure	>25% by 2027
The number of bus passengers per annum.	123,343	135500

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Environmental The land transport function is road maintenance and construction; On occasion this may lead to higher greenhouse gas emissions.	Ensuring an efficient maintenance schedule, promoting mode shift, and investigating the use of alternative materials to reduce carbon emissions. Contracts now have broader outcomes to include reduction of carbon emissions and waste reduction.

Recovery

Severe weather events this year have caused significant damage to the Te Tairāwhiti local road network. Much of our rural network was closed following cyclones Hale and Gabrielle. 62 bridges were affected. The immediate response saw over 150 crews working around the clock to reconnect the network. The rural network was further impacted by the heavy rain event in June, marking the district's third state of emergency this year. This event caused further land movement.

\$51 million of emergency reinstatement work was completed and fully funded by NZTA Waka Kotahi. Council's 2023 / 24 Annual Plan has allocated a budget of \$65 million. The total cost for a complete network reinstatement is estimated to be over \$465 million, with negotiations ongoing between the Council and NZTA Waka Kotahi on infrastructure replacements. Initial scoping for comprehensive repairs, including planning and securing resources, is projected to take 12-16 months, with the repair programme's commencement subject to funding availability.



Para Mārō Solid Waste

Purpose

Solid waste manages waste and promotes effective and efficient waste management and provides minimisation services and activities within the district, to minimise the effects on our health and the environment.

What we do

This activity is responsible for managing the region’s solid waste and promoting waste minimisation initiatives. We do this through:

- Rural and urban kerbside collections.
- Rural transfer operations.
- Recycling initiatives.
- Cleaning of public places.
- Landfill operations and aftercare.
- Embed circular economy thinking into systems.
- Support local community groups and non-governmental organisations with waste reduction initiatives.
- Continue to work with MfE, other councils and government organisations on national waste reduction initiatives.

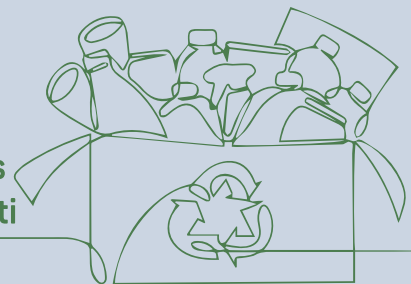
Why we do it

Council has a statutory duty to not only ensure waste is managed effectively and efficiently, but also to minimise it. We also have a responsibility to promote the reduction, reuse, and recycling of waste to reduce the potential harmful effects of waste on people and the environment.

The provision of solid waste activities is a requirement for every district or city within New Zealand under the Local Government Activity and Public Health Act 1956. We’re using our adopted 2018–2024 Waste Management and Minimisation Plan to guide us in making sure we manage our waste as best we can for the benefit of our community’s health, our local economy, and our environment.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day



590 Litter bins

Waste minimisation programmes

14851 Houses on curbside collection


Enviroschools education facilitation























Education and behaviour change programmes










Support of local community groups with waste reduction activities

Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>A driven and enabled community</p> <p>Resilient communities</p> <p>Connected and safe communities</p> <p>Vibrant city and townships</p> <p>We take sustainability seriously</p> <p>Delivering for and with Māori</p>	<p>Develop and implement the new 2025 - 2031 Waste Management and Minimisation Plan (WMMP)</p>	<p>Develop the 2024 - 2030 WMMP.</p>	<p>Business as usual</p>	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Community organisations</p> <p>Businesses / Volunteers.</p> <p>Iwi and Hapū</p>
	<p>Litter bins</p>	<p>Litter bin consolidation / rationalisation for Gisborne city and rural communities.</p> <p>Working with contractors and community to establish bin requirements and placement across the rohe eg. placement, use and potential removal of litter bins.</p>	<p>Business as usual</p>	<p>Council</p> <p>Contractors</p> <p>Community organisations</p> <p>Iwi and Hapū</p>
	<p>Heritage landfill remediation and investigations</p>	<p>Complete risk assessment review of known legacy landfill sites across the rohe. This will involve investigating remedial options for sites at high risk and site investigations where required. Any new sites will be added and accounted for. Complete remediation of Tokomaru Bay legacy landfill and planning for additional sites for remediation.</p>	<p>Future ready</p> <p>Business as usual</p>	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Iwi and Hapū</p>

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>A diverse economy</p>  <p>We take sustainability seriously</p>  <p>Delivering for and with Māori</p>	<p>Resource Recovery Centre (RRC)</p>	<p>Phase 2 of the RRC study: design and build aspects. Finalising sites, costs, structures, and operational opportunities.</p>	<p>Future ready</p>  <p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>Vibrant city and townships</p>  <p>We take sustainability seriously</p>  <p>We celebrate our heritage</p>  <p>Delivering for and with Māori</p>	<p>Actively engage community with education and behaviour change</p>	<p>Implement programmes for continuous improvement, education, and promotion of waste.</p>	<p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>Vibrant city and townships</p>  <p>We take sustainability seriously</p>  <p>A diverse economy</p>  <p>Delivering for and with Māori</p>	<p>Implement new contracts for waste management services in Tairāwhiti</p>	<p>Kerbside collection, transfer station operational, transport and cartage site operations, disposal, and processing contracts.</p>	<p>Future ready</p>  <p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  Delivering for and with Māori	Waste disposal and processing	Investigate local options for disposal and processing. Continue to work with the Ministry for the Environment (MfE), other local authorities and our community to develop a road map for waste minimisation and waste management across the region and adjoining regions.	Business as usual  Future ready  Recovery 	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Waste services

Level of Service

Solid waste facilities are adequate and accessible to the community, including regular kerbside collection services and transfer stations.

Performance measures	Results (2022/23)	Target
Resident satisfaction with kerbside collection as found in the annual survey.	81%	90%
Response to service requests - The percentage of customer service requests relating to Solid Waste to which Council responds within the timeframe specified.	New measure	80%

Community programmes

Level of Service

Public information and programmes promote waste minimisation.

Performance measure	Results (2022/23)	Target
Support information and education programmes or workshops that raise awareness and promote waste minimisation.	Six	≥10

Waste minimisation

Level of Service

Waste is diverted from landfill via waste minimisation method.

Performance measures	Results (2022/23)	Target
Total solid waste to landfill in kg per head of population.	388kg	285kg
Ratio of recycling to landfill waste (tonnes).	24:76	30:70

Landfill management

Level of Service

No adverse effects on the environment or human health from the Paokahu, Waiapu and other legacy landfills.

Performance measures	Results (2022/23)	Target
Number of resource consent breaches for Paokahu, Waiapu, and other legacy landfills.	1	< 5

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
<p>Environmental</p> <p>Potential for odour, dust, vermin, litter, and noise from waste minimisation facilities (e.g. landfills and transfer stations), which may affect neighbours and public health.</p>	Continue to manage and monitor facilities to ensure there are no effects on the public. Improve kerbside collection service and cleaning of public areas. Working with our contractors on pest management of sites to reduce number animal pests.
Increased traffic movements to transport waste to landfill (increased carbon emissions from truck movements and landfill). Increasing volume of waste rotting in landfills.	Continue to work with the contractor and community groups to look at new ways to increase waste minimisation. Working with contractors to maximise loads when transporting waste across the district or out of district. Reduce movements where possible, combine product for movement where possible, maximising space where possible. Investigations into local processing of waste streams. Promotion of circular economy initiatives.
Noise may be a factor for the city transfer station.	Continued management of the contract and ensuring the contractor meets the required resource consent conditions.
Contamination of waterways. Waste deposited on beaches. Waste or leachate ingested by birds and fish.	Protection of old landfills from erosion. Capping of landfills to reduce saturation of materials within the landfill. Improvements to subsoil drainage to collect and treat leachate.
High volumes of waste in landfills affect the environment.	Implementation and improvements to provide waste minimisation through Council's Waste Management and Minimisation Plan (WMMP). Support and promotion of circular economy initiatives. Ongoing community education, continued support of locally led initiatives to reduce waste to landfill.
Potential environmental damage. Potential high fines for significant breaches. Potential damage to Council reputation.	Managing the sites through significant weather events.

Recovery

Potential locations for the future site of the Tokomaru Bay transfer station are under review. Efforts are being made to plan remedial solutions for the legacy landfill site.

With the fragile roading network and multiple road closures across the region, contractors were unable to transport waste out of the region, in turn we did not have sufficient storage capacity to store our waste streams.

With multiple local road closures, particularly on SH35 we were unable to transport waste across the region for disposal. This had a major impact on Tokomaru Bay as the town was isolated on both sides.

Council is exploring alternative solutions for waste stream storage and potential processing options at multiple sites throughout the region, especially in scenarios where significant road closures or other factors impede waste transfers. These considerations will be incorporated into our business continuity planning.

With the ground saturated it has reduced our ability to complete works on sites or projects. Access to land has been difficult. Emergency works have been a priority and many other jobs were put on hold during weather events.



Waikino Wastewater

Purpose

We are providing Te Tairāwhiti with reliable and sustainable wastewater services to protect both the health of our people and our waterways. We want to continue to provide a service to collect, treat, and dispose of wastewater in a safe, healthy and sustainable way.

What we do

Council collects, treats, and disposes of wastewater (sewage) from residential and industrial properties. This includes Gisborne city, the western industrial area, and Te Karaka. We own, operate, and maintain a network of pipes and pump stations that carry wastewater for treatment to the treatment plants. We also own and administer septage disposal sites at Te Araroa, Ruatōria (Waiapu), and Te Puia Springs.

The remaining communities in our district are served by non-Council-administered private septic tank systems. The wastewater activity does not include the administration and monitoring of the on-site wastewater systems.

Within Gisborne city, certain industries are served by a separate industrial wastewater network. This network discharges to the Wastewater Treatment Plant (WWTP) where it is screened and then discharged to the marine outfall. The industrial wastewater does not go through the domestic treatment system. These industries are required to treat their own waste onsite.

Gisborne domestic sewage is collected at the WWTP, screened, has the grit removed, is treated biologically, clarified, solids removed, filtered, UV disinfection before discharge via the marine outfall. Council regulates trade waste discharges to the Gisborne city wastewater systems by means of the Trade Waste Bylaw.

Why we do it

Council considers wastewater infrastructure to be of high priority. Providing a well-managed wastewater reticulation and treatment system is a critical and essential service which protects the health of public as well as avoiding contamination of the physical environment.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Pump stations **46**

Wastewater pipes **234 km**

Wastewater manholes **3007**

Wastewater treatment plants **1**












Oxidation pond (Te Karaka) **1**



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>A driven and enabled community</p>	Wastewater pipeline renewals	Renewal of pipes that are past the end their useful lives or in poor condition.	 <p>Business as usual</p>	Contractors
	Localised urban upgrades	Council share the cost of requiring developers to upgrade infrastructure for future proofing network.		Contractors Businesses / Volunteers
 <p>Connected and safe communities</p>	Wastewater pump station renewals	Rolling programme of pump station renewals.		Contractors
 <p>A driven and enabled community</p>  <p>Connected and safe communities</p>	Upgrade Campion Road pump station and rising main	Upgrade pump station to ensure levels of service cater for growth on edge of city.	 <p>Future ready</p>	
	Campion Road pump / land - Infrastructure Acceleration Fund (IAF)	Grant funded portion of Campion Road pump station project, including land purchase.		
 <p>Connected and safe communities</p>  <p>We take sustainability seriously</p>  <p>Delivering for and with Māori</p>	Wastewater Treatment Plant further treatment	Final stage of the Wastewater Treatment Plant stage 2 upgrade for solids removal and water quality improvements.		Contractors Iwi and Hapū
 <p>A driven and enabled community</p>	Wastewater Treatment Plant upgrades and renewals	Renewal of existing Wastewater Treatment Plant equipment at end of life.	 <p>Business as usual</p>	Contractors
	Wastewater equipment renewals	Ancillary equipment renewals at end of life.		

Community outcome/s	Projects	Initiatives	Response	Partners involved	
 Delivering for and with Māori A driven and enabled community	Te Karaka wastewater land disposal	Wastewater oxidation pond effluent disposal to land.	 Future ready	Contractors Iwi and Hapū	
	 A driven and enabled community	Kaiti area pump station and rising main		Design phase of pump station to pump Kaiti wastewater directly to treatment plant.	Contractors
 A driven and enabled community  We take sustainability seriously	Wastewater sensor network	Installation of sensors to understand network wastewater flows to aid understanding of network.		 We take sustainability seriously	Council Contractors Iwi and Hapū
	 We take sustainability seriously	Grey Street pump station upgrade and emergency storage			
 We take sustainability seriously  Delivering for and with Māori	Alternative use and disposal programme	A programme to plan and implement clarification and ultraviolet (UV) treatment of wastewater with effluent going to a wastewater wetland.	 Delivering for and with Māori	Council Contractors Iwi and Hapū	
	 Delivering for and with Māori	Wastewater Management Committee			The committee is a requirement of the consent conditions for upgrade and discharge of municipal wastewater and ensures the implementation and monitoring of stage 2 of the Wastewater Treatment Plant.

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Level of Service

We provide a well-managed wastewater reticulation and treatment system which protects public health and the physical environment.

Performance measures	Results (2022/23)	Target
System and adequacy - The number of dry weather sewage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system. Mandatory measure - DIA	0	≤1
Discharge compliance - Compliance with resource consents for discharge from the wastewater system: a) measured by the number of abatement notices	0	0
b) infringement notices	0	0

c) enforcement order	0	0
d) convictions	0	0
Mandatory measure - DIA		
Fault response times - Council responds to wastewater overflows resulting from a blockage or other fault in wastewater system:	3.43	≤1
a) Median attendance time from the notification of the fault to the time that service personnel reach the site (hours).		
b) Median resolution measured from the notification of the fault to the time that service personnel confirm resolution (hours).	24.29	≤24
Mandatory measure - DIA		
Customer satisfaction - Complaints about odour, system faults, blockages and Council's response to issues with its wastewater system: The total number of complaints per 1000 connections received.	33.94	<15
Mandatory measure - DIA		
Discharge to rivers. The annual number of events where sewage is discharged from Council's reticulation into rivers or streams (in a less than a 1-in-10-year rain event).	0	≤4

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Environmental Health risks from overflows from gully traps onto private property.	A 10-year DrainWise Programme to reduce frequency of overflows.
Contamination from controlled emergency discharge of wastewater into waterways.	A 10-year DrainWise programme to reduce the quantity and frequency of overflows.
Treated discharges of wastewater to the ocean continue to be culturally offensive to Māori.	Oversight to improving and removing wastewater from the marine outfall is provided through the Wastewater Management Committee (WMC) and through other consultation channels.
Odours, visual effects, and effects on groundwater from the septage disposal sites.	Closure of some septage sites and the development of a new site, including the upgrading of other sites.

Recovery

The wastewater network faced significant challenges this year due to severe weather events, leading to recurrent high flows. While our network usually sees two overflow incidents each year, spanning two to three days, the 2022/23 period was different. We recorded six overflow incidents across the region during events more than 1-in-10 years, with the duration of discharges noticeably extended.

This has caused a marked silt buildup in our pipes, the appearance of tomos (sink holes), and damage to the wastewater discharge pipe that extends into the bay.

A majority of these issues have been addressed, with repairs to the wastewater pipe scheduled in the near future.



Whakaranea Wai Water Supply

Purpose

We provide Gisborne city, Te Karaka and Whatatūtū, Mākaraka and Manutūkē residents and businesses with treated water supplies. We want to continue to meet our legislative requirements to deliver water supply services that are safe, healthy, and sustainable.

What we do

Council manages the supply of drinking water services to Gisborne city, Te Karaka, Whatatūtū, Mākaraka, Muriwai and Manutūkē. We are responsible for the Te Arai Bush Catchment and the Mangapoike dams which are the main source of water that supplies the Gisborne area; and the drinking water treatment plants located at Waingake, Bushmere (on the Waipaoa River), Te Karaka and Whatatūtū. Our public water supplies provide:

- Safe water for domestic, commercial, and industrial purposes.
- Water for fire-fighting services.
- Water for emergency management in the event of natural or system emergencies.
- Water to public service providers and community facilities within the connected areas such as schools, hospitals, public pools, sporting facilities and grounds.
- A tanker-filling point for carted water.

All other areas in Te Tairāwhiti use water supply systems that are not administered by Council.

Why we do it

Council provides a continuous on-demand supply of safe drinking water to households and businesses in Gisborne city. Some interruptions or restrictions may be implemented under emergency circumstances or due to scarcity of supply. We also provide supplementary (top-up) supply of drinking water to Te Karaka, Whatatūtū and Manutūkē townships. A safe public water supply system contributes to community health and disease prevention and is essential for basic health and hygiene. Water supply is also essential for business and industrial users and impacts on economic conditions.

Snapshot

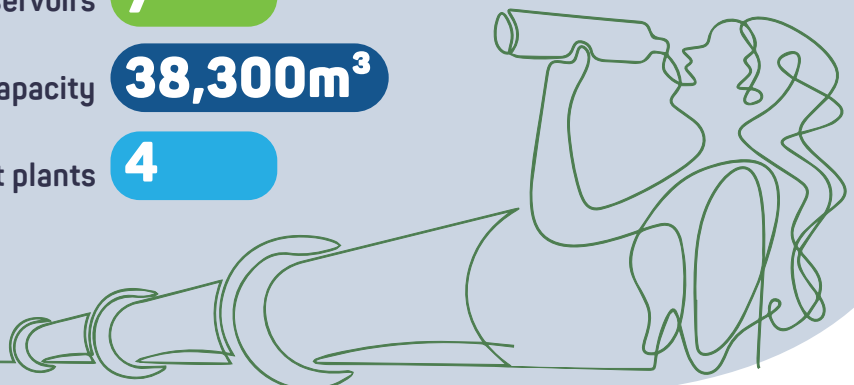
These are our essential services and facilities that keep Tairāwhiti ticking along every day

Water pipes **250 km**

Water reservoirs **7**









Water storage operating capacity **38,300m³**








Water treatment plants **4**



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>Connected and safe communities</p>	Gisborne pipe renewals	Renewal of pipelines past their useful lives, at risk or in very poor condition.	Business as usual 	Contractors
	Taruheru Block water extension	Water infrastructure related to growth in the Taruheru Block.	Future ready 	
	Bulk distribution: Cathodic protection, replacement of sacrificial anode beds along supply pipeline	Renewal of pipeline corrosion protection systems along Waingake trunk pipeline.	Business as usual 	
	Whatatutu reticulation renewal	Renewal of residential backflow manifolds.		
	Residential backflow prevention	Ongoing programme of installation of residential backflow preventors with potential connection point for future water meters.	Future ready 	
	Waingake Water Treatment Plant renewals	Renewal of Waingake Water Treatment Plant equipment past useful life.	Business as usual 	
	Waipaoa Water Treatment Plant renewals	Renewal of Waipaoa Water Treatment Plant equipment past useful life.		
 <p>Resilient communities</p>	Raw water pipeline and treatment resilience	Resilience projects related to raw water pipeline and treatment plant.	Future ready  Recovery 	Contractors Council
	Waipaoa Water Treatment Plan infiltration gallery	New infiltration gallery intake and pumps to allow better quality water and higher volumes to Waipaoa Water Treatment Plant, especially in high/silted river flows.	Future ready 	Contractors

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities	Dams' resilience	Resilience projects related to water supply dams.	Future ready  Recovery 	Contractors
 Resilient communities  We take sustainability seriously  Delivering for and with Māori	Water source resilience	Resilience projects related to water source supply and security.	Future ready 	Council Central Government Iwi and Hapū

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Level of Service

We provide water supply infrastructure that meets the needs of our community now and into the future by delivering safe, clean water in a sustainable manner.

Performance measures	Results (2022/23)	Target
Safety of drinking water. (Mandatory measure) The extent to which the drinking water supply complies with: a) Part 4 of the drinking water standards (bacteria compliance criteria)	Gisborne: 100% Rural: 99% Te Karaka: 100% Whatatūtū: 99%	100% 100% 100% 100%
b) Part 5 of the drinking-water standards (protozoal compliance criteria)	Gisborne: 99% Rural: 100% Te Karaka: 100% Whatatūtū: 99%	100% 100% 100%
Maintenance of the reticulation network The percentage of real water loss from Council's networked reticulation system. (Mandatory measure)	14.7%	<15%

Performance measures	Results (2022/23)	Target
<p>Fault response times Where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:</p> <p>a) attendance for urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site</p> <p>(Mandatory measure)</p>	0.6 hours	≤4 hours
<p>b) resolution of urgent call-outs: from the time that Council receives notification to the that service personnel confirm resolution of the fault or interruption</p> <p>(Mandatory measure)</p>	2.33 hours	≤6 hours
<p>c) attendance for non-urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site</p> <p>(Mandatory measure)</p>	4 hours	≤4 hours
<p>d) resolution of non-urgent call-outs: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption</p> <p>(Mandatory measure)</p>	20.5 hours	≤48 hours
<p>Customer satisfaction The total number of complaints received about any of the following:</p> <p>a) drinking water clarity b) drinking water taste c) drinking water odour d) drinking water pressure or flow e) continuity of supply, and f) Council's response to any of these issues (expressed per 1000 connections to the local authority's networked reticulation system).</p> <p>(Mandatory measure)</p>	11.97	≤10
<p>Demand management The average consumption of drinking water per day per resident within the district.</p> <p>(Mandatory measure)</p>	187L	≤ 308L

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
<p>Environmental Effects on the Mangipoike Dams water quality from land slippage, Te Ārai River ecosystem and Waipaoa River during low summer river flows.</p>	<p>Council mitigates these potential negative effects through asset operations, management, maintenance, and planning including:</p> <ul style="list-style-type: none"> • appropriate water source management • appropriate water treatment processes • meeting resource consent requirements • implementation of demand management initiatives including water conservation education. • improving emergency response planning
<p>Social Health and safety risks associated with the construction, maintenance, or operation of the water supply infrastructure.</p> <p>Property damage resulting from occasional water mains failures in reticulation areas.</p> <p>Potential damage to household hot water valves caused by corrosion by-products where galvanised iron components remain.</p> <p>Short-term impacts on households and industry from water restrictions.</p> <p>Private property impacts during emergency response restorations and recovery from disasters.</p>	<p>Health and Safety controls implemented for operations and projects with particular focus on traffic management controls and public safety.</p> <p>Asset condition assessments and renewals are done to minimise risk of breakages on most vulnerable pipes.</p> <p>Water corrosiveness and water quality is managed by blending source waters and managed water treatment processes.</p> <p>Implementing restrictions and water allocations in periods of emergency to minimise loss of supply.</p> <p>Progressing response management planning aligned to Levels of Service for emergency events and recovery.</p>

Significant negative effects

Mitigation

Cultural

Loss of access to whenua for tangata whenua in the Mangapoike catchment area.

Impact of water supply water take on Te Ārai River flows and associated kaitiakitanga of tangata whenua.

Council supports opportunities for tangata whenua within the Mangapoike water catchment and currently this is being achieved through MoU and Governance arrangements.

Council is planning freshwater protections and assigning minimum allowable level for. Water takes must comply with mean annual low flow (MALF) limits.

Recovery

Considerable damage occurred during Cyclone Gabrielle with multiple pipe bridges, sections of pipeline, access tracks and fords damaged or washed away. Slips in the dam's catchment silted the city's main water source rendering the source water untreatable. Reinstatement of the supply pipelines from Waingake took six weeks and installation of additional filtration capability at the Waingake treatment plant was completed in December 2023.

3YP funding for resilience projects provide for some improvements to extract and convey water from source, reliably treat water at existing facilities and better protect vulnerable pipeline sections.

The Waipaoa Water Treatment Plant is crucial for supplying fresh water to the district, especially during times when the Waingake supply is cut-off. Operational capacity is limited by river levels and excess sediment during rain events. 3YP funding for a project to improve the river intake is proposed, along with other treatment facility improvements.



Waiāwhā Taone Urban Stormwater

Purpose

Urban stormwater is about providing our city with services that protect people and properties from flooding and manage the quality of our stormwater. We want to continue to maintain and develop stormwater services that improve, promote, and protect public health and the mauri of the waters.

What we do

Stormwater is rain that runs off hard surfaces such as roofs, paved streets, driveways, and roads. Council owns and operates the public stormwater systems for Gisborne city including Mākaraka and Wainui/Okītū, and urban areas in 12 rural communities from Wharekahika/Hick's Bay to Matawai.

Our networks are a mix of open drains and hard infrastructure (pipes). Much of the network is provided through the roading system and has strong links with land use. Stormwater systems carry away surface water overflow from heavy rains, protecting properties from flooding, the environment, and public health where possible by reducing pollutants discharged into natural waterways.

Our stormwater system is made up of:

- The primary stormwater system comprising of piped reticulation, open drains, swale drains, sumps and channels.
- The secondary stormwater system engages during significant heavy rain when capacity of the primary network is exceeded and results in overland flow paths. This includes stormwater flow-paths through reserves, private properties and along road corridors.
- A range of measures that reduce the level of pollutants discharged into natural waterways, including swale drains, green infrastructure such as rain gardens, sumps with sediment traps, gross pollutant traps.

We manage a network including 172km of stormwater pipes, most of which are reinforced concrete, around 32km of channels and swales, and assets across the city and townships.

Most of the network was built 30-60 years ago and is in average condition based on the estimated remaining life of the pipes.

Why we do it

The aim of this activity is to protect people, dwellings, private property, and public areas from flooding and to minimise health and safety risks. We do this by managing the collection, treatment, and disposal of stormwater in such a way that it also reduces the impact on the environment.

This leads to the improvement of the mauri and water quality of Tūranganui-a-Kiwa/Poverty Bay coastal marine area, in partnership with tāngata whenua.

Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

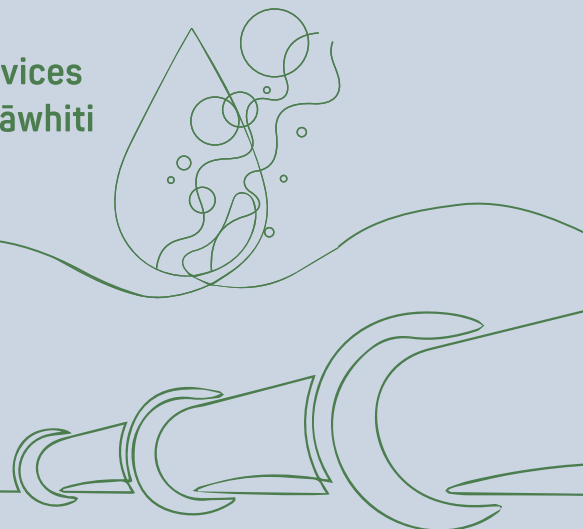
Snapshot














These are our essential services and facilities that keep Tairāwhiti ticking along every day

Sumps **6390**

Stormwater pipes and drains **172 km**

Channels and swales **32km**



Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>A driven and enabled community</p>	Stormwater in drain structures	Renewal of non-pipe structures past their useful life or in poor condition.	Business as usual 	Contractors
	Stormwater localised urban upgrades	Council share of cost of requiring developers to upgrade infrastructure for future proofing network.	Future ready 	
	Stormwater pipeline renewals	Renewal of stormwater pipes in poor condition or past their useful lives.	Business as usual 	
 <p>We take sustainability seriously</p>  <p>Delivering for and with Māori</p>	Integrated Catchment Management Plans (ICMP)	Develop ICMPs to ensure water, wastewater and stormwater planning supports growth while managing impacts on infrastructure networks and natural water resources.	Future ready 	Council Community organisations Iwi and Hapū
 <p>Resilient communities</p>	Stormwater resilience	A programme of work to build resilience to large natural events into stormwater networks and operation.	Future ready  Recovery 	Central Government. Contractors
 <p>Connected and safe communities</p>	Whataupoko upgrade	Upgrade of stormwater infrastructure to ensure appropriate levels of service in Whataupoko.	Future ready 	Contractors
	Drainwise programme	A programme of work to prevent stormwater from entering the wastewater network	Business as usual 	Central Government Contractors

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Level of Service

We protect people, dwellings, private property, and public areas from flooding by managing the collection and disposal of stormwater in a way that protects the environment and public health.

Performance measures	Results (2022/23)	Target
System and adequacy a) The number of flooding events that occur in a territorial authority district. (Mandatory measure)	89	< 2
b) For each flooding event, the number of habitable floors affected (Expressed per 1000 properties connected to the territorial authority's stormwater system). (Mandatory measure)	6.12	< 2
Discharge compliance Management of environmental impacts compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of:		
a) abatement notices	0	0
b) infringement notices	0	0
c) enforcement orders	0	0
d) successful prosecutions received by the territorial authority in relation to those resource consents. (Mandatory measure)	0	0
Response time The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site. (Mandatory measure)	71.68 min	< 30 min
Customer satisfaction The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system. (Mandatory measure)	19.2	<15

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Environmental / Cultural Gisborne City stormwater is significantly affected by high levels of private property flooding entering the wastewater system. This results in wastewater being discharged onto private property and into rivers.	DrainWise Implementation Programme as detailed in Council's Wet Weather overflow consent, and on-going engagement with Iwi through the Tāngata Whenua Reference Group.
Insufficient control of secondary flow-paths will cause flooding on private property, inundating housing, and buildings during heavy rains.	Stormwater upgrade projects have been a major Council commitment and will be an ongoing due to climate change and urban growth.

Recovery

Unprecedented flooding has caused significant property damage. Council has re-established its piped network and cleared numerous creeks and streams.

A review will be conducted on the stormwater network capacity, including revised modelling based on the impacts of Cyclone Gabrielle.



Te Rōpū Nohoanga Hapori

Liveable Communities

Purpose

We provide the strategic direction for our essential Liveable Community assets to meet the future needs of our community.

We are responsible for a wide portfolio which incorporates a number of important community and environmental functions including biodiversity and biosecurity, reserves, catchments and sustainable open spaces and the effective management and provision of all associated services.

By providing professional and integrated activity planning, we ensure the effective delivery of our community facilities, while meeting the community's needs through managing safe, fun, and engaging places and spaces.

The activities in this group include:

- Biodiversity
- Catchments and Biosecurity
- Cultural Activities
- Recreation and Amenity

Rerenga rauropi

Biodiversity

What we do

The Biodiversity activity is responsible for driving biodiversity improvement across Council's land portfolio and implementing Council's strategic direction for biodiversity. The team provides specialist terrestrial, freshwater and marine biodiversity advice for Council and our diverse communities to facilitate best practice and improved outcomes for biodiversity across the region.

The team play a key role in delivering Council's statutory functions as well as major biodiversity projects delivered in partnership with tangata whenua, including; Waingake Transformation Programme and Haumanu Tū Ora Programme and the Titirangi Restoration Programme led by Ngati Oneone.

This team is instrumental in supporting the wider Liveable Communities hub and Council teams, to integrate biodiversity aspirations into their work. Education, advocacy, and support of the biodiversity aspirations of the wider community also form a key part of this team's function. This includes the management and distribution of the Natural Heritage Fund, a fund which supports private landowners with biodiversity improvement on their land.

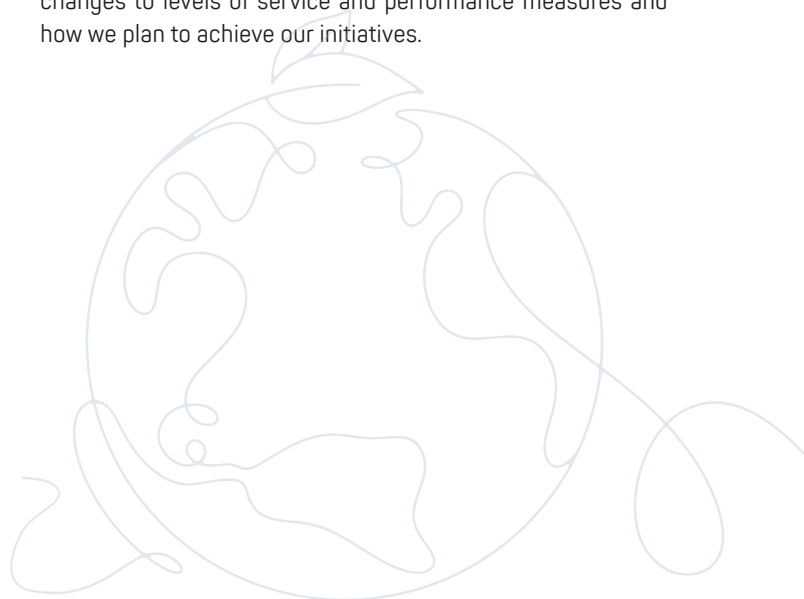
Regional Biodiversity works with Central Government, research institutes, Iwi, and landowners to support effective and integrated biodiversity management and improved outcomes for Tairāwhiti.

Why we do it

We aim to protect, maintain, and restore our region's indigenous biodiversity and ecosystems so that our natural taonga are healthy and protected for everyone to enjoy now and in the future. We practice active guardianship, working together with our community to restore key areas of Tairāwhiti and ensure there is no further loss of significant natural heritage.

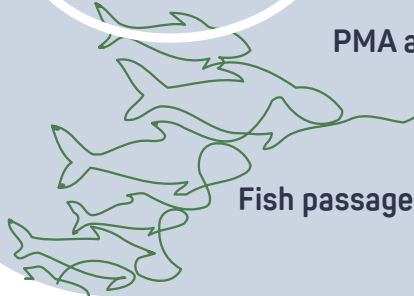
Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.



Snapshot

These are our essential services and facilities that keep Tairāwhiti progressing in a sustainable manner



Major projects

3

4

Inanga spawnings

PMA assessments

25

18

Riparian planting sites

Panui Taiao

4

11.4ha










Spartina removal

Fish passage remediation

10

1

Kura education programme

Community outcome/s	Projects	Initiatives	Response	Partners involved
 We celebrate our heritage  We take sustainability seriously	Monitor condition of Protection Management Areas (PMAs)	Visit 25 PMAs annually to assess native flora and fauna present. Record animal and plant pests and impacts as well as other threats.	Business as usual 	Council Iwi and Hapū.
	Panui Taiao	Produce Panui Taiao, Council's quarterly environmental and land management newsletter.		Council
 We take sustainability seriously  Delivering for and with Māori	Waingake Transformation Programme	Continue the transition of commercial pine forest to indigenous vegetation through active and passive regeneration. Deliver pest plant and animal control in key project sites to improve biodiversity outcomes.	Future ready 	Council Iwi and Hapū Central Government Contractors
 A driven and enabled community  Resilient communities  We take sustainability seriously	Natural Heritage Fund	Manage and distribute the Natural Heritage Fund to support community groups and landowners to improve biodiversity on their land.	Business as usual 	Council Community groups Land owners

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  We take sustainability seriously	Deliver the annual projects described in the Biodiversity Work Plan	A series of actions which focus on understanding the state and trend of biodiversity, and to maintain and restore significant biodiversity.	 Business as usual	Council Iwi and Hāpu Community groups Land owners NGOs
 Vibrant city and townships  We take sustainability seriously  Delivering for and with Māori	Haumanu Tū Ora (H20)	By June 2026, nine stream restoration plans have been completed and four water courses in the Taruheru, Waikanae and Waimata catchments.	 Future ready	Council Contractors Central Government Community organisations Businesses / Volunteers Iwi and Hapū

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Biodiversity

Level of Service

We will work with Iwi, landowners, and the community to improve knowledge and awareness of Te Taiao and ensure the protection and enhancement of biodiversity values.

Performance measures	Results (2022/23)	Target
Number of reports on Condition and Recommendations for PMAs per year.	New measure	25

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Cultural / Social / Economic Roles within our Haumanu Tū Ora and Waingake Transformation Programmes are fixed-term and dependent on external funding.	Effective delivery of external funding and associated milestones resulting in community engagement and support for continuation of programmes through further external or internal funding.
Proposed changes to guiding legislation, particularly the National Policy Statement Indigenous Biodiversity, could alter Council's direction or priorities for biodiversity management.	Work closely with Strategic Planning to understand potential policy changes and ensure these are considered through planning and implementation of biodiversity activities.

Recovery

Delivery of our major projects encountered multiple challenges in the 2022/23 work programme due to disruptions caused by severe weather events, especially in accessing remote work areas.



Ngā Kohinga Wai me te Haumarū Koiora

Catchments and Biosecurity

What we do

The Integrated Catchments and Biosecurity activity is responsible for leading Council's biosecurity, land management functions, as well as providing education and advocacy of Council's regional statutory functions.

The team implements the Regional Pest Management Plan (RPMP), Tairāwhiti Resource Management Plan (TRMP), and other legislation and statutory plans and supports both regulatory and non-regulatory projects.

The team also manages the soil conservation nursery, supports a range of farm environment plans (FEPs), supports catchment / community groups, and engages and advocates with private landowners and tāngata whenua throughout the district.

Integrated catchments work with Central Government, research institutes, iwi, and landowners to enhance the environmental footprint of permanent forests, agriculture, plantation forestry and horticulture.

Advocacy services include providing environmental information and links to source expertise for landowners, iwi, and the community. The Integrated Catchments team also assists landowners, iwi, and community groups in accessing funds for projects and develops and presents relevant educational information.

Why we do it

Council manages the use, development, and protection of our natural resources, now and into the future to support our community and environment to thrive.

The Integrated Catchments activity enables Council to give effect to statutory plans and responsibilities under the Biosecurity Act 1993, Resource Management Act 1991, Soil Conservation and Rivers Control Act 1941, Water and Soil Conservation Act 1967, Local Government Act 2002 (LGA), National Environmental Standards (NES), e.g. NES - Commercial Forestry (formerly Plantation Forestry until Nov 2023) and requirements of National Policy Statements (NPS), e.g. NPS-Freshwater Management. Involvement will be required in implementing Freshwater Farm Plans (FWFPs) - and the National Policy Statement for Indigenous Biodiversity.



Snapshot



These are our essential services and facilities that keep Tairāwhiti progressing in a sustainable manner







Pest control collaboration



















Visits to rural and semi-rural schools advocating Biosecurity awareness























Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>A diverse economy</p>	Marine biosecurity	Continue port basin marina dive surveillance for fanworm and removal, observations for any new organisms following Regional Pest Management Plan (RPMP) requirements.		Council Central Government Business / Volunteers
	New-Waimata upper catchment possum control	Support local pest control initiative in pest management, undertake and reduce possum density, establishing baiting networks for long term maintenance.		Council Contractors Central Government
 <p>A driven and enabled community</p>	Regional Pest Management Plan (RPMP) implementation	<p>Deliver pest control outcomes as prescribed in the RPMP as resources and timelines permit.</p> <p>Stock take of present RPMP and prepare draft new RPMP.</p> <p>Prioritise work schedules to eliminate pest populations as detected, including directing the removal of noxious weeds on Council property and supporting the community in managing these weeds.</p>		
	Freshwater biosecurity	Continue the summer student awareness programme across Tairāwhiti about keeping our waterways free of unwanted aquatic plants.	<p>Business as usual</p> 	
 <p>We take sustainability seriously</p>	Exclusion and eradication of pests	Collaboration with neighbouring councils about potential incursions of unwanted pests from those regions into Tairāwhiti. Prioritise work schedules to eliminate pests populations as detected.		
	GDC/HBRC (Hawke's Bay Regional Council) possum buffer and GDC/BOPRC (Bay of Plenty Regional Council) feral goat buffer	<p>In collaboration with HBRC, maintenance baiting of established bait stations, expand possum control to uncontrolled areas, establish a pest night count monitoring route.</p> <p>In collaboration with BOPRC, control feral goats to low densities along our northern regional boundary in the Waikura Valley and Lottin Point.</p>		
 <p>A driven and enabled community</p>  <p>Connected and safe communities</p>	Biosecurity advocacy	<p>Visits to rural and semi-rural schools advocating biosecurity awareness and initiatives in Tairāwhiti.</p> <p>Community pest plant awareness, through engagement and their participation to carry out control of plants and animals on their property.</p>		

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>We take sustainability seriously</p>	Land Use Capability (LUC) mapping and Erosion Control Plans (ECPs)	Provision of five LUC property maps and five ECPs in 2023-24 and 20 annually for the next three years for the identification of critical source areas and addressing sediment issues in Freshwater Farm Plans (FWFPs).	<p>Future ready</p> 	Council Central Government Iwi and Hapū
	Technical assistance with afforestation, harvesting and replanting resource consents	Ongoing case by case assessments of consent applications.	<p>Business as usual</p> 	Council
	Assessment of land use options.	Transition options for all land uses.	<p>Future ready</p> 	Council Business / Volunteers Iwi and Hapū
 <p>We take sustainability seriously</p>  <p>Delivering for and with Māori</p>	Ongoing land management support for tangata whenua initiatives	<p>Supporting organisations such as Whakaoratia Trust. Providing assistance with environmental funding initiatives by identifying and assisting with funding for erosion control works.</p> <p>Supporting landowners to complete existing Erosion Control Funding Programme (ECFP) funded reversion and pole planting works.</p>	<p>Future ready</p>  <p>Business as usual</p> 	
 <p>Delivering for and with Māori</p>	Supporting tangata whenua and landowners	Supporting existing and new initiatives.	<p>Business as usual</p> 	Council Iwi and Hapū
 <p>A driven and enabled community</p>  <p>We take sustainability seriously</p>  <p>Delivering for and with Māori</p>	Freshwater Farm Plans (FWFPs)	Supporting Council to implement the FWFP system, as well as supporting our community through the rollout and what it means for their property.	<p>Future ready</p>  <p>Business as usual</p> 	Council Central Government Community organisations Iwi and Hapū
	Soil Conservation Nursery	We need to future proof our nursery by investigating what we require from our nursery and ensuring that what we are producing is enough for what our region requires in the wake of the erosion issues we are currently facing.	<p>Business as usual</p>  <p>Future ready</p>  <p>Recovery</p> 	Council Contractors Community organisations Businesses / Volunteers Iwi and Hapū

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>We take sustainability seriously</p>	Land Use Capability (LUC) mapping and Erosion Control Plans (ECPs)	Develop approx. 45 new LUC maps and 45 new ECPs over the next three years. This will build on the catchment context that we currently have, alongside building capability and capacity in land management within Council. LUC and ECPs that are created can be used by landowners to inform their FWFPs.	 <p>Business as usual</p>  <p>Future ready</p>  <p>Recovery</p>	<p>Council</p> <p>Contractors</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>We take sustainability seriously</p>  <p>Delivering for and with Māori</p>	Catchment support	Providing support to catchments (specifically landowners, whenua Māori etc) in regard to land management. This can be in a capacity to support FWFPs and other regulatory avenues, as well as supporting catchments to come together into catchment groups for a common goal. The Land Management team can be a conduit between rural catchments and Council.	 <p>Future ready</p>  <p>Business as usual</p>	<p>Council</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
	Coastal Nursery Project-Hill Country Erosion Funding Programme (HCE Programme)	<p>The objective of the HCE Programme is to support landowners to plan for and treat erosion-prone land and put in place good sustainable management practices to protect vulnerable hill country.</p> <p>Erosion control planting at coastal hill country sites with locally sources and grown plant material.</p> <p>The Programme will support the establishment of three coastal community nurseries which will produce and plant natives and exotic poplar and willow for treatment of coastal hill country. By June 2027, we will have supported land treatments of: 40ha of native reversion / planting and 20ha of pole planting (approx. 2,000).</p>	 <p>Future ready</p>	<p>Council</p> <p>Contractors</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>Connected and safe communities</p>  <p>We take sustainability seriously</p>  <p>Delivering for and with Māori</p>	Maunga to Moana - Embracing the Waimata Awa - Nature Based Solutions	A MfE funded feasibility project to explore nature-based solutions to work with the natural characteristics of the Waimata Awa and its floodplain to support flood resilience.	 <p>Future ready</p>  <p>Recovery</p>	

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Biosecurity

Level of Service

We actively manage pest animals and plants to prevent their establishment and spread, ensuring the protection of biodiversity, agricultural productivity, amenities, and cultural values.

Performance measures	Results (2022/23)	Target
Eradication pests Initiate direct control of targeted pests to prevent wider establishment and spread	New measure	100% control of targeted pests
Exclusion pests Respond and investigate within 24 hours any reports or sightings of exclusion pests and where required implement controls as defined in the RPMP	New measure	100% responded and investigated within 24 hours

Land and soil

Level of Service

We will work with Iwi, landowners, and the community to reduce soil erosion risk and remediate severe erosion within the district.

Performance measures	Results (2022/23)	Target
Number of Land Use Capability Property Maps produced per year.	New measure	Yr 1: 5 Yr 2-3: 20
Number of Erosion Control Plans produced per year.	New measure	Yr 1: 5 Yr 2-3: 20
Respond to and document requests from catchment entities	New measure	>5 requests

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Economic / Environmental / Social Several roles are dependent on government funding with contracts for two and three year durations. This has provided Council with a realistic land management staff component.	Removal of funding will return to an insufficient staff component. The challenge is a highly effective team essential to sustainable land management which will attract continuation of external funding or be seen as essential and funded internally.
Successful land management is dependent on government support to landowners with all funding options being committed and not renewed.	Taking advantage of any funding streams that become available and urging further support to sustainable land use changes.
Land management cannot work in isolation and needs to work closely with expertise within Tairāwhiti to progress sustainable land use options.	Land management are taking a proactive approach in forming and supporting facilitation of a Tairāwhiti group to provide solutions to promote sustainable land uses.

Recovery

The Integrated Catchments team encountered multiple challenges in delivering the 2022 / 23 work programme due to disruptions caused by severe weather events, especially in accessing remote work areas.



Ngā Mahinga Ahurea

Cultural Activities

What we do

Theatres

The War Memorial Theatre and the Lawson Field Theatre provide facilities and services to support performing arts and events for the enjoyment of residents as well as visitors. These facilities are suited for productions, conferences, weddings, and other community activities. Pātūtahi Hall is mainly used by rural residents.

Museum and public art

Council owns and maintains some of the Tairāwhiti Museum buildings and contracts services to the Gisborne Museum of Art and History Trust, trading as the Tairāwhiti Museum. The museum is our public institution for collection and exhibition of arts, culture, and heritage. Council supports provision of a range of public art.

HB Williams Memorial Library

The library serves our urban and rural communities and visitors. The library provides access to space and resources including relevant collections of materials and programmes for adults, teens, children, and other targeted special interest groups. Included are meeting rooms, digital learning programmes and e-library.

Navigate Tairāwhiti

Navigate Tairāwhiti is a programme of seven projects delivered together with tāngata whenua and partner organisations to ensure its full benefits - economic, tourism, place-making, and community wellbeing. They are realised through well connected and integrated design, landscaping, and stories.

Remaining projects are:

- Redevelopment of the summit on Titirangi – Te Panuku Tū (subject to external funding).

- Installation of Hawaiki Tūranga (Consent lodged).
- 1000 year bridge
- Te Mārō sculpture (minor works to finalise project).

Why we do it

Theatres

Theatres provide a space for local, national, and international events to enable residents to participate in a global arts, social and corporate environment. Venues provide a place to grow and celebrate our people's talents, special occasions and achievements and expose audiences to a broad range of performing arts.

Museum and public art

The Tairāwhiti Museum's facilities, services and collections represent, reflect, and identify our region's history and current creators. Public art demonstrates a sense of pride and local distinctiveness that reflect our region's cultural diversity.

HB Williams Memorial Library

The library contributes to our community's lifelong learning, literacy, and education, as well as meeting intellectual, recreational, economic and cultural needs.

Navigate Tairāwhiti

This programme showcases and tells our stories to locals and visitors alike. It also delivers a range of benefits that add value to our community, economy and lifestyle from tourism, economic and environmental initiatives – along with an enhanced sense of place, pride, and natural beauty.

Snapshot

Connect with our people through essential services visual arts and facilities:

Theatres and halls

3

Central library

1

Museum












1

Public art and monuments



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Vibrant city and townships  We celebrate our heritage  Delivering for and with Māori	Library stock	<p>Provide current and historical interest materials for library purposes.</p> <p>Improve library services to townships.</p>	<p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>Community Organisations</p>
	Gisborne Museum of Art and History Trust	<p>Review and implement new lease and contract for service.</p>	<p>Future ready</p>  <p>Business as usual</p> 	<p>Council</p> <p>Contractors</p>
 Vibrant city and townships  Connected and safe communities  We celebrate our heritage  Delivering for and with Māori	Navigate Tairāwhiti projects	<p>1000 year bridge and Te Maro viewing platform installation in partnership with Ngāti OneOne.</p> <p>Hawaiki Tūranga soil remediation and installation in partnership with TROTAK.</p>	<p>Future ready</p> 	<p>Council</p> <p>Contractors</p> <p>Community organisations</p> <p>Iwi and Hapū</p>
	Art in public places	<p>Review of art in public places and facilities strategies.</p> <p>Connect with local artists to create murals on rural and urban Council facilities.</p> <p>Te Taiuhu Tūranga Whakamana / Canoe Prow.</p>	<p>Business as usual</p>  <p>Future ready</p>  <p>Recovery</p> 	<p>Council</p> <p>Community organisations</p> <p>Iwi and Hapū</p>
 Resilient communities  Vibrant city and townships  We celebrate our heritage  Delivering for and with Māori	Facilities upgrades	<p>Undertake action to ensure Pātūtahi Hall is fit for purpose.</p> <p>Star of Canada renewals.</p> <p>Lysnar House renewals.</p> <p>Bilingual signage installation: library, theatre, and hall venues.</p>	<p>Future ready</p>  <p>Recovery</p> 	<p>Council</p> <p>Contractors</p>
	People together on site	<p>More people make on-site visits to the library, theatres, and museum through the provision of services and programmes alongside partners.</p> <p>High stretch level of service targets.</p>	<p>Business as usual</p> 	<p>Council</p> <p>Community organisations</p> <p>Iwi and Hapū</p>

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Accessibility

Level of Service

Cultural facilities are accessible to Te Tairāwhiti residents and visitors.

Performance measures	Results (2022/23)	Target
Number of visitors to HB Williams Memorial library per year.		
a) online	a) 179, 821	a) 180,000
b) onsite	b) 91, 890	b) 90,000

Patronage and bookings

Level of Service

Regular and varied programmes, events, and exhibitions to support community wellbeing are provided at cultural facilities.

Performance measures	Results (2022/23)	Target
Number of visitors to Te Tairāwhiti Museum per year.	35,825	45,000
Number of booking days per year:		
a) Lawson Theatre	a) 186	a) 100
b) War Memorial Theatre	b) 111	b) 100

Cultural Facilities

Level of Service

Maintain cultural facilities at a fit-for-purpose, clean and safe standard.

Performance measures	Results (2022/23)	Target
Percentage of residents satisfied with the cultural facilities and services as found in the annual survey.		
a) Lawson Field Theatre	82%	85%
b) War Memorial Theatre	87%	85%
c) Tairāwhiti Museum	85%	85%
d) HB Williams Memorial Library.	86%	85%

What negative effects or risks can occur in relation to this activity?

Significant negative effects

There are no significant negative effects from this activity.

Recovery

The aftermath of Cyclone Gabrielle saw higher online usage, of library services; additionally community wellbeing initiatives and partnerships see a trend of increased in-person visitors at library, museum and theatres.

Suburban and rural facilities will continue to see murals by local artists that reflect narratives, histories and joy of places and spaces, contributing to social healing and sense of belonging.

We are working to ensure the safety and support of our staff. This follows a 39% increase in abuse to staff compared to the previous year.



Ngā Mahi-a-Rēhis me ngā Wāhi Tākaro Recreation and Amenity

What we do

Open space and amenity

Council manages a variety of multi-use open spaces and facilities. These are maintained in partnership with external contractors including community-based kaitiaki, while our internal amenity and horticulture team maintains Gisborne's amenity gardens and flowerbeds.

This activity includes parks, reserves, playgrounds, sports grounds, walkways, coastal foreshore areas, amenity gardens and street trees as well as a range of assets such as picnic tables, water fountains, and other amenities.

About two thirds of these assets are in the Gisborne area, with the balance spread across Te Tairāwhiti, roughly in proportion with our population distribution.

Community property

We manage lease and licence agreements for our assets and open spaces and provide facility management for community buildings (including public conveniences) and monuments.

Cemeteries

Council manages and maintains eleven cemeteries; one cemetery within the city, the remainders located across Te Tairāwhiti. This activity is responsible for burials and meeting regulations within these cemeteries. We also provide a recordkeeping service to fulfil Council's legislative requirements and in response to community interest.

Public conveniences

Council provides a number of public convenience facilities. These are distributed across the region and located in destination / visitor areas including sports parks, coastal / regional destination areas, suburban shopping precincts and townships.

Aquatic facilities

The redevelopment of Council's Kiwa Pools is now complete, with the complex opening to the public on 2 September 2023. The upgraded facility includes indoor and outdoor pools, play areas, and whānau picnic zones.

Why we do it

Open space and amenity

Open space and amenity areas provide cultural, sporting, and recreational activities to support community wellbeing and provide a sense of place. We're responding to the impacts of climate change through further enhancement of natural buffers (including riparian and coastal margins and native restoration projects).

Community property

We ensure leases and licences meet the requirements under relevant legislation, and that community buildings and associated services meet community needs and aspirations for their areas of interest.

Cemeteries

Our cemeteries provide a final resting place, and a place of remembrance. We maintain cemeteries out of respect to people who are buried there, and we provide accurate records so whānau and friends can locate their loved ones and tipuna / ancestors.

Public conveniences

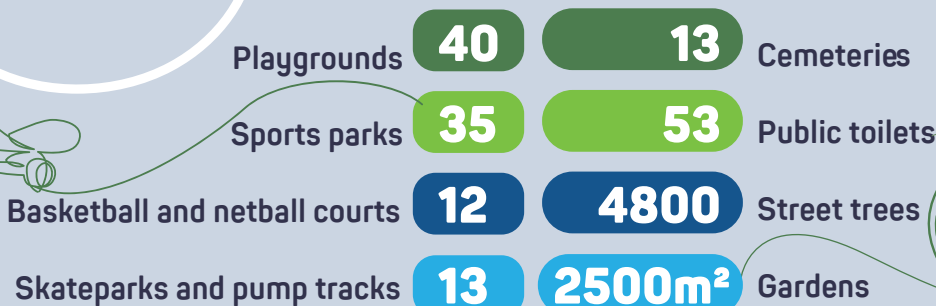
Public conveniences provide a critical level of service for our community and visitors. Providing public toilets also encourages the use of other facilities and open spaces across the district, such as sports parks.

Aquatic facilities

The Kiwa Pools complex provides a safe aquatic destination for our community. With the indoor facility aiming to provide a fun, family friendly space for sports and recreation, including gatherings and play.




















Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
Liveable Spaces				
 Resilient communities  Vibrant city and townships  We take sustainability seriously	Public conveniences	<p>Carry out critical maintenance and upgrades to aging facilities across the region, including at Mātāwai, Te Puia and Ūawa township.</p> <p>This will include managing the environmental risk of some sites and ensuring financial sustainability of the network.</p>	<p>Future ready</p> 	Community organisations Iwi and Hapū
	Reserve land	<p>Remediate unstable land sites and landfill sites which are compromised or at risk, to ensure future public access to and enjoyment of these sites.</p> <p>This will include remediation at Tūranga Gardens and track rehabilitation at Titirangi, Makorori Headlands and Whataūpoko Reserve.</p>	<p>Recovery</p> 	
	Street tree planting	<p>Continue our street tree planting programme with a view to increasing urban canopy cover and mitigating urban flood risk.</p>	<p>Future ready</p> 	Community organisations Businesses / Volunteers
 Vibrant city and townships  Connected and safe communities	Play spaces	<p>Ensure that our existing play spaces are safe, compliant, and the appropriate quality through targeted renewals, including play spaces such as Te Karaka, Lytton West, Atkinson Street and Waihirere Domain.</p> <p>Additionally, we will pilot further cost-effective play interventions through temporary installations and collaborative projects with key partners.</p>	<p>Business as usual</p> 	Central Government Community organisations Iwi and Hapū
 We celebrate our heritage	Cemetery remediation	<p>Re-level cemetery berm rows which have slumped as a result of high groundwater levels throughout 2023 and are affecting our ability to maintain the site.</p>	<p>Recovery</p> 	Iwi and Hapū
 Resilient communities  We celebrate our heritage	Future urban cemetery provision	<p>Assess options for the future provision of urban cemetery services, and ready this site for development. This will include investigating expansion of the Taruheru site, and may consider other locations if necessary.</p>		
 A driven and enabled community  Vibrant city and townships  Connected and safe communities  A diverse economy  Delivering for and with Māori	Indoor multipurpose stadium	<p>Undertake feasibility, design, and planning work to progress the Indoor Multipurpose Stadium Project to an investment ready point.</p>	<p>Future ready</p> 	Council Contractors Central Government Community organisations Businesses / Volunteers Iwi and Hapū

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities  Vibrant city and townships	Community property	Future proofing our community property assets while continuing to explore ways to build resilience and future proof assets.	Business as usual 	Community organisations Businesses / Volunteers Iwi and Hapū
 Vibrant city and townships  A diverse economy	Revitalisation of the Central Business District (CBD)	Refresh and invigorate our CBD through a mixture of temporary and permanent initiatives such as streetscaping and planting.	Future ready 	Businesses / Volunteers Iwi and Hapū
 A driven and enabled community  We celebrate our heritage  A diverse economy	Waihirere Domain development	"E kō e te kōmako raro i a Ahititi". Complete the redevelopment of the Domain in partnership with Waihirere Hapū, as part of implementing the Waihirere Domain co-management plan.	Business as usual 	Community organisations Iwi and Hapū
 Resilient communities  We take sustainability seriously  Delivering for and with Māori	Dune care	Improve the health and function of dune systems in critical sites, including access management, planting, pest control, and maintenance.	Future ready 	Community organisations Businesses / Volunteers Iwi and Hapū
Aquatic Services				
 Resilient communities  We take sustainability seriously	Outdoor complex resilience	Change the pipe work within the old complex to minimise water wastage.	Future ready  Recovery 	Council Community organisations Iwi and Hapū

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Recreational spaces

Level of Service

Open space, recreation, and amenity areas are accessible, valued and enjoyed by Te Tairāwhiti residents and visitors.

Performance measures	Results (2022/23)	Target
Per the annual survey, the percentage of users satisfied with the quality of:	69%	85%
a) parks		
b) sports parks	63%	80%
Performance measures	Results (2022/23)	Target
c) Council playgrounds	63%	85%
d) pool	56%	80%
Council aquatics facilities are safe and operate in accordance with PoolSafe NZS guidelines.	95%	100%
Percentage of time Council aquatic facilities pool water quality meets NZS 5826:2010 when pool is open to the public.	100%	100%

Cemeteries

Level of Service

We provide and maintain cemeteries for whānau, friends and visitors.

Performance measures	Results (2022/23)	Target
Percentage of visitors satisfied with cemeteries, as found in the annual survey.	77%	70%

Facility maintenance

Level of Service

Our public facilities are accessible and well maintained.

Performance measures	Results (2022/23)	Target
Percentage of users satisfied with cleanliness of public facilities, as found in the annual survey.	71%	70%

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Environmental Emissions due to maintenance and capital work	Active work to reduce emissions and ensure that we're providing maintained parks and built infrastructure where it is needed.

Recovery

Many reserves have been reinstated and are now available for public use. Key sites not yet fully remediated include Makorori Headland, Titirangi track remediation, Doneraile Park, Taruheru Cemetery (grave site levelling) and Tūranga Gardens. Plans and procurement for these projects are currently in progress. Completion is forecasted within the next 12 months, or as funding is confirmed.

During Cyclone Gabrielle, some services were halted or experienced significant reductions in their levels of service. Notably, the Olympic Pool was closed for an extended period due to water restrictions and the need to conserve drinking water for the city. High water table across the City resulted in a significant disruption to cemetery services particularly at our main Taruheru Cemetery. Council is working through options to support activity continuity.



Te Aratakina me ngā Ratonga Tauawhi ā-rohe

Regional Leadership and Support Services

Purpose

This group activity drives the positive culture of Council and contributes to the ongoing emphasis of a customer focused organisation that supports its unique community. These teams focus on building individual and organisational capability and knowledge to meet current and strategic requirements and promoting a learning culture to embed high performance across the organisation.

The activities in this group include:

- Emergency Management
- Engagement and Māori Responsiveness
- Governance and Democracy
- Science
- Strategic Policy and Planning
- Support Services

Te Whakahaere Ohorere

Emergency Management

What we do

Te Tairāwhiti's Emergency Management Office (TEMO) plays a key role in planning and preparing for emergencies. The activities of TEMO focus on the 'four R's':

- 1. Readiness.** Increasing community awareness, understanding, preparedness and participation in Civil Defence Emergency Management.
- 2. Response.** Actions taken immediately before, during or directly after a civil defence emergency to save lives and protect property, and to help communities recover.
- 3. Recovery.** The coordinated efforts and processes to bring about the immediate, medium term and long-term holistic regeneration of a community following a civil defence emergency.

4. Reduction. Assessing long-term risks to human life and property from hazards and efforts to mitigate their potential impacts and likelihood of occurrence.

The team addresses this by mitigating risks, supporting, and developing community readiness and preparedness, and providing leadership and coordination when required to respond to and recover from emergencies.

Why we do it

Council undertakes this activity to increase our community's awareness and understanding of hazards and risks applicable to the region so as to ensure the communities can prepare for, manage, and recover from emergencies.

The relevant statutory requirements guiding CDEM activities are the Civil Defence Emergency Management Act 2002.

What we do every day

These are our essential services and facilities that keep Tairāwhiti ticking along every day:

30 educational initiatives and hui

Community outreach: engaging with community groups to develop and support community awareness and development of emergency plans.

National Emergency Management work programmes and research















Ongoing development of regional systems, structures and processes



Based on 2022-23 year



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities  Connected and safe communities	Emergency communications resilience	<p>Develop resilience and fail over redundancy into the emergency communications networks to ensure communications function and remain connected during an emergency.</p> <p>This will see the integration of communication nodes (digital radio networks, analogue radio networks, High Frequency (HF) and satellite systems).</p> <p>The project scope will include in-region communications with communities and out of region communications to the national emergency network.</p>	 Future ready	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū
	Monitoring and evaluation	Develop an assurance process to assess and evaluate the performance of the Tairāwhiti Emergency Management Group.		Council LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū
 A driven and enabled community  Resilient communities  Connected and safe communities	Tairāwhiti Emergency Management website	<p>Build a standalone website that will provide an interactive portal to aggregate the various data feeds and disseminate it into digestible content accessible to the public.</p> <p>This will enhance data dissemination across the four Rs (Readiness, Response, Recovery, Reduction) and provide a central access for the “source of truth”.</p>	 Business as usual  Future ready  Recovery	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū
 A driven and enabled community  Resilient communities  Connected and safe communities  Delivering for and with Māori	Tsunami risk reduction programme	<p>Determine new tsunami evacuation zones and colour identification supported by community engagement and education on a tsunami including the national annual ‘Shake Out’ campaign.</p> <p>Reducing a tsunami risk is a long-term project that aims to reduce exposure to the consequences of a tsunami and increase our community’s resilience to a tsunami (one of our most significant and dangerous risks).</p>	 Future ready	

Community outcome/s	Projects	Initiatives	Response	Partners involved
	Ongoing Civil Defence Emergency Management (CDEM) training and development	Training for staff working in the Tairāwhiti Emergency Management Office (TEMO), ECC, Council staff, community link volunteers and our iwi partners as part of national, regional and local training and exercises.		Council Contractors Community organisations Businesses / Volunteers Iwi and Hapū
	Continue to develop community resilience in the region	Strengthen emergency networks and develop the capacity of community groups to be able to respond to emergency events through regional training exercises. Continue to develop, build, and maintain partnerships with Iwi and communities through engagement and education activities to improve readiness for emergencies.		

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Level of Service

We help to build a more resilient district where communities understand and manage their hazards and risks.

Performance measures	Results (2022/23)	Target
Number of educational initiatives conducted by CDEM to prepare the community for survivability in the event of a natural disaster.	30	At least ten public educational initiatives carried out annually.
Community satisfaction with Civil Defence and Emergency Management services per the annual survey.	New measure	70%

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Social / Economic The lack of regional readiness and preparedness will result in an uncoordinated emergency response effort which may increase the risk of damage and public safety.	Promote collaboration and coordination among government agencies, businesses, and community groups to improve the effectiveness of emergency response and recovery efforts.
Loss of public trust and confidence in the emergency management system.	Developing and implementing clear and concise emergency management procedures and protocols ensures efficient coordination and response during crises. Implementing robust communication systems and channels ensures timely dissemination of information and instructions to the public and emergency responders.

Recovery

Following the impact of Cyclone Gabrielle, a State of National Emergency was declared on 13 February 2023. This declaration underwent three extensions before being lifted for Te Tairāwhiti on 14 March 2023.

In response to the situation, the Emergency Coordination Centre was swiftly activated to manage and coordinate efforts across the region. This involved close collaboration with various agencies, including NZ Police, FENZ, St Johns, Red Cross, and the NZ Army.

To address communication challenges for areas isolated due to road damage or flooding, equipment such as Starlink, digital radio, and satellite phones were dispatched.

Urban Search and Rescue (USAR) teams were deployed. FENZ and Police organised the targeted evacuation of Te Karaka residents, guiding them to Te Karaka Area School. To further assist residents, several evacuation centres were established throughout the region. The navy ship HMNZS Manawanui docked at Eastland Port and provided food supplies to both Tokomaru Bay and Waipiro Bay.



Te Whakatūtakina me te Whakautunga Māori

Engagement and Māori Partnerships

What we do

Engagement

The internal and external communications of Council are managed through Council's website, direct e-mails, mainstream and social media channels as well as Council's intranet. Community consultation is at the heart of our work, and it is promoted through the channels we use. The development and implementation of communication plans and township plans are managed within the hub. Additional services include customer services, event approvals on Council land, and the management of specific funds for community development.

Māori Partnerships

We will continue to build authentic relationships with tangata whenua and provide our staff with the tools they require to succeed working in partnership. The Te Tiriti Compass developed in 2022, aligns Council's approach to the way we consider and uphold our Treaty partnership commitments. Implementation for this iteration of the compass will be complete 2024. The monitoring and evaluation component is underway and will be ongoing until the next long term planning cycle. A focus for the team will be building the systemic capability of Council as a Treaty partner alongside the people.

Why we do it

Engagement

We communicate and engage with our community in different ways to keep them informed of issues about matters that could impact them. Our approach involves tailored communication and engagement strategies that enhance the visibility and understanding of issues to empower residents to have their say and actively participate in decisions that may have an effect on them.

Township planning adopts a Community Development approach where communities identify a community group that is contracted (if that is the wish of the community) to undertake all engagement with their community to develop and produce a township upgrade plan with short, medium, and long term goals and aspirations.

Māori Partnerships

Elected members have set an expectation for the level of partnership Council will aspire to. Council requires a baseline before it can understand what improvement looks like. Our approach now needs to be tested with whānau, hapū and Iwi through working and strategic relationships.

Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Engagements on key Council activities













Consultations on key Council activities












Embed the **Customer service promise**



Implementation of **Te matapihi**

Implementation of **Te tiriti compass**



Community outcome/s	Projects	Initiatives	Response	Partners involved	
Communications (Engagement)					
 <p>A driven and enabled community</p>  <p>Connected and safe communities</p>	Improving website functionality	Explore options to improve the functionality of our official Council website and make continuous improvements.	 <p>Business as usual</p>	Council LG agencies Community organisations Iwi and Hapū	
	Ensuring effective public engagement	<p>Monitoring public engagement and regularly reviewing and evaluating the outcomes of our engagements.</p> <p>Regularly checking in with the community about our engagement activities to ensure we are getting things right and meeting their needs and/or providing enough opportunities for them to engage with us.</p> <p>Ensuring that our communications and engagements reach deeper into our community and are inclusive.</p>		 <p>A driven and enabled community</p>  <p>Connected and safe communities</p>  <p>Delivering for and with Māori</p>	Council LG agencies Community organisations Businesses / Volunteers Iwi and Hapū
Culture and Development					
 <p>A driven and enabled community</p>	Anti-racism policy audit	Undertake an anti-racism policy audit.	 <p>Business as usual</p>	Council	
	'Ask Your Team' surveys	Annual staff surveys for internal feedback.			
	Organisational Competencies	Create a framework aligned with our values and leadership to support recruitment, performance reviews, and management processes.			
Customer Services					
 <p>A driven and enabled community</p>	Customer Service Promise	Embed the Customer Services Promise through the organisation.	 <p>Business as usual</p>	Council Contractors	
Rural Townships Kaitiaki					
 <p>Connected and safe communities</p>	Rural township upgrades – BOF	<p>This project has a particular focus on constructing new footpaths within Matawai, Ruatōria, Te Karaka and Wharekahika as well as installing safety crossings in Ruatōria, Tikitiki, Te Araroa, Wharekahika and Matawai.</p> <p>(Note. Muriwai footpath and crossing completed April 2024)</p>	 <p>Business as usual</p>	Council Contractors Central Government Community organisations Businesses / Volunteers Iwi and Hapū	

Community outcome/s	Projects	Initiatives	Response	Partners involved
Rural Townships Kaitiaki				
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	Rural township upgrades	<p>Over the next 3 years, Council aims to work in partnership with two rural communities annually.</p> <p>The purpose of this project is to support communities to realise and implement their aspirations for their township upgrade through contracted engagement and the development and completion of township plans.</p> <p>This project aims to support infrastructure upgrades within each community as deemed as priorities by the community for the community.</p>	Business as usual 	Council Contractors Community organisations Businesses / Volunteers Iwi and Hapū
Recovery				
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	Community recovery	<p>Coordination of the regional recovery for Tairāwhiti, facilitating planning and prioritisation through engagement with our community and partnering with Iwi, community leaders, Central Government and agencies and community groups to provide support to delivery of recovery efforts.</p>	Future ready  Recovery 	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū

Community outcome/s	Projects	Initiatives	Response	Partners involved
Māori Partnerships				
 <p>A driven and enabled community</p> <p>Resilient communities</p> <p>Vibrant city and townships</p> <p>Connected and safe communities</p> <p>We take sustainability seriously</p> <p>We celebrate our heritage</p> <p>A diverse economy</p> <p>Delivering for and with Māori</p>	Te Matapihi upgrade is inclusive of evaluation component for Te Tiriti Compass across project delivery	Develop, implement and evaluate.		Council Contractors Iwi and Hapū
	Māori Engagement Framework for the organisation	Develop and implement (pending funding).		
	Māori Capability Development Framework for the organisation	Develop and implement (pending funding).		
	Continue to support partnership opportunities in operational and governance spaces	Continue Level of Service (LOS)	Business as usual 	
	Support the organisation to deliver on high priority programmes where partners are involved	Continue Level of Service (LOS)		
	Work with tāngata whenua to identify areas of priority and facilitate those opportunities with Council	Continue Level of Service (LOS)		

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Engagement

Level of Service

Council engagement efforts are of high quality and customised to meet community needs. Public engagement campaigns are designed to be impactful and achieve their specific objectives.

Performance measures	Results (2022/23)	Target
Percentage of Council's engagement initiatives that meet or exceed targets.	New measure	At least 80% of engagement initiatives achieve or exceed targets.
Percentage of customers satisfied with the helpfulness of Awarua front desk staff, as measured by the annual survey.	67%	Increase over previous year

Communication

Level of Service

We commit to clear, prompt, and precise communications, fostering well-informed community engagement and transparency in our decision-making processes.

Performance measures	Results (2022/23)	Target
Percentage of residents satisfied with Council's provision of information, as found in the annual survey.	53%	75%
Percentage of residents satisfied with how Council engages the community in its decision-making processes, as found in the Resident annual survey.	30%	50%

Māori Partnerships

Level of Service

We are committed to fostering meaningful and effective partnerships with tangata whenua, aiming for their sustained engagement and influence in shaping the future and decisions of the region.

Performance measures	Results (2022/23)	Target
Review the implementation of the Te Tiriti Compass across the organisation.	New measure	Year 1: Implement Year 2: Review Year 3: Review
Support the annual review of relationship agreements with Treaty Partners.	New measure	Full review annually

What negative effects or risks can occur in relation to this activity?

Significant negative effects - Engagement	Mitigation
Social / Economic / Cultural Dis or mis-information is circulated about Council activities which damages Council reputation.	Ensure accurate information is provided.
Delayed communication leading to communities feeling poorly informed.	Ensure regular and consistent communications to communities.
Information doesn't reach segments of the community.	Ensuring multiple channels are utilised to get information out.
Communities don't feel like they have been adequately consulted about work or decisions of Council.	Ensure that engagement occurs early in the process of Council work / decisions.
Lack of internal capacity to support implementation of Māori strategy.	Inclusion of a partnership/engagement intent and resourcing for that in activity management plans.

Significant negative effects - Engagement	Mitigation
Limited capacity of the Māori Partnerships team.	Planning and prioritisation. It may mean some projects cannot be supported.
Current national political environment.	Ensure we follow the partnership approach when shared outcomes are compromised.
Lack of willingness to partner meaningfully from tangata whenua.	Secure that position in writing.

Significant negative effects - Townships	Mitigation
Social / Economic / Cultural Weather events delay township upgrades.	No mitigation, rescope and reprioritise workplans and timeframes.
Unavailability of Qualified, SHE approved suppliers.	Suitable qualified suppliers that are SHE accredited are identified by Community Groups within the Township Plan post engagements. Community based suppliers are invited to participate in an EOI process.
Supply chain delays.	Initiate the ordering of materials and scheduling of services 12 – 18 months prior to the implementation of the upgrade.
High community expectations verses budget constraints.	Community Group priorities short term aspirations, this is where the Township Upgrade funding will be utilised. Medium and Long-Term aspirations are also detailed in each Township Plan to enable Council and the Community to apply for grants as and when those are made available.

Recovery

Engagement

Communication and engagement plans have been developed for each of the Recovery workstreams ensuring timely communications are provided to the community.

Recovery Case Coordinators are available to engage and support impacted property owners on a 1-1 basis.

We are working with several communities to understand how they would like to be communicated to and engaged with, engagement plans are being developed as a result to ensure targeted and regular engagement is delivered in a way the community wants. As a result of this work, plans are underway to install community noticeboards in areas that don't already have them.

Regular updates appear in the newspaper on progress of work underway.

Māori Responsiveness

Successive weather events have made it challenging to maintain momentum in the Treaty partnership landscape. Response and recovery efforts have drawn time and resources of Council and our partners away from partnership priorities.





Te Kāwangatanga me te Manapori

Governance and Democracy

What we do

Governance

This activity provides for:

- Democratic local decision making.
- Advocacy at a national level on policy, issues affecting our local community, wider participation, and representation.
- Support membership of Local Government NZ and participation in its sector groups.
- Protection of Council assets including those invested in Council Controlled Organisations.
- Supporting the relationship with Trust Tairāwhiti and meeting Council's obligations under the Trust Deed.
- Meeting Council's obligations to be a good employer.

Democracy

This activity supports the elected members in their roles and ensures the purposes of the Local Government Act 2002 (LGA) are met and principles in the LGA are applied.

As a Council we are required to ensure that:

- Governance arrangements are effective, open, and transparent.
- Decision making for regulatory and non-regulatory matters are kept separate.
- The relationship between elected members and management is effective.
- We provide a fair and active triennial election process for Council that is compliant with the Local Electoral Act 2001(LEA).
- We comply with the LEA, which also controls representation reviews.

- Resources are provided to the Office of the Mayor, including administrative support, expert advice and the delivery of civic functions and events.
- Obligations of the Mayor and councillors under the LGA are met.
- Elected members' remuneration, allowances and expenditure processes are in line with Remuneration Authority determinations.
- Local Government Official Information and Meetings Act (LGOIMA) requirements and processes to service Council and its committees are complied with.
- Official information and Privacy requests are responded to within legislative timeframes and conform to best practice and legislative requirements.

Why we do it

Governance

- Provide democratically accountable community representation and decision-making.
- Provide stewardship of Council's assets and implement the laws that enable physical and natural resources to be allocated.
- Work across Council to enable meaningful partnerships with Māori.

Democracy

Support elected members and staff to provide transparent local decision-making on behalf of the Tairāwhiti community.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day



Council meetings

11

Committee meetings

37

Workshops

22






Official information and privacy requests

158

Figures above are based on 2022/23 year.

Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>Vibrant city and townships</p>  <p>Connected and safe communities</p>  <p>We take sustainability seriously</p>  <p>We celebrate our heritage</p>  <p>A diverse economy</p>  <p>Delivering for and with Māori</p>	<p>Replacement of Te Rūma Kaunihera (Chambers) furniture</p> <p>2025 Local Elections</p>	<p>Te Rūma Kaunihera furniture, specifically the flip top tables, have not been upgraded since 2015 and are currently showing signs of wear and tear. This is a multi-use room used by the community and other agencies.</p> <p>Manage and deliver the 2025 Local Elections.</p>	<p>Business as usual</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p> <p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 <p>A driven and enabled community</p>	<p>Our meeting and reporting processes ensure our community is informed and enabled to participate in Council decision-making</p>	<p>Agendas are publicly available within legislated timeframes. Reports are easily read and understood, and the decision-making process is transparent.</p>		<p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 <p>Resilient communities</p>  <p>Connected and safe communities</p>	<p>Council and Committee reports take into account climate change and the changing needs of our communities</p>	<p>Decision making take into account climate change, elected members are better informed regarding the impacts of climate change and our organisation is more able to respond to its effects.</p>		
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>Connected and safe communities</p>  <p>Delivering for and with Māori</p>	<p>Council and Committee decisions are reflective of our Iwi and Hapū aspirations and include mātauranga Māori and a te ao Māori lens</p>	<p>Council and committee decisions incorporate te ao Māori, mātauranga Māori and te reo Māori.</p>		

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Democracy

Level of Service

Effective systems and processes support two-way communication between elected members and the community.

Performance measures	Results (2022/23)	Target
Percentage of the community who agree that decisions made by Council represent the best interests of the community as found in the annual survey.	30%	30%
Percentage of community members' who know how to contact a councillor as per the annual survey.	New measure	Increase over the previous year.

Governance

Level of Service

We manage the LGOIMA requirements for meetings, agendas and official information requests and complaints to the Ombudsman.

Performance measures	Results (2022/23)	Target
Agendas for meetings (other than extraordinary meetings) of Council and committees are publicly available at least two working days before advertised meetings.	100%	100%
Number of complaints upheld by the Ombudsman.	0	0

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Economic Breaches in legislative time frames under the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987 resulting in complaints to the Ombudsman.	Careful adherence to legislative timeframes.

Te Pūtaiao Science

What we do

This activity is made up of Environmental Science and Environmental Monitoring. The teams carry out regulatory and non-regulatory science-based research and services to ensure that Council’s statutory environmental obligations are met. They do this through monitoring a range of Te Tairāwhiti’s natural environments (e.g. land, water, air, coast) and doing research to understand, protect, maintain and improve the health and quality of our environments.

Why we do it

We aim to protect, enhance and maintain our district’s land, air, coastal and freshwater ecosystems and resources so that they provide for our social, cultural, and economic wellbeing.

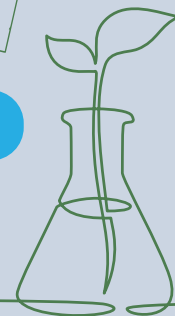
Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.



Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day








Hits received on environmental data pages: **226,684**

Yearly State of Environment (SOE) reports: **5**

Figures above are based on 2022/23 year.

Community outcome/s	Projects	Initiatives	Response	Partners involved
	Bore drilling and renewals	Complete bore drilling in the Poverty Bay flats area and renewals to existing bore monitoring sites.		Council Contractors Iwi and Hapū
	Groundwater Monitoring Devices	Install / update measuring devices into new / existing bores to monitor groundwater quality and levels.		Council Contractors

Community outcome/s	Projects	Initiatives	Response	Partners involved
	Telemetry and hydrological equipment	Update/replace telemetry and hydrology equipment.	Business as usual 	Council
	Air quality and noise monitoring equipment	Install monitoring equipment to measure air quality and noise.	Future ready 	
	State of Environmental (SOE) reporting	Continue State of Environment (SOE) monitoring programme and prepare and complete the 5-yearly SOE report (2025/26)	Business as usual 	
 <p>We take sustainability seriously</p>	Tairāwhiti Resource Management Plan (TRMP) evidence base	Provide scientific research and evidence to support planning for and management of freshwater coastal-marine area, land and soils, and indigenous biodiversity.	Future ready 	Council Contractors
	Improve groundwater knowledge base and monitoring.	Review state of existing groundwater monitoring infrastructure and monitoring frequency of groundwater bores and review existing trends or gaps in data.		Council
	Deliver the annual projects described in the Science Programme / Plan	A series of research projects to improve our knowledge and understanding of water, soil, freshwater and coastal environments.	Business as usual 	Council Contractors

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Environmental data

Level of Service

We will collect and manage environmental data to support good resource management decisions and enable a clear understanding of the state of our environment.

Performance measures	Results (2022/23)	Target
The number of hits received on environmental data pages on the Council and Tairāwhiti section of Land, Air, Water Aotearoa (LAWA) websites.	226,684	30,000

Environmental Monitoring and Science

Level of Service

We will collect, analyse, and report environmental information under the requirements of the RMA (1991).

Performance measures	Results (2022/23)	Target
Undertake and report weekly monitoring of freshwater and coastal bathing water sites throughout the bathing water season.	94%	95%
For highly productive land, undertake soil surveys for the five land use types in Te Tairāwhiti. To ensure the scientific evidence is robust, thirty surveys per land use type will be required .	150	150
The percentage of freshwater attributes monitored as required by the National Policy Statement for Freshwater Management (2020) in locations determined by Council and the community.	73%	90%
The percentage of attributes monitored as required by the New Zealand Coastal Policy Statement (2010).	17%	15%

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Social / Cultural Disasters / Cyclones: destroy / disrupt monitoring sites and / or equipment and access to sites and equipment	Back-up power supplies and webcams
Access issues with existing equipment / monitoring sites on private property	Ongoing relationship management and good communications

Recovery

Our core initiatives are to restore damaged telemetry systems, rebuild river flow ratings due to substantial shifts in river channel configurations, fortify critical flood warning sites to improve resilience, evaluate and potentially upgrading the flood modelling process, introducing a new webcam overlooking the city at Waimata River's Goodwins Road location, and setting up rain and river monitoring systems in Tokomaru Bay.

Both the State of the Environment and recreational waters' water quality monitoring programmes experienced disruptions stemming from a combination of factors. These included road closures, unsafe field conditions, and the redirection of Council staff to recovery efforts.



Kaupapa Rautaki me te Whakamahere Strategic Policy and Planning

What we do

This activity develops and reviews strategies, policies, plans and bylaws. These documents provide:

- Strategic direction across the organisation to ensure its activities are working together to achieve the aspirations of our communities.
- The policy framework for managing the use, development, and protection of our natural and physical resources, now and into the future.
- A strategic approach to investment in infrastructure, facilities, and services.

This activity is responsible for:

- Ensuring that Council's strategies, policies, and bylaws are consistent with statutory obligations and underpinned by a robust evidence base and community, iwi / hapū and stakeholder engagement.
- Providing guidance and advice to the wider organisation on the implementation of strategies, policies, plans and bylaws.

A major focus for this 3YP is the review of the Tairāwhiti Resource Management Plan (TRMP). The TRMP review (including our freshwater planning obligations) is a large programme of work that will take place over much of the next decade and will require significant investment of resources and time from Council, iwi, key stakeholders, and the community.

We ensure the organisation anticipates and adapts to major shifts in government legislation. Changes to resource management law and new legislative requirements for the provision of water infrastructure will affect many activities across Council.

Strategic Planning has a role in assessing the implications of these changes and helping other teams adapt to them.

Why we do it

Overall, everything we do links back to the purpose of local government, which is to:

- Enable democratic local decision-making and action by, and on behalf of, communities.
- Promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Our work ensures that Council's decision-making, priorities, and investments are transparent, evidence based and consistent with our vision, community outcomes, strategic priorities, the Local Government Act (LGA) and other relevant legislation.

Council's strategic documents link Council's goals with its operations – they are the direction and guidance that make action possible and achieve the long-term aspirations of our communities.

Our activity needs to respond to and anticipate significant legislation changes in the next 10 years due to reform programmes in a number of key policy areas for Council, such as resource management, three waters, and climate change.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Strategies support the organisation with leadership in strategic thinking on critical issues and opportunities for our region.















Policies and plans consider & strategically contribute to wider planning and decision-making for activities such as resource management, investment in infrastructure, climate change response & transport.

Bylaws when required, to help Council manage activities that may create problems for the community.



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	<p>Tairāwhiti Resource Management Plans (TRMPs) (including Freshwater Management Plans)</p> <p>Climate change response</p>	<p>Finalising work under Phase 1 of the review work programme - notifying plan changes for freshwater, regional policy statement, forestry, and urban development. Starting work on Phase 2 plan review.</p> <p>Progressing evidence base, organisational Emissions Reduction Plan (ERP) actions and adaptation planning processes.</p>	<p>Business as usual</p>  <p>Future ready</p>  <p>Recovery</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  Delivering for and with Māori	<p>Development Contributions review</p>	<p>In depth review of the policy and growth projects needed - aligned with development of our 2027-2037 Long Term Plan.</p>	<p>Future ready</p> 	<p>Council</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>
 Resilient communities  Connected and safe communities  We take sustainability seriously  Delivering for and with Māori	<p>Future of Severely Affected Land (FOSAL)</p>	<p>Completion of the FOSAL programme while providing support to affected communities. Categorisation, buy-out negotiations, demolition and providing support to property owners that need to take action to reduce the risks associated with flooding and land instability.</p>	<p>Future ready</p>  <p>Recovery</p> 	<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Iwi and Hapū</p>

How we measure our performance

Statutory requirements

Level of Service

Council has a clear, rigorous, and current suite of strategies, plans and policies across the range of Council activities including resource management, infrastructure, and social and economic development.

Performance measures	Results (2022/23)	Target
All plans under development and review meet national directions and statutory timeframes for notification (where applicable).	Achieved	Achieved

Reporting quality

Level of Service

Our decision-makers are provided with credible and robust advice on which to make decisions.

Performance measures	Results (2022/23)	Target
Percentage of Strategic Planning sample reports meet a threshold of good to high quality (e.g. marked between 7-10 out of 10) when independently assessed annually.	90%	80%

What negative effects or risks can occur in relation to this activity?

Significant negative effects

Mitigation

There are no significant negative effects from this activity

Recovery

In response to Cyclone Gabrielle, Council refocused its policy advice work to aid in recovery efforts.

Work on the organisational emissions reduction plan was paused as staff were reassigned to recovery and adaptation projects.

Policy advice and support has been provided to:

- The Future of Severely Affected Land (FOSAL) project, which required implementing a new government framework at a local level with limited guidance. This included the:
 - coordination of the FOSAL property assessments and categorisation process
 - development of the Category 3 Voluntary Buyout Policy and the Elevating Tairāwhiti Policy; both of which were adopted by Council
- Drafting submissions and feedback on legislative changes required to support recovery in Tairāwhiti. More specifically the application submission to the Fast Track Approval Bill - a Bill aimed at enabling a fast-track decision making process for infrastructure and development projects that are considered to have significant regional and national benefits.



Ngā Ratonga Tautoko Support Services

What we do

Finance and Performance

Areas of responsibility include financial services, revenue, internal audit, risk management, management accounting, and the development and implementation of Council's organisational performance management and reporting framework.

Health, Safety and Wellbeing

This team works to create and support a positive health, safety and wellbeing culture at Council ensuring good compliance under health and safety legislation and the management of Contractors

Information Services

This team is responsible for delivering comprehensive information technology services, continuous support, expert advice, and tailored business solutions to the Council. They develop, implement, and maintain data, information, knowledge, and business process initiatives to ensure efficient and effective governance, policy development, and service delivery.

Legal Services

The team provides legal advice and support across Council in order to achieve Council goals and community outcomes.

People and Capability

The People and Capability team provides essential support and guidance to the Chief Executive and Managers on various key human resources activities, including recruitment, retention, induction, policy and procedure development, best practices, change management, performance management, employment relations, and employee well-being.

Why we do it

Finance and Performance

Financial Services are required and mandated by statute including the Local Government Act (LGA) and LGA (Rating) Act 2002. Finance supports the effective and efficient running of day-to-day transactional accounting for Council operations, delivers monthly reporting of financial results, asset accounting, treasury management, rates and revenue, and debt collection and looks at how we can make financial business improvements across Council. Our Internal Audit and Risk Management team provides independent assurance that.

Council's risk management, governance, and internal control processes are operating effectively. The Performance team supports the organisation to plan effectively and contribute to organisational accountability, from implementing performance frameworks within the 3YP to reporting how we are tracking within Annual Reports.

Health, Safety and Wellbeing

This activity aims to provide a safe working environment for our staff, contractors and community while undertaking Council duties or while working on, or visiting, Council facilities and worksites. We help embed safe business-as-usual practices and simple constructive solution-based behaviours. Staff are empowered to actively manage their health, safety and wellbeing risks while ensuring compliance under health and safety legislation.

Information Services

Information Services, supports with technology and expertise, understand customers' needs and enable all of Council to manage information responsibly and effectively for current and future generations, as well as fulfil our legislative obligations to keep information.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Support the effective and efficient running of Council

Continuous review and improvement of Council's services

Help embed safe business-as-usual practices



Legal Services













The Legal Services team aims to ensure Council maintains a high standard of statutory compliance and that our interests are protected. The legal advice informs prudent decision making throughout the organisation at all levels.

People and Capability

People and Capability functions align to Council’s strategic priorities by ensuring recruitment, retention, and development of teams to make sure staff are equipped to connect with customers and deliver outcomes that make our people proud – Piritahi Tairāwhiti.

Plans for the next 3 years







The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.




Community outcome/s	Projects	Initiatives	Response	Partners involved
Finance and Performance				
 <p>A driven and enabled community</p>	Provide financial support across Council hubs and activities	Support the effective and efficient running of day-to-day transactional accounting for Council operations. Explore financial business improvements across Council.	 <p>Business as usual</p>	Council LG agencies Central Government
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>A diverse economy</p>	Statutory corporate planning and reporting documents	Management, preparation, design and delivery of statutory corporate planning and reporting documents legally required under the Local Government Act 2002 (LGA) e.g. the Three Year Plan, Long Term Plan, Annual Plan, Annual Report and Pre-election Report; the Environmental Scan, Significant Forecasting Assumptions and prioritisation criteria; and supporting community engagement and consultation processes.		Council LG agencies Central Government Businesses / Volunteers
 <p>Resilient communities</p>  <p>Connected and safe communities</p>	Carry out internal audit and risk management activities	Provide independent assurance that Council’s risk management, governance and internal control processes are operating effectively.		Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers
 <p>A driven and enabled community</p>  <p>Resilient communities</p>  <p>Connected and safe communities</p>  <p>Delivering for and with Māori</p>	Manage the local government funding support package of \$204m for recovery related works	Manage the funds received and optimise the best use of external funds, particularly as they relate to recovery.		 <p>Recovery</p> Iwi and Hapū

Community outcome/s	Projects	Initiatives	Response	Partners involved
Funding				
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	Source and apply for additional funding	Seek additional funding to support Council activities and projects from a variety of sources, including Philanthropic Trusts, Central Government, Gaming Trusts, Companies, Individuals / Groups.	Business as usual 	Council Contractors LG agencies Central Government Community organisations Businesses / Volunteers Iwi and Hapū
Procurement				
 A driven and enabled community  Resilient communities	Shared Service arrangement audits	Continue to audit Shared Services and Better Buying arrangements to identify opportunities and benefits for Council.	Business as usual 	Council LG agencies Central Government
Risk and Performance				
 Resilient communities  Connected and safe communities	Business continuity	Continuous review and improvement of Council's Business Continuity Planning and Crisis Management strategy.	Business as usual 	Council




























Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	Strategic risk management	<p>Identify, assess, treat, monitor and report on Council's strategic risks in accordance with Council's Risk Framework and Policy.</p> <p>Assess strategic risks against Council's appetite for risk and refresh Council's appetite each triennium. Develop Council's risk management maturity.</p>	<p>Business as usual</p> 	Council
				<p>Council</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Community organisations</p> <p>Businesses / Volunteers</p> <p>Iwi and Hapū</p>

Health and safety				
 A driven and enabled community  Resilient communities  Connected and safe communities  We take sustainability seriously	Health, safety, and wellbeing - recovery support	Ensure contractor engagement and management processes remain effective and verification and assurance processes are robust.	<p>Recovery</p>  <p>Business as usual</p> 	<p>Council.</p> <p>Contractors</p> <p>LG agencies</p> <p>Central Government</p> <p>Iwi and Hapū</p>

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Connected and safe communities	Staff wellbeing	Support Council workers health and wellbeing with the introduction of initiatives and formulation of a wellbeing group.	Future ready 	Council
	Culture	Develop a health and safety culture and accountability across Council teams, while ensuring compliance under health and safety legislation.	Business as usual 	

Information Management

 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	Existing core hardware renewal	Continually supply new staff with Information and Communication Technology (ICT) hardware and replace Council's ICT hardware as components reach end of life.		Council LG agencies Central Government
	Software renewals and upgrades	Where software is partly or wholly a Council asset, this project ensures that software is renewed or upgraded to ensure it is fit-for-purpose.		
	New IS supported software	Where software is partly or wholly a Council asset, this project ensures that new software is implemented.	Business as usual 	
	Digitisation of records	Continue to create high quality digital versions of paper records.		
	Enterprise Solutions	Continue to implement the upgrade of Council's core software.		Council Contractors
	Tairāwhiti Resource Management Plan (TRMP) review	Provide Information and Communication Technology (ICT) and Geographic Information System (GIS) support to the TRMP review efforts.		
	Power resilience (Starlink / generators)	Support the selection and installation of internet and Information and Communication Technology (ICT) power sources.	Future ready 	Council Contractors LG agencies
	Recovery	Provide Information and Communication Technology (ICT) and Geographic Information System (GIS) support to the Recovery team.	Recovery 	Council Contractors

Community outcome/s	Projects	Initiatives	Response	Partners involved
 A driven and enabled community  Resilient communities  Vibrant city and townships  Connected and safe communities  We take sustainability seriously  We celebrate our heritage  A diverse economy  Delivering for and with Māori	Regional aerial imagery and Light Detection and Ranging (LIDAR) capture	Every other year effort to receive, analyse and make available the latest aerial imagery of the district. LIDAR capture is complete.	 Business as usual	Council LG agencies Central Government
	District-wide property revaluation	Every three years support from Council's Land Information team to update Council's system valuation data.		Council Contractors LG agencies Central Government
	Waingake Transformation / Restoration Programme	Provide Information and Communication Technology (ICT) and Geographic Information System (GIS) support to the Waingake team.		Council Contractors
Business Intelligence				
 A driven and enabled community  Connected and safe communities  We take sustainability seriously	Business analytics	Develop and enhance information solutions applied to Council's data to support operational and strategic decision making.	 Future ready	Council
Legal Services				
 A driven and enabled community	Legal request system	Develop and implement a new legal request system to increase efficiency and enable legal support to be managed with greater alignment to the organisation's strategic values.	 Business as usual	Council
	Legislative compliance framework.	Develop and implement a legislative compliance framework to provide assurance as to the organisation's legislative compliance.		
People and Capability				
 A driven and enabled community	Recruitment and retention.	Develop and implement a comprehensive recruitment and retention strategy and policy.	 Business as usual	Council
	Induction.	Conduct a thorough review of the current induction process (on-going).		

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Social / Economic / Environmental An external financial shock or natural disaster.	Council's Financial Strategy and Civil Defence Emergency Management preparedness and Council Business Continuity Plans.

Recovery

In response to Cyclone Gabrielle, Council refocused its support services to aid in recovery efforts.

People and Capability scaled up wellbeing support for staff during and after the significant weather disruptions. Recruitment and onboarding processes were streamlined to accommodate new roles needed for recovery initiatives.

Information Services established alternative digital communication channels, such as Starlink, when internet and mobile data services were disrupted by Cyclone Gabrielle.

Financial frameworks, such as the Disaster Relief Trust and Mayoral Relief Fund, were activated to provide immediate financial support to those directly impacted by the severe weather events experienced over the year.



Ngā Mahinga Arumoni Commercial operations

Purpose

Council's main investment vehicle is its Council Controlled Trading Organisation (CCTO), Gisborne Holdings Limited (GHL). GHL is 100% owned by Council. GHL manages Council's commercial operations and distributions flow directly to Council to help provide for capital works and minimise demands on ratepayers.

What we do

Council's commercial operations are made up of commercial and semi-commercial investments. Some are run on a commercial basis for the benefit of Council's operations, while others supplement Council's income.

Council's semi-commercial operations include:

- Community housing – 120 rental units within the Gisborne City and Te Karaka for tenants who are 55 years and over.
- Gisborne Airport.
- Small holdings of property.

Council also maintains a number of investments, the largest being GHL, made up of a number of business units, including:

- Property Holdings, which manages a large and diverse portfolio of property including commercial, tenant occupied rentals, and farmland. It also takes project management responsibility for GHL developments.
- Waikanae Beach TOP 10 Holiday Park, which is the region's largest accommodation provider, covering the spectrum from tent sites to 4½ star Qualmark apartments.
- Tauwharepārae Farms Ltd, which runs the Puketawa, Tamatea, and Tauwharepārae stations as a single unit, covering 11,500 hectares of land inland from Tolaga Bay.

Why we do it

The primary focus of commercial operations is to operate profitably and to provide a non rates income stream to Council.

Council's investment strategy with GHL, as the main investment vehicle, has both shareholder-focused goals aimed at increasing the return from commercial operations assets, increasing the income stream to Council over the life of the 3YP and increasing the economic value to the community.

Council's other semi-commercial assets are not primarily focused on profit. Council provides quality and affordable housing for those aged 55 years and over who have difficulty in providing it for themselves, with rent not to exceed 90% of the market rate. The focus for the Council airport asset is to aid economic value for our area and maintain a strategic asset. Forestry assets are primarily for the protection of water supply and erosion-prone land.

Snapshot

These are our essential services and facilities that keep Tairāwhiti ticking along every day

Gisborne Airport

120 Pensioner units

11,500 hectares








Tauwharepārae Farms Ltd

Waikanae Beach TOP 10 Holiday Park



Plans for the next 3 years

The following pages outline in detail the project initiatives, together with our response and partners. We also summarise changes to levels of service and performance measures and how we plan to achieve our initiatives.

Community outcome/s	Projects	Initiatives	Response	Partners involved
 Resilient communities  A diverse economy	Review of Council's group investments	Review Council's group investments and alignment for a best-for-region approach.	 Business as usual	Council Community organisations Businesses / Volunteers
 Resilient communities  We take sustainability seriously	Climate change adaptation plans	Formulate climate change adaptation plans for Council's investment assets.	 Future ready	
 Resilient communities	Future transfer of assets between Council and Gisborne Holdings Ltd (GHL)	Consult, evaluate and decide on future transfer of assets between Council and GHL.		

For more information on the community outcomes, please refer to Tairāwhiti 2050 on our [website](#).

How we measure our performance

Level of Service

Council's main investment vehicle is its Council Controlled Trading Organisation (CCTO), Gisborne Holdings Limited (GHL). GHL is 100% owned by Council. GHL manages Council's commercial operations and distributions flow directly to Council to help provide for capital works and minimise demands on ratepayers.

Performance measures	Results (2022/23)	Target
Improve the investment return level in order to grow the return from 2% of Council revenue to 4%.	2.8%	2%-4%
Percentage of customers satisfied with the standard of accommodation and services as found in our annual inspection survey.	96.6%	95%
Rent as a percentage of market-rate (lower quartile) not to exceed 90%.	Achieved	Achieved

What negative effects or risks can occur in relation to this activity?

Significant negative effects	Mitigation
Loss of dividends from our CCTO may impact on how much rates we need to collect from ratepayers.	Review of the Council Group investments for optimal dividend returns. Facilitate transfer of assets between Council and CCTO.





Part 5
Volume 1

A tātau pūtea **Our finances**

In this section we provide a financial overview and explain how much everything is expected to cost.



Contents

Financial overview	148
Introduction	151
Prospective statements	152
Notes to the prospective statements	157
Three Year Plan Disclosure Statement.....	173
Significant assumptions	176
Rates Funding Impact Statement	190
Rates Funding Impact Statement Maps.....	209

Tirohanga whānui ahumoni

Financial overview

Financial strategy

The 2024-2027 3YP financial strategy sets the total rates revenue at a maximum increase of 11.4%, which is composed of two sub-thresholds:

- 7.9% for business as usual costs.
- Recovery rate of 3.5% - mostly charged as a fixed amount against every rateable property.

The financial strategy also has a quantified limit on external debt, where external debt is to be less than 175% of total revenue.

The strategy also provides key directions:

- Delivering critical activities and infrastructure which meets the community's needs during the 2024-2027 3YP period and beyond.
- Keeping rates as affordable as practicable while balancing the need to fund critical activities.
- Carefully managing expenditure and debt at prudent levels.
- Balancing user pays and public good funding.
- Increasing alternative revenue streams through investment, targeted distributions, growing our region and through partnerships.

Please refer to **Volume 2** for the full Financial Strategy

Balanced budget

We have a general requirement to manage financial matters prudently and in a manner that promotes the current and future interests of the community. Council must consider the balanced budget requirement under the Local Government Act where forecast operating revenues are sufficient to meet forecast operating expenses.

As part of the 3YP, Council will be proposing to budget for an accounting surplus each year. This surplus is the result of capital grants where the grants are recorded as revenue, however due to accounting standards the capital expenditure is not recognised as operating expenses. This is the result of capital grants and subsidies and not funding all the costs of depreciation. We do not fund all roading depreciation costs as they will be recovered from Waka Kotahi in the future.

While there is an overall bottom line surplus, some activities have been funded by reserves or loans. For the most part, the 3YP acknowledges and provisioned for operating costs to be funded from loans where we were facing steep increases in rates.

These included:

- Loan funding for the majority of the roading emergency works.
- Gradually funding additional depreciation costs arising from the Wastewater Treatment Plant and Kiwa Pools.
- Increasing budget provisions for the four waters, roading (business as usual), and resourcing for regulatory functions as a stepped increase over the three years.

- Budgets were aligned to contractual commitments.
- Raising a loan to smooth the impacts from the three years of not receiving a dividend from our Council Controlled Trading Organisation.
- Using reserves such as Water Supply Depreciation Reserve, to fund significant repairs and maintenance work and where the work was likely to protect the underlying assets.
- Applying a recovery rate as mostly a uniform charge, spreading the costs across the district.

Financial estimates for the 2024-2027 3YP

Forecast rates revenue for the 3YP are:

- Total increases in rates income are 11.4% in Year 1, 9.8% in Year 2, and 8.5% in Year 3.
- Rates increases are based on two separate sub-limits.
- The Business-as-Usual Rate is forecast to be 7.9% in Year 1, and 7.8% in Years 2 and 3.
- The Recovery Rate is forecast to be 3.5% in Year 1, 2% in Year 2, and 0.7% in Year 3.

Debt peaks at \$234m in 2027.

Total capital expenditure of \$438m, is made up of \$402m (90%) of infrastructure and FOSAL category 3 property buyouts and \$36m of other core projects.

Higher infrastructure renewals - especially in water supply and wastewater, mean that reserves are not being replenished at the rate they are being used during this period. At the start of the 3YP depreciation reserves were \$32.9m at the end of the three years, they are forecast to be \$19.4m. This follows the trend of what was expected in the 2021-2031 LTP where rating to reinstate reserves occurred in the later years of the plan.

Refer to Financial reporting and Prudence benchmarks within the "Our Finances Section" for full details.

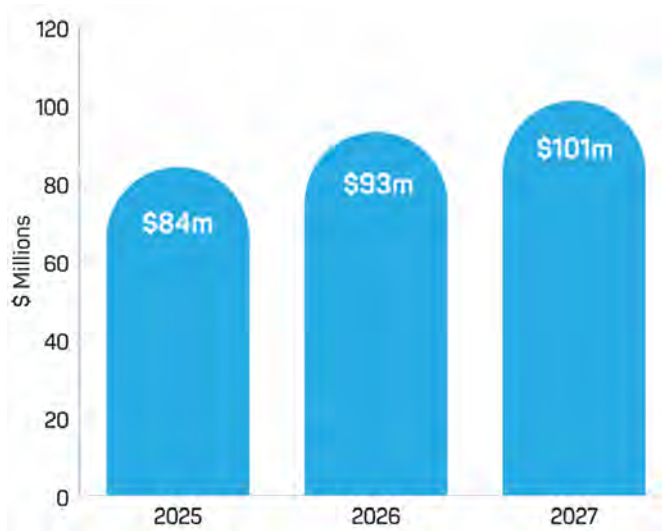
Net surplus

The 3YP forecasts a net surplus of \$82.4m in Year 1, \$88.1m in Year 2, and \$84.1m in Year 3. This is due to higher capital grants and subsidies including:

- Significant crown funding for FOSAL Category 3 residential property buyouts.
- Waka Kotahi funding for their costs towards our local roads and Crown funding for Category 2 flood protection initiatives.

Net surplus after taxation is the difference between income received and expenses incurred. We record capital grants and capital subsidies as income, even though they are not used to fund operational expenses, creating an accounting surplus. The surplus goes towards our capital projects and reduces Council's need to borrow funds.

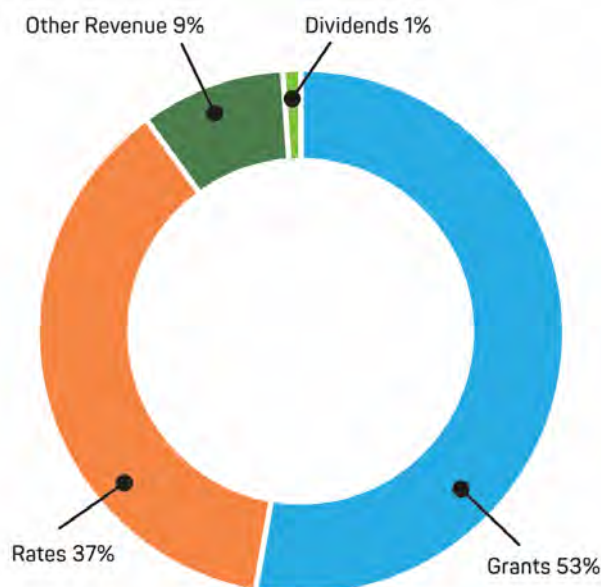
2024/25 rates increase



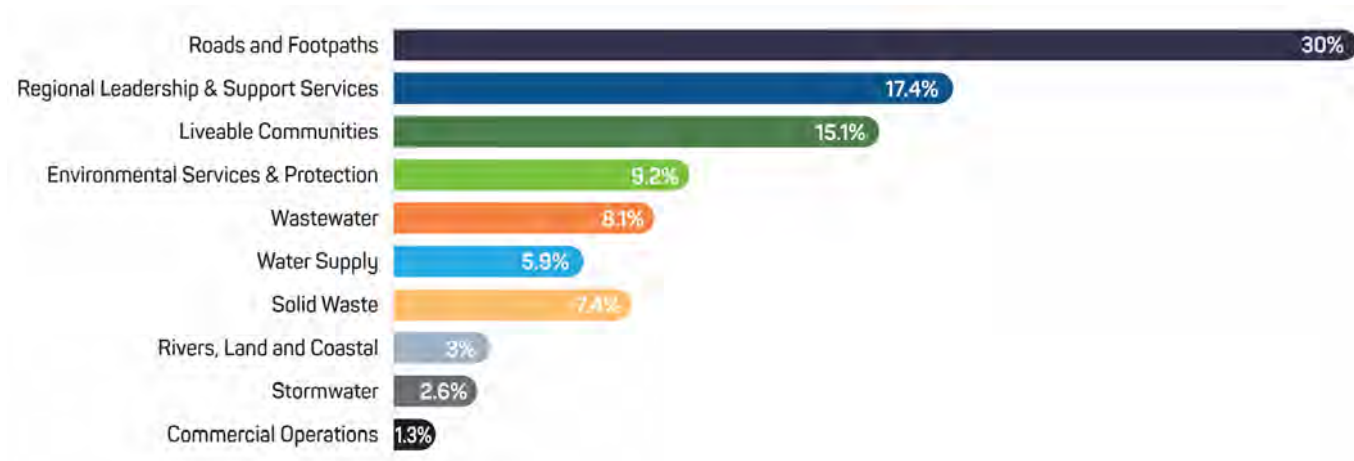
The overarching aim of our financial strategy is for Council to be financially sustainable. This means that Council's commitments are funded in a way that the community can afford while meeting Council's obligation to be good stewards of the assets of the district.

The 3YP forecasts that on average rates would be 37% of total revenue required. This is less than the LTP forecast of 60% rates revenue. The use of external funding has meant that most of the significant operational expenditure has been sourced from external sources, reducing the reliance of rates.

Council's income



Council's operational expenditure



Capital investment programme

The overall capital investment for the 2024-2027 3YP is \$438m. Primarily made up of infrastructure projects, and FOSAL Category 3 property buyouts. This is significantly higher than the forecast for Year 4 - Year 7 of the 2021-2031 LTP programme (\$115m) The majority of the new projects relate to recovery, including:

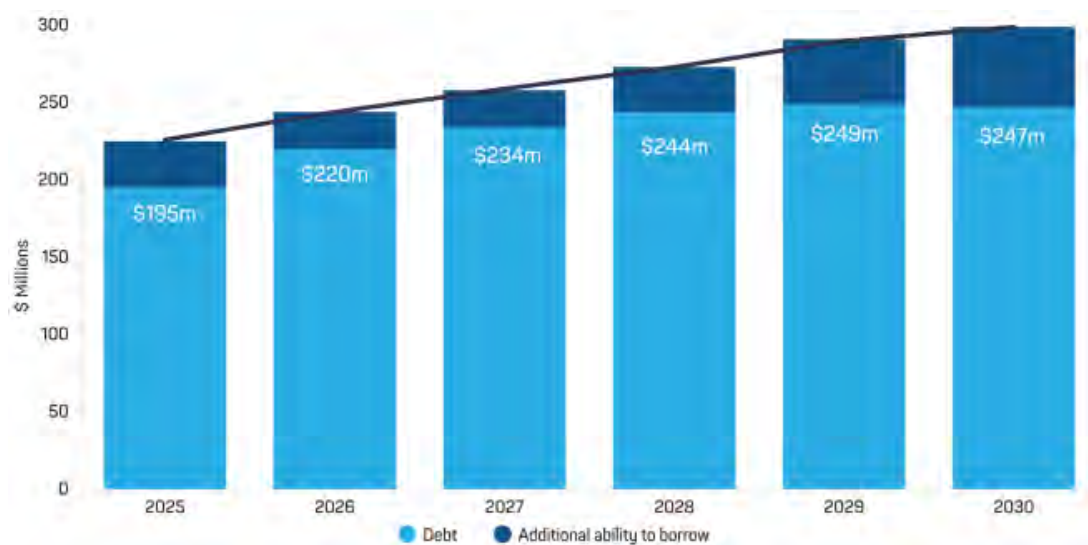
- Roothing - recovery/reinstatement works \$188m.
- Flood resilience and protection \$64m.
- FOSAL Category 3 - Property buyouts \$30m

The proposed Capital Programme for the 2024 - 2027 3YP is included under Note 14 in the "Our Finances Section".

Council's debts

Council's ability to raise loans is not dependent on the quantified debt limit that is set within the Financial Strategy. Council's ability to raise loans is based upon debt covenant thresholds around its revenue levels, where overall debt is to be less than 175% of revenue. The new debt threshold is based on our ability to borrow and the externally set lending limits.

During this 3YP peak debt is forecast to be \$234m in 2026/2027. This includes the Crown's \$30m concessionary loan of zero percent interest. The concessionary loan was a result of the overall FOSAL Category 3 residential property buyouts.



Significant forecasting assumptions

The estimates contain prospective financial information. Actual results are likely to vary from the information presented and the variations may be material. For more detail see the Introduction section of Our Finances.

Fees and charges

The Council fees and charges are used to fund the operation and maintenance of a variety of services provided to the community. Fees and charges have predominantly increased by the rate of inflation for 2024/25. Fees were increased in some activities to meet Council's Revenue and Financing policies or to recover increased costs.

Full details of the fees and charges can be found on our website: www.gdc.govt.nz

Timatatanga kōrero

Introduction

The 2024-2027 3YP sets out Council's priorities and identifies how Council intends to fund its operations and capital projects.

The forecasts have been prepared based on agreed levels of service for each activity. The levels of service are set out in detail in the 2024-2027 3YP.

The forecasts are presented in:

- Prospective Statement of Comprehensive Revenue and Expenses
- Prospective Statement of Financial Position
- Prospective Statement of Changes in Equity
- Prospective Statement of Cash flows
- Prospective Statement Concerning Balanced Budget.

Further detailed information is provided in the Notes to the Prospective Financial Statements which identifies revenue and expenditure for each group of activities (Note 2) and a full list of capital projects planned for 2024-2027 (Note 14).

The operational and capital costs within the 3YP include:

- **existing costs** - costs to continue to deliver the current level of service
- **recovery costs** - costs to repair the replace damaged infrastructure resulting from Cyclone Gabrielle
- **project costs** - costs such as depreciation and interest that arise from Council undertaking capital projects
- **inflation** - increases in revenue and costs due to price changes.

The nature of the prospective financial information - cautionary note

The prospective financial information contained in the 3YP is a forecast. It has been prepared on the basis of assumptions as to future events that the Council reasonably expects to occur, associated with the action it reasonably expects to take at the date the forecast was prepared. The forecast relates to events and actions which have not yet occurred and may not occur. The actual results achieved for the period covered are likely to vary from the financial information presented and the variations may be material. Uncontrollable events will significantly affect the forecast.

Please note

Revenue from the Grants, Subsidies and Contributions - Capital includes grants received where the associated expenditure will be capitalised. Expenditure relating to these projects will be recognised (primarily as depreciation) over the life of the capitalised assets.

Council has budgeted for a net surplus over the three years of this plan. This is mainly the result of the capital grants and subsidies. Further information is available in the Prospective Statement Concerning Balanced Budget later in this section.

The financial information contained within the 3YP may not be appropriate for purposes other than those described.

There may be rounding differences throughout the financial statements and notes included in this section. They do not impact the overall usefulness of the information presented.

Ngā tauāki haurapa

Prospective statements

Prospective statement of comprehensive revenue and expenses for the year ended 30 June

AP 2024		3YP 2025	3YP 2026	3YP 2027
\$000s	Notes	\$000s	\$000s	\$000s
REVENUE FROM NON-EXCHANGE TRANSACTIONS				
112,745	Grants and Subsidies - Operational	26,596	26,362	25,891
34,496	Grants, Donations, Subsidies and Contributions - Capital	99,266	105,023	93,677
2,196	Other Non Exchange Revenue	1,898	1,983	1,930
24,276	General Rates And Uniform Annual General Charge	30,120	35,346	39,481
51,081	Targeted Rates	54,141	57,573	61,721
REVENUE FROM EXCHANGE TRANSACTIONS				
1,658	Development and Financial Contributions	1,863	1,878	1,888
12,795	Other Revenue	14,611	14,992	15,276
3,771	Targeted Water Rates	3,651	3,742	3,843
1,800	Dividends	0	2,300	2,500
(230)	Other Gains/(Losses) - Profit on Sale of Assets	350	850	950
244,588	Total Revenue	232,496	250,051	247,157
EXPENSES				
33,428	Employee Benefit Expenses	35,889	36,596	37,614
164,692	Expenditure on Operating Activities	80,774	82,026	79,949
29,473	Depreciation and Amortisation	31,324	33,056	34,552
6,158	Financing Costs	6,784	8,051	8,864
(0)	Internal Transfers	0	(0)	(0)
233,751	Total Expenses	154,771	159,729	160,979
10,837	Net Surplus/(Deficit) before Taxation	77,725	90,322	86,178
400	Subvention Payment from GHL	350	350	350
11,237	Net Surplus/(Deficit) after Taxation	78,075	90,672	86,528
48,223	Gains/(Losses) on Property Revaluation	48,350	68,751	51,386
59,460	TOTAL COMPREHENSIVE REVENUE AND EXPENSES	126,425	159,423	137,914

Prospective statement of financial position as at 30 June

AP 2024	3YP 2025	3YP 2026	3YP 2027
\$000s	\$000s	\$000s	\$000s
CURRENT ASSETS			
7,798 Cash & Bank ¹	28,728	28,728	28,728
11,475 Non Exchange Trade and Other Receivables	24,671	24,779	24,908
20,471 Exchange Trade and Other Receivables	24,373	24,457	24,540
120 Inventories	45	45	45
0 Current Investments	81	81	81
37 Derivative Financial Instruments	770	770	770
80 Non Current Assets Held for Resale	80	80	80
39,981 Total Current Assets	78,748	78,940	79,152
CURRENT LIABILITIES			
535 Deposits Held	573	573	573
39,558 Trade and Other Payables	73,580	73,088	72,599
3,180 Employee Benefits and Suspense	3,556	3,530	3,503
5,000 Borrowings	15,000	15,000	15,000
85 Provisions for Other Liabilities	468	468	468
48,359 Total Current Liabilities	93,177	92,659	92,143
(8,378) Total Net Working Capital	(14,429)	(13,719)	(12,991)
NON CURRENT ASSETS			
861 Derivative Financial Instruments	958	958	958
3,030,144 Property Plant and Equipment	2,896,238	3,082,951	3,231,985
7,447 Intangible Assets	6,462	6,462	6,462
1,540 Biological Assets	1,263	1,263	1,263
34,387 Investments	35,294	35,294	35,294
3,074,379 Total Non Current Assets	2,940,216	3,126,928	3,275,962
NON CURRENT LIABILITIES			
143,444 Borrowings ²	178,259	206,203	217,999
122 Employee Benefit Liabilities	111	111	111
2,249 Provisions for Other Liabilities	2,117	2,173	2,226
2,570 Emission Trading Scheme Liabilities ³	795	795	795
148,386 Total Non Current Liabilities	181,283	209,282	221,131
2,917,615 Total Net Funds Employed	2,744,503	2,903,926	3,041,840
EQUITY			
586,304 Accumulated Surplus	641,180	735,643	822,005
33,554 Special Funds	35,401	31,610	31,776
2,297,758 Revaluation Reserves	2,067,922	2,136,674	2,188,059
2,917,615 Total Equity	2,744,503	2,903,926	3,041,840

¹ Cash at bank represents the carrying value of short-term deposits with original maturity dates of three months or less approximate their fair value.

² Borrowings have increased due to recovery works for roading reinstatement, flood resilience and protection and FOSAL category 3 residential property buyouts.

³ The Council owns pre 1990 forest land that was compulsorily entered into the ETS. Compensation credits were received for this and the Council is required to ensure this land is replanted following harvest. The obligation to replant this land has not been quantified.

Prospective statement of changes in equity as at 30 June

AP 2024		3YP 2025	3YP 2026	3YP 2027
\$000s		\$000s	\$000s	\$000s
EQUITY OPENING BALANCES				
564,731	Accumulated Funds and Retained Earnings	555,234	641,180	735,643
43,890	Special Funds and Reserves	43,273	35,401	31,610
2,249,535	Revaluation Reserves	2,019,572	2,067,922	2,136,674
2,858,155	Total Equity Opening Balance	2,618,078	2,744,503	2,903,926
CHANGES IN EQUITY				
Accumulated Surplus (Retained Earnings)/ Revaluation Reserves				
59,460	Total Comprehensive Income for the Year	126,425	159,423	137,914
10,336	Transfer to/(from) Special Funds and Reserves	7,871	3,792	(166)
Special Funds and Reserves				
(10,336)	Transfer to/(from) Retained Earnings	(7,871)	(3,792)	166
59,460	Total Changes in Equity	126,425	159,423	137,914
EQUITY CLOSING BALANCES				
586,304	Accumulated Funds and Retained Earnings	641,180	735,643	822,005
33,554	Special Funds and Reserves	35,401	31,610	31,776
2,297,758	Revaluation Reserves	2,067,922	2,136,674	2,188,059
2,917,615	Total Equity Closing Balance	2,744,503	2,903,926	3,041,840
Attributable to :				
2,917,615	Gisborne District Council	2,744,503	2,903,926	3,041,840

Prospective statement of cash flow for the year ended 30 June

AP 2024 \$000s	Notes	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Cash Flow from Operating Activities				
Cash provided from:				
68,531 Rates Receipts		81,787	90,379	98,583
57,681 Government Grants and Subsidies		126,138	131,669	119,860
20,410 Receipts from Activities		23,893	24,660	25,052
0 Interest Received		0	0	.
1,600 Dividends Received		0	2,300	2,500
600 Subvention		350	350	350
148,822		232,168	249,358	246,344
Cash provided to:				
91,322 Payments to Suppliers and Employees		116,543	118,067	117,008
992 Grants		982	1,002	1,002
4,495 Interest Paid		6,801	8,068	8,880
96,809		124,325	127,136	126,890
52,013 Net Cash Inflow/(Outflow) Operating Activities		107,843	122,222	119,455
Cash Flow from Investing Activities				
Cash provided from:				
50 Sale of Property Plant and Equipment		350	850	950
287 Forestry stumpage adjustment		281	0	0
337		631	850	950
Cash provided to:				
99,198 Purchase of Property Plant and Equipment		147,412	151,017	132,200
0 Purchase (w/down or sale) of Investments		0	0	0
99,198		147,412	151,017	132,200
(98,861) Net Cash Inflow/(Outflow) Investing Activities		(146,781)	(150,167)	(131,250)
Cash Flow from Financing Activities				
Cash provided from:				
46,848 Increase/(Decrease) in Borrowings		38,937	27,944	11,795
46,848		38,937	27,944	11,795
46,848 Net Cash Inflow/(Outflow) Financing Activities		38,937	27,944	11,795
0 Net Increase/(Decrease) in Cash		0	0	0
19,575 Cash at beginning of the year		28,728	28,728	28,728
19,575 Cash and Cash Equivalents at Year End		28,728	28,728	28,728

Explanation of terms used in the prospective statement of cash flows

Cash and Cash Equivalents is considered to be cash on hand and current accounts in banks, net of bank overdrafts.

Investing Activities are those activities relating to the acquisition, holding and disposal of fixed assets and investments. Investments can include securities not falling within the definition of cash.

Financing Activities are those activities which result in changes in the size and composition of the capital structure of the Group. This includes both equity and debt not falling within the definition of cash.

Operating Activities include all transactions and other events that are not investing or financing activities.

The GST (net) component of operating activities reflects the net GST paid and received with the Inland Revenue Department. The GST component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes. The GST rate assumed in these estimates is 15%.

Prospective statement concerning balanced budget for the year ended 30 June

AP 2024		3YP 2025	3YP 2026	3YP 2027
\$000s		\$000s	\$000s	\$000s
244,588	Operating Revenue	232,496	250,051	247,157
233,751	Operating Expenditure	154,771	159,729	160,979
400	Subvention Payment	350	350	350
11,237	Net Operating Surplus/(Deficit) After Taxation	78,075	90,672	86,528
	LESS			
1,875	Capital Rates Income	3,571	5,046	6,852
34,496	Capital Grants and Subsidies	99,266	105,023	93,677
1,658	Other Capital Grants, Donations and Contributions	1,863	1,878	1,888
(12,784)	Operations Funded by Reserve Funds	(12,234)	(7,257)	(2,239)
	PLUS			
13,547	Depreciation not Funded	14,390	14,002	13,655
461	Increase/(Decrease) in Deficit	1	16	(5)
0	Balanced Budget - operating income agrees to operating expenditure	0	0	0

Balancing the budget

Council sets operating income at a level to meet each year's operating expenditure. This is to ensure that those ratepayers who are receiving the benefit today should be paying towards the service that they receive, rather than transferring costs to future generations.

Council is forecasting an accounting surplus for each of the three years in 2024-2027. Most of the draft estimates surplus relate to capital grants and subsidies. When we account for the capital grant as revenue, it creates a surplus as there are no corresponding capital expenditure recorded within the Prospective Statement of Comprehensive Revenue and Expenses. The surplus goes towards the capital investment programme, thereby reducing Council's need to borrow or increase debt.

Council intends to:

- Not fund a portion of depreciation on specific assets or components of assets funded through capital rates or subsidies. (i.e. Wastewater Treatment Plant, Kiwa Pools and the Waka Kotahi share of the local roads).
- Run activity deficits/surpluses in specific activities, including:
 - Wharekiri Reserve (costs transferred to Crown account).
 - Staff and Community Housing (stays within the activity).
 - Airport (stays within the activity).
- Use loan funding for some operational costs, (such as Tairāwhiti Resource Management Plan, the Freshwater Plan, the Enterprise Solutions project).
- Use some Reserves to fund some operation costs (such as Depreciation reserve for significant repairs and maintenance costs for water supply or when funds have been transferred to a reserve for a particular purpose).

- Replenish depreciation reserves by capital rating for some principal repayments (i.e. wastewater, roading and flood control).
- Phase unfunded depreciation of wastewater, water supply, stormwater and the pool - over time, aligning to the underlying 2021-2031 LTP and 2023-2024 Annual Plan. But noting that the funded portion of depreciation will be not less than the LTP, nor less than meeting principal repayments.

When preparing and reviewing the budget, Council has regard to the following specific matters in relation to all activities of Council, as per the Local Government Act (LGA) section 100:

- Maintaining levels of services.
- Maintaining the service capacity and integrity of the assets.
- Intergenerational equity.
- Compliance with Council's funding and financial policies under LGA section 102.

Kupu tāpiri ki ngā tauāki haurapa

Notes to the prospective statements

Note 1: Statement of accounting policies

Reporting entity

Gisborne District Council ("Council") is a Unitary Authority governed by the Local Government Act (LGA) 2002.

The Gisborne District Council Group (the "Group") consists of Gisborne District Council and its subsidiary, Gisborne Holdings Ltd (100% owned). Gisborne Holdings Ltd is incorporated in New Zealand, and pursuant to the Local Government Act 2002 is a Council Controlled Trading Organisation.

Council has not presented economic entity prospective financial statements because the Council believes that the controlling entities prospective statements are more relevant to users. The main purpose of prospective financial statements in the Three Year Plan is to provide users with information about the core services that Council intends to provide ratepayers, the expected cost of those services and, as a consequence, how much Council requires by way of rates to fund the intended levels of services. The level of rates funding required is not affected by controlled entities, except to the extent that the Council obtains distributions from, or further invests in, those controlled entities. Such effects are included in the prospective financial statements presented.

The Council is a Public Benefit Entity (PBE) for the purposes of Financial Reporting. The Financial Bill, enacted in December 2013, defines a PBE as "entities whose primary objective is to provide goods or services for community or social benefit, and where equity has been provided with a view to supporting that primary objective, rather than for a financial return to equity". Gisborne District Council is defined as a Tier 1 entity with expenditure in excess of \$30m.

Basis of preparation

The Council's prospective financial statements have been prepared in accordance with the requirements of the LGA 2002, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP). They comply with Public Benefit Entity (PBE) Standards and other applicable Financial Reporting Standards, as appropriate for public benefit entities. This includes compliance with PBE Financial Reporting Standard No. 42 (PBE FRS-42) 'Prospective Financial Statements'.

The prospective financial statements have been prepared on a historical cost basis, modified by the revaluation of certain fixed assets, forestry assets, livestock assets and certain financial instruments to reflect fair value.

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

The nature of the prospective financial information - cautionary note

The prospective financial information contained in the Three Year Plan is a forecast. It has been prepared on the basis of assumptions as to future events that the Council reasonably expects to take at the date the forecast was prepared. The forecast relates to events and actions which have not yet occurred and may not occur. The actual results achieved for the period covered are likely to vary from the financial information presented and the variations may be material.

A number of assumptions need to be made about the economic and financial conditions which will apply over the life-time of the model. The major assumptions underpinning this Plan are set out in the Significant Assumptions section.

The financial information contained within the Three Year Plan may not be appropriate for purposes other than those described.

Specific accounting policies

The following specific Accounting Policies which materially affect the measurement of financial performance and the financial position have been applied.

Revenue recognition

Revenue has been split into Exchange and non Exchange as per the requirements of the Public Benefit Entity (PBE) accounting standards. Non Exchange revenue is categorised as receiving value without giving approximately equal value in exchange e.g. general rates, government grants.

Revenue is measured at the fair value of consideration received. The following specific recognition criteria must be met before revenue is recognised.

Rates revenue

Rates are set annually by a resolution from Council and relate to a financial year. All ratepayers are invoiced within the financial year to which the rates have been set. Rates revenue is recognised when invoices are raised.

Government grants and subsidies

Government grants are initially recognised as income at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with.

Council receives government contributions and subsidies which fund part of Council's costs in maintaining the local roading infrastructure, reinstatement of damaged infrastructure and removal of large woody debris and FOSAL category 3 residential property buyouts.

The subsidies are recognised as revenue upon entitlement as conditions pertaining to eligible expenditure have been fulfilled.

Other revenue

Revenue from the rendering of services is recognised, based on the actual service provided on an accrual basis.

Sales of goods are recognised when a product is sold to the customer. Sales are usually in cash or by electronic payment. The recorded revenue is the gross amount of the sale, excluding GST. Interest income is recognised using the effective interest method.

Dividends are recognised when the right to receive payment has been established.

Where a physical asset is acquired for nil or nominal consideration the fair value of the asset received is recognised as revenue. Assets vested in Council are recognised as revenue when control over the asset is obtained.

Borrowing costs

Borrowing costs (except borrowing costs incurred as a result of capital work) are recognised as an expense in the period in which they are incurred.

When the construction of assets are loan funded, all borrowing costs incurred as a result of the capital work are capitalised as part of the total cost of the asset up until the point where the asset enters service.

Grant expenditure

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

Discretionary grants are those grants where Council has no obligation to award on receipt of the grant application and are recognised as expenditure when a successful applicant has been notified of Council's decision.

Income tax

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

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

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses.

Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax basis used in the computation of taxable profit.

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

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial

recognition of an asset and liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting profit nor taxable profit.

Deferred tax is recognised on taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint ventures, except where Council can control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

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

Current tax and deferred tax is charged or credited to the Prospective Statement of Comprehensive Revenue and Expenses, except when it relates to items charged or credited directly to equity, in which case the tax is dealt within equity.

Leases

Operating leases

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

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

Finance leases

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

At the commencement of the lease term, the Council recognises finance leases as assets and liabilities in the Prospective Statement of Financial Position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The amount recognised as an asset is depreciated over its useful life.

Trade and other receivables

Trade and other receivables are recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for uncollectible amounts.

A provision for impairment of receivables (doubtful debts) is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method. Non-current receivables are recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar asset.

Inventories

Inventories are recognised at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The cost of inventories is based on the first-in first-out (FIFO) principle and includes expenditure in acquiring the inventories and bringing them to their existing location and condition.

Financial assets

Council classifies its financial assets in the following two categories:

- available-for-sale financial assets
- loans and receivables.

The classification depends on the purpose for which the assets are held. Management determines the classification of its investments at initial recognition and re-evaluates the designation at every reporting date.

Financial assets and liabilities are initially measured at fair value plus transaction costs unless they are carried at fair value through the Prospective Statement of Comprehensive Revenue and Expenses in which case the transaction costs are recognised in the Prospective Statement of Comprehensive Revenue and Expenses.

Purchases and sales of investments are recognised on trade-date, the date on which the Council commits to purchase or sell the asset.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price is the current bid price. The fair value of financial instruments not traded in an active market is determined using valuation techniques. Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as estimated discounted cash flows are used to determine fair value for the remaining financial instruments.

Derecognition of financial assets

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

Council presently has the following categories of financial assets:

a. Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Council's general and community loans are designated as loans and receivables. They are recognised initially at fair value, and subsequently carried at amortised cost less impairment losses.

Loans to community organisations made by Council at nil, or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the

current market rate of return for a similar asset/investment. They are subsequently measured at amortised cost using the effective interest method.

The difference between the face value and present value of the expected future cash flows of the loan is recognised in the Prospective Statement of Comprehensive Revenue and Expenses as a grant. Loans to other parties at market rates are measured at amortised cost using the effective interest method. Non-current loans are discounted at the current market rate of return for a similar asset.

b. Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.

The Council's investments in equity securities are classified as available for sale and are stated at fair value. Gains and losses are recognised directly in equity except for impairment losses, which are recognised in the Prospective Statement of Comprehensive Revenue and Expenses.

In the event of impairment any cumulative losses previously recognised in equity will be removed and recognised in the Prospective Statement of Comprehensive Revenue and Expenses even though the asset has not been derecognised.

Impairment of financial assets

At each balance sheet date Council assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the Prospective Statement of Comprehensive Revenue and Expenses.

Accounting for derivative financial instruments and hedging activities

Council uses derivative financial instruments such as interest rate swaps ("hedges") and forward rate agreements to manage its cash flow and interest rate risk. In accordance with its treasury policy, the Council does not hold or issue derivative financial instruments for trading purposes.

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

Council does not satisfy all the conditions for hedge accounting and therefore all gains or losses in fair value of instruments used to manage cash flow and interest rate risk are recognised through the Prospective Statement of Comprehensive Revenue and Expenses.

Financial liabilities - borrowings

Borrowings are initially recognised at their fair value. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Non-current assets held for sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction, not through continuing use. Assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of assets held for sale are recognised in the Prospective Statement of Comprehensive Revenue and Expenses.

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

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Property, plant and equipment

Property, plant and equipment consists of:

Operational assets

These include land, buildings, improvements, library books, wharves, floating plant, plant equipment, and motor vehicles.

Infrastructural assets

Infrastructural assets are the fixed utility systems owned by Council and comprise the sewer, water, storm water, roading, flood control and the waste disposal infrastructures.

Each asset type includes all items that are required for the network to function, for example, sewer reticulation piping and sewer pump stations.

Biological assets

Forestry Assets

Forestry assets consist of the Council's forestry holdings. Forestry assets are valued on the basis of fair value less estimated point of sale costs. Fair value is determined based on the present value of expected net cash flows discounted at a current market determined pre-tax rate. Forestry assets are revalued annually. Valuation movements pass through surplus/(deficit). The costs to maintain the forestry assets are included in surplus/(deficit).

Council has transferred forestry rights in respect to relating to land to Juken New Zealand Limited. The transfer relates to one harvest cycle. Under the agreement Council has contributed land and is entitled to a percentage of stumpage. All costs of development are borne by Juken New Zealand Limited. The value of the land (excluding the trees) and Council's right to a share of the stumpage is reflected in the Statement of Financial Position.

Council has committed to reverting 70% of the current net stocked area of exotic planting to native.

Intangible assets

Intangible assets predominately comprise computer software and carbon credits.

Software acquisition and development

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

Costs associated with maintaining computer software are recognised as an expense when incurred. Costs that are directly associated with the development of software for internal use or with the acquisition of software licences by Council, are recognised as an intangible asset.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight line basis over its useful life.

Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation is charged to the Prospective Statement of Comprehensive Revenue and Expenses on a straight line basis over the useful life of the asset.

Typically, the estimated useful lives of these assets are as follows:

- computer software three to six years.

Emissions trading scheme

The Groups forestry holdings incorporates forestry assets held by Council.

Gisborne Holdings Limited (GHL) has voluntarily entered the New Zealand Emissions Trading Scheme (ETS) in respect of 1,224.2 hectares of forest land located in the Tauwhareparae area. This entitles GHL to receive emissions units (units) for carbon stored in the specified area from a 1 January 2008 baseline.

Council's forestry holdings separate from the subsidiaries holdings, consisting of small woodlots and a further area held by the Pamoia Forest Joint Venture. These forestry blocks were registered with ETS in November 2011. This entitles the Council to receive emission units (units) for carbon stored in the specified area from 1 January 2008 baseline.

Units received are recognised at fair value on the date they are received and subsequently measured at cost subject to impairment. While there are no specific conditions attached to units received, should carbon stored in the specified area fall below the amount compensated for, a portion of the units received must be returned.

Units received are recorded on the Prospective Statement of Financial Position as an intangible asset until it is clear that they will not be required to meet future emissions obligations. The value of units is then recognised in the Prospective Statement of Comprehensive Income.

Where there is an obligation to return units this liability is recognised on the Prospective Statement of Financial Position, measured with reference to the carrying value of units on hand. Where there is insufficient units on hand to meet the emissions obligation, this is measured by reference to the current market value for units held.

Property, plant and equipment valuation

Council has elected to use the Public Benefit Entities exemption to revalue property, plant and equipment on an asset class basis. The results of revaluing are credited or debited to an asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed in the Prospective Statement of Comprehensive Revenue and Expenses. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in the Prospective Statement of Comprehensive Revenue and Expenses will be recognised first in the Prospective Statement of Comprehensive Revenue and Expenses up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset.

Additions

Additions between valuations are recorded at cost, except for vested assets. Certain infrastructural assets and land have been vested in Council as part of the subdivision consent process. Vested assets are recognised as revenue when control over the asset is obtained. Vested assets are valued at fair value when received.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the Prospective Statement of Comprehensive Revenue and Expenses.

When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to retained earnings.

Subsequent costs

Costs incurred subsequent to the initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Council and the cost of the item can be reliably measured.

Operational assets valuations

All Operational assets are carried at cost less accumulated depreciation and impairment losses except for:

- operational land
- operational land is valued at fair value and is not depreciated
- operational buildings.

Operational buildings are revalued to optimised depreciated replacement cost and depreciated between valuations. These assets are independently revalued every 3 years, or more frequently when there are indications that the values may have changed substantially from carrying value.

Library books - general collection

All new and replacement books are capitalised in the year they are purchased and subsequently depreciated based on useful lives. The valuations are performed by the Head Librarian and are not subject to independent review because there are readily available market prices to determine fair value.

Library books permanent collection

The permanent collection is carried at deemed cost.

Infrastructure assets valuations

Infrastructural assets

Infrastructural assets are initially recorded at depreciated replacement cost. Infrastructure assets other than roading are independently valued every 3 years at depreciated replacement costs, unless conditions indicate that carrying value is materially different to fair value, in which case assets are revalued more frequently.

Roading assets

Roading assets are independently revalued annually.

Airport assets

Airport assets include land, buildings, runway aprons, roading and below ground infrastructure. Airport assets are independently valued every 3 years or more frequently when there are indicators that the fair values may have changed substantially from carrying value.

Depreciation

Depreciation is provided on a straight-line basis on all fixed assets other than land and land under roads.

The depreciation rates used will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Infrastructure assets

Roads	
Pavement Surface (seal)	5 - 20 years
Pavement Surface (unsealed) - Wearing Course	5 years
Pavement Layers (basecourse)	40 - 100 years
Formation	(not depreciated)
Culverts	70 years
Footpaths	20 - 75 years
Surface Water Channels	75 years
Signs	12 years
Street Lights	15 - 25 years
Bridges	25 - 80 years
Retaining Structures	80 years
Traffic Signals	15 years
Parking Meters	15 years
Railings	10 - 15 years
Safety Projects	10 - 13 years
Water reticulation	
Pipes	30 - 165 years
Valves, Hydrants	25 years
Pump Stations	15 - 100 years
Dams	400 years
Structures	16 - 200 years
Sewage reticulation	
Pipes	60 - 100 years
Pump Station	15 - 100 years
Manholes	100 years
Treatment Plant	15 - 50 years
Laterals	100 years
Stormwater systems	
Pipes	62 - 100 years
In-drain Structures	25 - 100 years
Flood Control Systems	25 - 100 years
Solid Waste	4 - 25 years
Operational assets	
Land	(not depreciated)
Buildings/Land Improvements	3 - 100 years
Plant/Machinery/Motor Vehicles	2 - 20 years
Office Equipment/Furniture	3 - 50 years
Other Equipment	3 - 25 years
Library Books	1 - 50 years
Wharves	50 years
Floating Plant	25 years
Leased Assets	3 - 8 years

Assets under construction

Assets under construction are valued at cost but they are not depreciated. The total cost of a project is transferred to freehold buildings, plant and equipment or infrastructural assets on its completion and then depreciated.

Impairment of non-financial assets

Assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

If the recoverable amount of a non-financial asset is less than its carrying amount, the item is written down to its recoverable amount. The write down of an item recorded at cost is recognised as an expense in the Prospective Statement of Comprehensive Income. When a re-valued item is written down to recoverable amount, the write down is recognised as a downward revaluation to the extent of the corresponding revaluation reserve and any balance recognised in the Prospective Statement of Comprehensive Revenue and Expenses.

The carrying amount of a non-financial asset that has previously been written down to a recoverable amount is increased to its current recoverable amount if there has been a change in the estimates used to determine the amount of the write down. The increased carrying amount of the item will not exceed the carrying amount that would have been determined if the write down to recoverable amount had not occurred.

Trade and other payables

Trade and other payables are non-interest bearing and are normally settled on 30-day terms. Therefore, the carrying value of trade and other payables used in the Prospective Statement of Financial Position approximates their fair value.

Financial liabilities: borrowings

Borrowings are initially recognised at their fair value. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Employee entitlements

The provision for annual leave employee entitlement and other employee benefits expected to be settled within 12 months of balance date has been calculated on an actual entitlement basis at current rates of pay while the other provisions have been calculated on future rates of pay, discounted using an appropriate discount rate.

Provision for accumulated sick leave is made only to the extent that it is expected to be used in future periods. The expected usage is assessed using historical average rates of use.

Long service leave and retirement leave

For retiring leave and long-service leave not expected to be taken within 12 months of balance date, the liability is equal to the present value of the estimated future cash outflows, calculated on an actuarial basis, as a result of employee services provided at balance date.

Superannuation schemes

Defined benefit scheme

Council belongs to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

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

Provisions

Provisions are recognised for future expenditure of uncertain amount or timing when the Council has a present obligation (legal or constructive) as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reasonable estimate can be made of the amount of the obligation.

If the time value of money is material, provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Where the Group expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Prospective Statement of Comprehensive Revenue and Expenses net of any reimbursement.

Public equity

This represents the ratepayer's net ownership of Council. It is made up of the following components:

- Accumulated funds and retained earnings
- Special funds and reserves
- Asset revaluation reserves.

Accumulated funds

Comprise accumulated surpluses over the years.

Special funds and reserves

Reserves are a component of public equity and represent a particular use to which parts of equity have been assigned. Reserves may be legally restricted or created by Council.

Special funds are recorded at cost plus accumulated interest. These funds are restricted in nature and can only be used for the special purpose for which they were set up.

Also included are reserves restricted by Council decision. These funds are subject to specific conditions accepted as binding by Council which may not be revised by Council without reference to a third party or the Courts.

Asset revaluation reserve

Comprise accumulated revaluation increments or decrements.

Detail on the movement of reserves held by Council (with exception of revaluation reserve) can be found in Note 12.

Prospective statement of cash flows

Cash flows from operating activities are presented using the direct method.

Definitions of terms used in the Prospective Statement of Cash Flows:

- **operating activities** - These activities include all transactions and events that are not investing or financing activities
- **investing activities** - These comprise those activities relating to the acquisition, holding and disposal of fixed assets and investments. Investments can include securities not falling within the definition of cash
- **financing activities** - These are activities which result in changes in the size and composition of the capital structure of Council; inclusive of both equity and debt not falling within the definition of cash.

Changes to accounting policies

There has been no changes in accounting policies during the 3YP. All accounting policies have been applied on a consistent basis throughout the years presented.

Critical accounting estimates and assumptions

In preparing these prospective financial statements Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Landfill post closure costs

Paōkahu

As former operator of the Paōkahu landfill site, Council has an obligation to ensure the ongoing maintenance and monitoring services at this landfill site after closure.

A landfill after care provision has been recognised as a liability in the Prospective Statement of Financial Position. Provision is made for the present value of post closure costs expected to be incurred in restoring the area to its former status. The calculated cost is based on estimates of future site maintenance, supervision and monitoring costs. The estimated length of time needed for post closure care for the Paōkahu site is 35 years from 31 December 2002.

The calculations assume no change in the legislative requirements or technological changes for closure and post closure treatment.

Waiapū

As operator of the Waiapū landfill site, Council has an obligation to ensure the ongoing maintenance and monitoring services at this landfill site after closure.

A landfill after care provision has been recognised as a liability in the Prospective Statement of Financial Position.

Provision is made for the present value of post closure costs expected to be incurred in restoring the area to its former status. The calculated cost is based on estimates of future site maintenance, supervision and monitoring costs. The estimated length of time needed for post closure care for the Waiapū site is 35 years from 30 June 2025.

Infrastructural assets

There are a number of assumptions and estimates used when performing the depreciated replacement cost valuations in respect of infrastructural assets. These include:

- The physical deterioration and condition of asset, for example, Council could be carrying an asset at an amount that does not reflect its actual condition. This is particularly so for those assets which are not visible, for example storm water, wastewater and water supply pipes that are underground. This risk is minimised by Council performing a combination of physical inspections and condition-modelling assessments of underground assets.
- Estimating any obsolescence or surplus capacity of an asset.
- Estimates are made when determining the remaining useful lives over which the asset will be depreciated. These estimates can be impacted by the local conditions, for example, weather patterns and traffic growth.
- If useful lives do not reflect the actual consumption of the benefits of the asset, then Council could be over or under-estimating the annual depreciation charge recognised as an expense in the Prospective Statement of Comprehensive Revenue and Expenses. To minimise this risk, Council's infrastructural asset's useful lives have been determined with reference to the NZ Infrastructural Asset Valuation and Depreciation Guidelines published by the

National Asset Management Steering Group, and have been adjusted for local conditions based on past experience.

- Asset inspections, deterioration and condition modelling are also carried out regularly as part of Council's asset management planning activities, which provides Council with further assurance over its useful life estimates.

Experienced independent valuers perform Council's infrastructural asset revaluations.

GST

The financial statements have been prepared exclusive of GST with the exception of receivables and payables, which are stated with GST included.

Budget figures

The 2024-2027 3YP figures have been produced in accordance with the requirements of the Public Benefit Entity (PBE) accounting standards.

Cost allocation

Expenditure has been reported by the nature of the expense.

Capital management

Council's capital is its equity (or ratepayers' funds) which comprises accumulated funds and reserves. Equity is represented by net assets.

The Local Government Act 2002 (the Act) requires Council to manage its revenues, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the community. Ratepayers' funds are largely managed as a by-product of managing revenues, expenses, assets, liabilities, investments and general financial dealings.

The objective of managing these items is to achieve inter generational equity, which is a principle promoted in the Act and applied by Council. Inter generational equity requires today's rate payers to meet the costs of utilising the Council's assets and not expecting them to meet the full cost of long-term assets that will benefit ratepayers in future generations. Additionally, Council has in place asset management plans for major classes of assets detailing renewal and maintenance programmes, to ensure that ratepayers in future generations are not required to meet the costs of deferred renewals and maintenance.

The Act requires Council to make adequate and effective provision in its Annual Plan to meet the expenditure needs identified by those plans. The Act sets out the factors that the Council is required to consider when determining the most appropriate sources of funding for each of its activities. The sources and levels of funding are set out in the funding and financial policies in the Council's LTP.

Note 2: Prospective summary cost of services by activity

	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Expenses			
Commercial Operations	2,153	2,264	2,300
Environmental Services & Protection	14,775	15,166	15,612
Land, Rivers & Coastal	5,099	5,097	4,605
Liveable Communities	24,776	25,418	25,456
Regional Leadership & Support Services	28,891	29,236	26,044
Roading	47,646	49,410	51,748
Solid Waste	5,103	5,679	6,409
Urban Stormwater	3,888	4,028	4,199
Wastewater	12,967	13,566	14,190
Water Supply	9,473	9,865	10,416
Total Expenses	154,771	159,729	160,979
Revenue From Exchange Transactions			
Commercial Operations	1,793	1,829	1,786
Environmental Services & Protection	6,513	6,710	6,903
Land, Rivers & Coastal	292	298	305
Liveable Communities	3,702	3,775	3,854
Regional Leadership & Support Services	1,236	4,048	4,360
Roading	150	154	157
Solid Waste	249	277	281
Wastewater	536	549	564
Water Supply	4,141	4,244	4,358
Total Revenue From Exchange Transactions	18,611	21,884	22,569
Revenue From Non-Exchange Transactions			
Environmental Services & Protection	1,248	1,333	1,380
Land, Rivers & Coastal	912	688	0
Liveable Communities	832	769	269
Regional Leadership & Support Services	3,251	2,745	2,643
Roading	22,251	22,810	23,529
Total Revenue From Non-Exchange Transactions	28,495	28,346	27,820
	107,665	109,499	110,589

Note 3: Rates revenue

	3Y 2025	3Y 2026	3Y 2027
	\$000s	\$000s	\$000s
Rates Revenue	87,911	96,661	105,046
Rates revenue consists of:			
General Rates	8,763	10,728	12,480
Uniform Annual General Charge	21,357	24,618	27,001
Targeted Rates	54,141	57,573	61,721
Metered Water Rates	3,651	3,742	3,843
Rates Revenue	87,911	96,661	105,046
Less			
Remissions	2,200	2,251	2,307
Nett Rates Revenue	85,711	94,410	102,739

Note 4: Revenue from grants and subsidies

	3Y 2025	3Y 2026	3Y 2027
	\$000s	\$000s	\$000s
Revenue from Grants and Subsidies			
Central Government Grants	3,667	3,306	2,162
NZ Transport Agency Roading Subsidies	95,913	96,514	90,099
Other Grants and Subsidies	26,283	31,565	27,306
Total Revenue from Grants and Subsidies	125,863	131,385	119,568

¹Central Government Grants/Other - mostly relates to Central Government grants for the recovery and reinstatement of damaged infrastructure post Cyclone Gabrielle.

²NZ Transport Agency Waka Kotahi - Roading subsidies - the increase is due to the provision of emergency reinstatement works following Cyclone Gabrielle.

Note 5: Revenue from operating activities

	3Y 2025	3Y 2026	3Y 2027
	\$000s	\$000s	\$000s
Revenue from Operating Activities			
Development Contributions	1,863	1,878	1,888
Rates Penalties	650	650	550
Activity Revenue	15,494	15,961	16,291
Dividends	0	2,300	2,500
Petroleum Tax	365	365	365
Total Revenue from Operating Activities	18,372	21,154	21,594

Note 6: Revenue from other gains/(losses)

	3Y 2025	3Y 2026	3Y 2027
	\$000s	\$000s	\$000s
Revenue from Other Gains			
Gain / (Loss) on Disposal of Property, Plant and Equipment	350	850	950
Total Revenue from Other Gains	350	850	950

Note 7: Employee benefit expense

	3Y 2025	3Y 2026	3Y 2027
	\$000s	\$000s	\$000s
Employee Benefit Expense			
Salary and Wages	43,035	43,900	45,071
Defined Contribution Plans Expense	1,175	1,201	1,226
Less Recharged to Other Expense Categories	(8,321)	(8,504)	(8,683)
Total Employee Benefit Expense	35,889	36,596	37,614

Note 8: Depreciation and amortisation expense

	3Y 2025	3Y 2026	3Y 2027
	\$000s	\$000s	\$000s
Depreciation and Amortisation Expense			
Commercial Operations	786	870	864
Environmental Services & Protection	61	60	58
Land, Rivers & Coastal	197	216	245
Liveable Communities	3,735	4,149	4,269
Regional Leadership & Support Services	1,783	1,906	1,978
Roading	15,598	16,391	17,196
Solid Waste	490	501	656
Urban Stormwater	1,537	1,602	1,674
Wastewater	3,667	3,767	3,880
Water Supply	3,470	3,595	3,732
Total Depreciation and Amortisation Expense	31,324	33,056	34,552
Total Depreciation	31,324	33,056	34,552
	31,324	33,056	34,552

Note 9: Expenditure on operating activities

	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Expenditure on Operating Activities			
Administration Expenses	2,786	2,892	3,081
Audit Fees - Financial Reporting	270	305	445
Audit Fees - Other	0	0	0
Consultants and Professional Services	2,569	2,650	3,188
Elected Members and Director's Fees	975	996	1,017
Indirect Employment Costs	258	262	317
Grants and Donations	982	1,002	1,002
Insurance Costs	2,016	2,217	2,439
Rental and Operating Leases	2,042	2,087	2,135
Repairs and Maintenance	15,756	16,393	17,219
Bad Debts Written Off - Rates	1,700	1,740	1,784
Bad Debts Written Off - Other	(84)	(90)	(90)
Change to Impairment of Receivables	172	179	178
IRD Compliance Costs	174	178	182
Litter Bins and City Cleaning	2,400	2,479	2,599
Emergency Works	9,849	10,173	10,542
Other Operating Expenditure*	38,909	38,564	33,911
Total Expenditure on Operating Activities	80,774	82,026	79,949

¹ Emergency works - increase due to provision for roading reinstatement works after Cyclone Gabrielle.

² Other operating expenses include such items as: electricity, operational contracts, treatment plants, pump stations, internal interest, vegetation planting contracts, facilities contracts and cleaning contracts.

Note 10: Finance costs

	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Finance Costs			
Interest on Debentures and Interest Rate Swaps	5,435	5,435	5,435
Interest on Bank Borrowings and Commercial Paper	1,289	2,556	3,369
Line Fee	60	60	60
Total Finance Costs	6,784	8,051	8,864

Note 11: Development contributions revenue

	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Development Contributions Revenue			
Reserves & Open Spaces	66	66	66
Roading	440	440	440
Water Supply	182	182	182
Wastewater	850	850	850
Stormwater	325	340	350
Total Development Contributions Revenue	1,863	1,878	1,888

Note 12: Movements in reserves

	Opening Balance 1 July 2024 \$000s	Transfers to Reserves \$000s	Transfers from Reserves \$000s	Closing Balance 30 June 2027 \$000s
Special Funds and Other Reserves				
Waipaoa River Flood Control Scheme	737	43	0	780
Civil Defence Disaster Relief	385	16	128	273
Capital Development Fund	1,830	107	0	1,937
Quarry Rehab	1,259	74	0	1,334
Olympic Pool Development	32	2	0	34
Reserves Contributions	135	2,056	0	2,191
Land Transport - Urban Development Contributions	458	1,384	231	1,611
Water Supply - Urban Development Contributions	225	560	660	125
Wastewater - Urban Development Contributions	2,300	2,704	2,778	2,227
Stormwater - Urban Development Contributions	(744)	994	296	(46)
Reserves - District Development Contributions	(180)	187	643	(636)
HMNZ Blackpool Scholarship Fund	7	0	0	8
GHL Forestry Reserve	(76)	334	2,200	(1,941)
Pamoa Restoration Reserve	3,228	155	1,166	2,217
Land Subdivision	378	22	0	401
Parking	50	0	0	50
Roading Flood Damage Reserve	0	0	0	0
Organisation Development Reserve	3,309	0	1,407	1,902
Depreciation	29,937	99,082	109,710	19,309
Total Special Funds and Other Reserves	43,273	107,722	119,219	31,776

Note 13: Reconciliation of funding impact statement with prospective statement of comprehensive revenue and expenses

Reconciliation of Funding Impact Statement with Prospective Statement of Comprehensive Income For the year ended 30 June

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
RECONCILIATION OF REVENUE			
Sources of operating funding			
208,384	131,016	142,300	150,642
Total operating funding (A) as per Funding Impact Statement			
Add Sources of capital funding			
34,496	99,266	105,023	93,677
1,658	1,863	1,878	1,888
50	350	850	950
0	0	0	0
244,588	232,496	250,051	247,157
244,588	232,496	250,051	247,157
As per Prospective Statement of Comprehensive Income - Total Operating Income			
RECONCILIATION OF EXPENDITURE			
Applications of operating funding			
204,278	123,447	126,673	126,427
29,473	31,324	33,056	34,552
233,751	154,771	159,729	160,979
233,751	154,771	159,729	160,979
As per Prospective Statement of Comprehensive Income - Total Operating Expenditure			
RECONCILIATION OF TOTAL COMPREHENSIVE INCOME			
34,496	99,266	105,023	93,677
4,106	7,570	15,627	24,215
400	350	350	350
50	350	850	950
1,658	1,863	1,878	1,888
(29,473)	(31,324)	(33,056)	(34,552)
48,223	48,350	68,751	51,386
59,460	126,425	159,423	137,914
59,460	126,425	159,423	137,914
As per Prospective Statement of Comprehensive Income - Total Comprehensive Income			

Note 14: Capital expenditure 2024 -2027

Description	Total	3YP	3YP	3YP
	Cost	2025	2026	2027
	\$000s	\$000s	\$000s	\$000s
Commercial Operations				
Commercial Property - Staff Housing Upgrades	165	55	55	55
Community Housing - Upgrades	676	226	225	225
Total	841	281	280	280
Land, Rivers and Coastal				
Coastal Hazard Management	60	60	-	-
Flood, Rivers & Drainage Renewals	225	-	225	-
Waipaoa River Flood Control Scheme Resilience Improvements	10,104	3,273	3,369	3,462
Waipaoa River Flood Ctl Scheme - Cat 2	19,568	5,619	7,592	6,357
Flood resilience - Cat 2	34,843	3,123	14,219	17,501
Total	64,800	12,075	25,405	27,320
Liveable Communities				
Amenities	1,089	350	389	350
Aquatic Facilities Renewals	75	25	25	25
CBD Revitalisation	2,500	300	1,500	700
Cemeteries Renewals	381	227	73	82
Jetties and Boat Ramps	195	65	65	65
Kiwa pools - Outdoor Pool	6,500	-	3,000	3,500
Land Remediation (asbestos contamination on Reserve land)	600	200	200	200
Land Stability Projects	1,000	500	250	250
Library Renewals	712	232	237	243
New urban cemetery	300	150	-	150
Parks - Kopututea Private Reserve - Co-Governance	45	15	15	15
Parks & Reserves	2,860	1,229	852	779
Parks & Reserves - Land Improvements & purchases (dc's)	643	-	-	643
Public Art	180	60	60	60
Signage	90	25	30	35
Sportsground Facilities Upgrades and Renewals	450	150	150	150
Street Trees Planting	255	85	85	85
Waihirere Domain Development	49	27	11	11
Waingake Restoration (Pamoa)	5,789	2,070	1,902	1,817
WMT - Capital Upgrades	75	25	25	25
Total	23,788	5,735	8,869	9,184

Description	Total	3YP	3YP	3YP
	Cost	2025	2026	2027
	\$000s	\$000s	\$000s	\$000s
Regional Leadership and Support				
Air Quality And Noise Monitoring Equipment	95	-	-	95
Archive Upgrades	1,100	700	400	-
Bore Drilling and Renewals	445	217	-	229
Business Analytics	140	46	45	50
Civil Defence Upgrades	243	243	-	-
Digitisation of records- capex	1,800	600	600	600
Existing Core Hardware & Software Renewal	2,417	850	800	767
FOSAL	30,000	21,000	9,000	-
Freshwater Improvement Fund	781	206	306	269
Orthophoto Regeneration - Aerial Photography	120	40	40	40
Renewals	56	-	56	-
Resilience Upgrades	250	150	50	50
Software Renewals & Updates	30	20	10	-
Telemetry And Hydrological Equipment	284	92	95	97
Vehicle & Minor Plant Renewals	1,574	582	428	564
Total	39,336	24,746	11,829	2,761
Roading				
CBD Revitalisation	500	100	350	50
Community connectivity	3,266	1,166	850	1,250
Emergency Works	105,000	35,000	35,000	35,000
Footpath Replacements - Funded	218	91	63	64
Gisborne City Carpark Facility	64	21	21	21
Minor Improvements Projects	3,409	1,136	1,136	1,136
Regional Transport Projects - recovery	86,000	31,000	31,000	24,000
Resilience Improvement	2,390	797	797	797
Roading Renewals	42,139	14,049	14,369	13,721
Taruheru Subdiv Improvements	106	-	-	106
Taruheru Subdivision Road Links (Cameron Road and others)	616	-	53	563
Total	243,707	83,360	83,639	76,708
Solid Waste				
Heritage Landfill Remediation	2,246	1,696	500	50
Landfill Capital Works	3,500	1,000	1,500	1,000
Paokahu Closed Landfill	36	19	17	-
Resource Recovery centre	5,000	3,000	2,000	-
Solid Waste Renewals	404	142	144	118
Waiapu Landfill - Stage 3	443	44	400	-
Total	11,630	5,901	4,561	1,168

Description	Total	3YP	3YP	3YP
	Cost	2025	2026	2027
	\$000s	\$000s	\$000s	\$000s
Stormwater				
Integrated Catchment Plan	194	82	112	-
Stormwater Renewals & Upgrades	5,921	2,506	2,261	1,154
Stormwater resilience	2,050	300	750	1,000
Total	8,165	2,888	3,123	2,154
Townships				
Township upgrades	4,080	2,068	1,006	1,006
Total	4,080	2,068	1,006	1,006
Wastewater				
Kaiti Area Pumpstation & Rising Main	100	-	-	100
Te Karaka Wastewater Land Disposal	900	280	620	-
Wastewater renewals and Urban upgrades	15,708	3,505	5,842	6,361
Wastewater Sensor Network	300	150	150	-
Wastewater Treatment Plant Further Treatment	500	500	-	-
Total	17,508	4,435	6,612	6,461
Water Supply				
Dams Resilience	1,300	500	800	-
Rural Reticulation Renewal	143	132	11	-
Sang Dam Slump Remedial Works	310	218	92	-
Taruheru Block Water Extension	1,079	-	707	372
Waingake T/Plant UV Installations	24	24	-	-
Waipaoa Treatment Plan Infiltration Gallery	1,250	1,250	-	-
Water supply renewals and upgrades	8,167	2,498	2,583	3,086
Water supply resilience	4,500	1,300	1,500	1,700
Total	16,773	5,923	5,692	5,158
Grand Total	430,629	147,412	151,017	132,200

Three year plan disclosure statement for period commencing 1 July 2024

The purpose of this statement is to disclose 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.

Council is required to include this statement in its Three Year Plan (3YP) in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Rates affordability benchmark

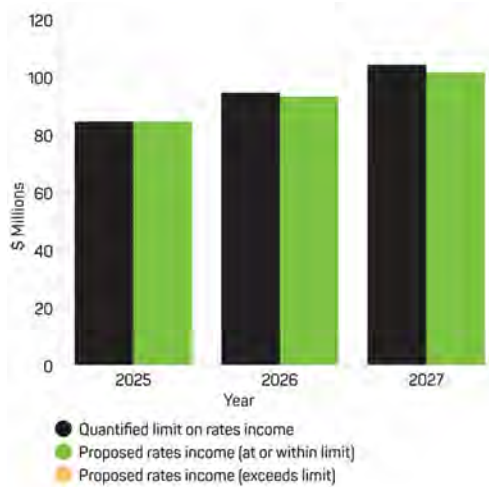
Council meets the rates affordability benchmark if:

- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increases equal or are less than each quantified limit on rates increases.

Rates income affordability

The following graphs compare the Council's planned rates income with quantified limits on rates contained in the financial strategy included in Council's 3YP.

Rates income affordability



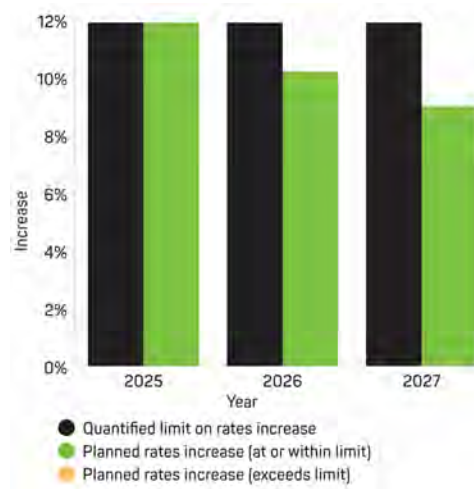
Rates increases affordability

The following graph compares the Council's planned rates increases with a quantified limit on rates increases included in the financial strategy as part of this 3YP.

Quantified limit on rates: Total rates requirement for each year of the 3YP 2024 -2027 period will be no more than 11.4% plus growth in the ratable properties. The forecast is for 0.05% growth over the three years.

"Total rates" is defined as total rates excluding rates collected from water metering.

Rates increase affordability



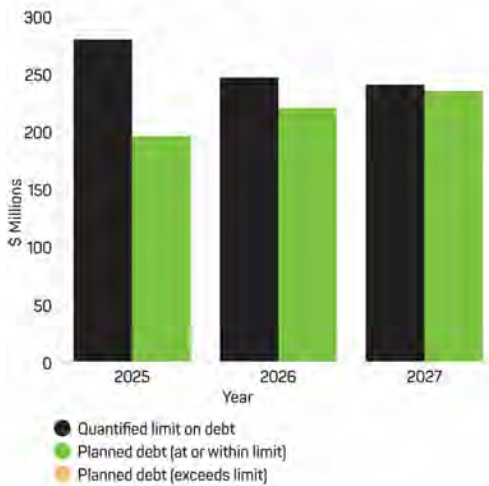
Debt affordability benchmark

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

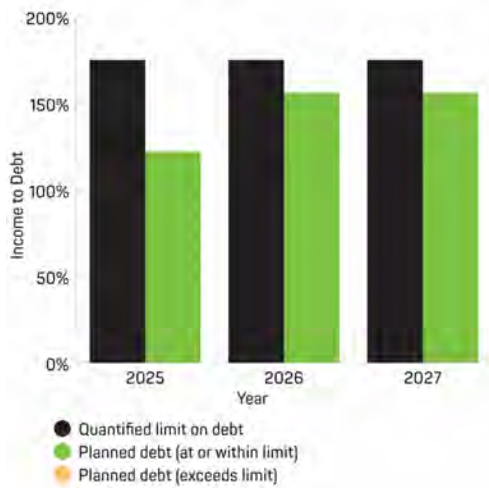
Our limits for debt: The following graph compares Council's planned debt with a quantified limit on borrowing stated in the financial strategy included in this 3YP. The quantified limit is based on the ability to borrow, and is set at 175% of debt to revenue. Below are two graphs showing this - one expressed as debt as a percentage of income, and the second the quantified forecast debt over forecast income.

Debt is defined as financial liabilities less financial assets (excluding trade, provisions and other receivables) and lease debt arising from CCTO arrangements.

Debt affordability benchmark



Debt as a percentage of income

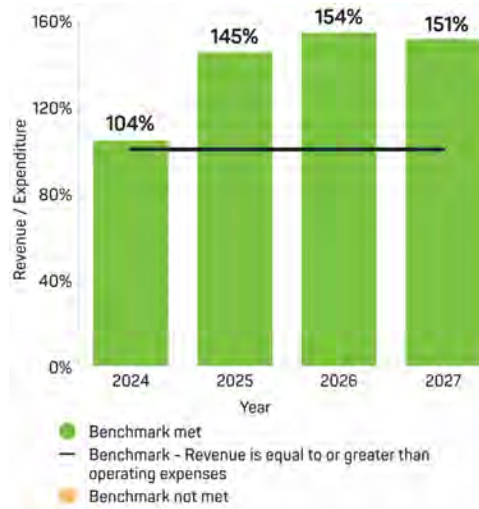


Balanced budget benchmark

The following graph displays Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property, plant and equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments, and revaluations of property, plant and equipment). Council meets this benchmark if its revenue equals or is greater than operating expenses.

There is higher revenue than operational expenditure over the next three years. This is due to the capital revenue from Central Government for the reinstatement of damaged infrastructure resulting from Cyclone Gabrielle that impacted our region in February 2023. Capital grant goes towards reducing our need to borrow, and supports the capital expenditure program.

Balanced budget benchmark

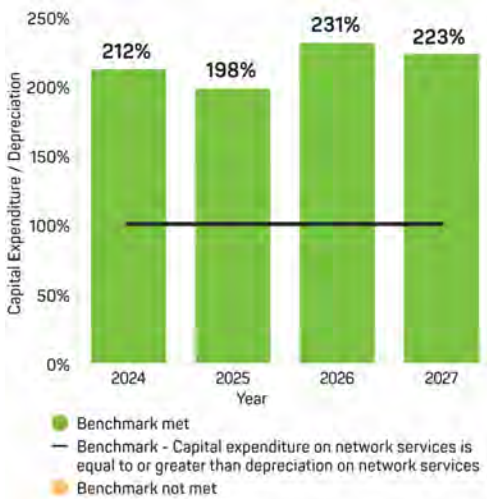


Essential services benchmark

The following graph displays Council's planned capital expenditure on network services as a proportion of expected depreciation on network services. Council meets this benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.

In February 2023, Cyclone Gabrielle impacted our region significantly, resulting in increased capital costs to reinstate the damaged infrastructure. This is reflected in the increased capital to depreciation results.

Essential services benchmark



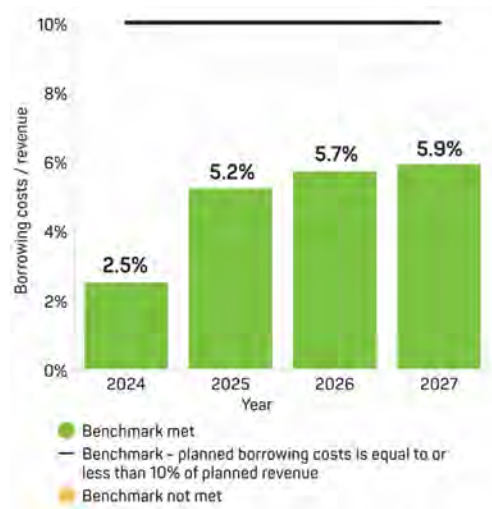
Debt servicing benchmark

The following graph displays Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property, plant and equipment). It should be noted that planned revenue includes capital grants which may not be recurring at the level as stated within the three year plan. Forecast interest rates as a percentage of revenue (excluding non recurring capital grants) ranges between 5% and 6% over the three years.

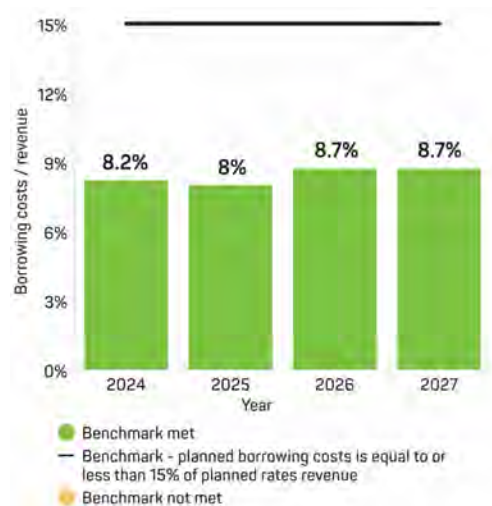
Because Statistics New Zealand projects the Council's population will grow more slowly than the national population growth rate, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.

Increased interest rates are reflected in the 3YP.

Debt servicing benchmark



Debt control benchmark



Ngā whakamārama hiranga

Significant assumptions

The following section details the assumptions Council has made in preparing the estimates for the 2024-2027 Three Year Plan (3YP). These assumptions are necessary as they ensure that readers are aware of the basis for the estimates and forecast. The 3YP provides forecast financial information in accordance with New Zealand Accounting Standards Board Public Benefit Entity Financial Reporting Standard 42 Prospective Financial Statements (PBE FRS42). Actual results are likely to vary from the information presented and the variations may be material.

Significant forecasting assumptions and risks

Schedule 10 (Section 11) of the Local Government Act 2002 contains provisions relating to 'significant forecasting assumptions'. The Act requires that Council identifies the significant forecasting assumptions and risks underlying the financial estimates. Where there is a high level of uncertainty, Council is required to state the reason for that level of uncertainty and provide an estimate of the potential effects on the financial assumptions. Council has made a number of assumptions in preparing this 3YP. These assumptions are necessary as the planning term for the 3YP is 3 years and the assumptions ensure that all estimates and forecasts are made on the same basis.

General

It has been assumed that the existing activities, services and methods of delivery will continue, however reviews may occur throughout the 3YP. This is relevant to the Three waters component of Council service delivery, which for the purposes of this 3YP are assumed to remain with Council to manage and deliver.

Interest rates

Interest rates on Council net debt is estimated to be 3.9% throughout the 3YP. Council covers its interest rate exposure using interest rate swaps. The interest rates are based on estimates of the 90-day bank bill rate and include bank margins and the effect of continuing use of interest rate swaps.

A concessionary loan of \$30m from the Crown of 0% interest for 10 years, will offset interest costs directly to the activities associated for which the purpose the loan was granted (i.e FOSAL category 3 and 2 capital costs).

Inflation

The forecast financial information includes provision for inflation. Council has used forecasts of price level changes prepared by Business and Economic Research Limited (BERL) to calculate the inflation rate for each year of the plan. The BERL rates were set in September 2023.

Renewability of funding

Bank facilities are arranged with multiple banks and structured to ensure there is a range of maturity dates. Bank facilities are reviewed annually. The plan assumes that the necessary level of funding will continue to be available through a mixture of bank facilities and debentures.

Forecast returns on investment and strategic assets

Council maintains a range of commercial and strategic investments. Council has used forecast the return for significant investments and business units. Council is currently reviewing all its investments and strategic assets to ensure it is receiving an adequate rate of return. The 3YP does not currently include any significant strategic or investment asset disposals.

External funding

Included in the forecast financial statements are several operational and capital projects that are assumed to be partially funded by another agency or grant. There are several major projects to be funded by a combination of Council and external funding.

Council has \$438m capital projects proposed for the term of the 3YP of which \$173m is budgeted to be funded from grants, subsidies or donations. Waka Kotahi subsidies for Land Transport contribute \$129m over the three years.

Depreciation

All assets, excluding those listed below, are assumed to be replaced at the end of their useful life. The following assets are assumed not to be replaced at the end of their useful life:

- Tolaga Bay Wharf
- Pātūtahi Hall.

Council does not fund depreciation on these assets.

The draft estimates assume that not all the funding of depreciation will occur for the recently completed major projects - the Wastewater Treatment Plant, and Kiwa Pools. The 2021-2031 LTP phased and stepped the funding of depreciation over the life of the plan. For both the newly completed projects for the pool and the wastewater treatment plant the funded portion of depreciation covers at least the principle repayments of the loan required for the build of the asset.

The draft estimates include that not all of the revalued (as at 30 June 2023) Three Water assets (Wastewater, Water supply and stormwater), depreciation costs will be funded. This follows the Annual Plan 2023/24 which phased the funding of depreciation. Over the three years of the plan, funding depreciation will incrementally increase. As noted within the 2023/24 Annual Plan, the amount of funded depreciation still provides for more total funded depreciation for Three Waters, than what was previously provided for renewals within the 2021-2031 LTP.

Council does not fully fund the depreciation on its roading assets in the Forecast Financial Statements. It is assumed that a set proportion of the Land Transport capital expenditure will continue to be funded through Waka Kotahi financial assistance subsidies. It is therefore considered appropriate to only collect rates revenue on the portion of roading depreciation funded from Council reserves.

Council does not fully fund depreciation on some projects that were funded by external grants, the assumption being that in the future when the assets need to be replaced that external funds would be sourced. These include projects such as LiDAR, Navigations, Waingake Native Restoration, Library and the War Memorial theatre. The amount of unfunded portion varies, depending on the nature of the asset and proportion of external funds were given to support the initial build. For instance, intangible assets (such as software) that are external grant funded are likely to have a higher degree of un-funding as the replacement asset at the end of its useful life is assumed to be of a significantly different nature to the original asset. Assets such as the War memorial theatre and Library are mostly funded, with a much smaller portion being unfunded (27%).

Waingake Native Restoration is a natural living asset, and by its nature will be replenishing and replacing itself through the active management of the forest. As such the portion of "depreciation" recognised has not been funded but the maintenance costs of the forest have been included with the plan. Council does not fund depreciation on the Airport assets as it is assumed that the Council lease of the Airport assets and operations will result in the assets being returned to Council at the end of the lease in the same condition as when the lease began. Useful lives of assets are as recorded in Asset Management Plans or based upon professional advice. Refer to the Accounting Policies Depreciation note for more information.

There is a risk that some assets may wear out and fail sooner, or later than calculated. There is no certainty that asset components will last exactly their design lives. However, replacement is budgeted at the expected end of useful life and earlier replacement will result in a loss on capital projects in order to remain within Council's borrowing limits, as set out in the Council Liability Management Policy.

Depreciation on planned asset acquisitions

The depreciation rates used for planned asset acquisitions are in line with current policies.

Asset sales

The forecast financial information does not make any provision for income from the sale of Council assets.

Resource consents

All of Council's works projects require resource consents to be granted before works can commence. It has been assumed that resource consents can be obtained for all capital works, and that obtaining those resource consents will not significantly impact on the timing of capital works shown in the plan.

It is also assumed that the currency and conditions of existing resource consents held by Council will not be altered significantly during the term of the plan.

Revaluation of assets

The forecast financial information includes an annual estimate to reflect the change in asset valuations and depreciation. The effect of the revaluations is a best estimate based on historical asset values, forecast capital expenditure, the BERL inflation indices and recent revaluation information.

The most recent revaluation of Council's assets were Land, Buildings & Gisborne Airport landside/airside 30 June 2022; Roading infrastructure is externally revalued annually, utilities and flood assets are internally revalued annually and externally revalued every 3 years. It is assumed revaluations will result in an increase in the asset values, revaluation, reserves and the depreciation expense.

Reserves

It is assumed that some of the land acquired under the FOSAL Category 3 voluntary residential property buyouts may be sold. Any proceeds will go into a Reserve (Reserve Contributions). They will be used to reduce to support the maintenance of the ongoing costs for the rest of the Category 3 properties.

Full information will be noted within Note 12 Special Funds and Other Reserve, within the Financial Statements section.

Emissions trading scheme

Council has made no provisions for the effects of the Emissions Trading Scheme in this Plan. The effects of the scheme are difficult to predict. It is anticipated that any increase in costs will be mostly offset by increased efficiency gains.

Revenue and financing mechanisms

The following information is presented solely and for the purpose of clause 20 of Schedule 10 of the Local Government Act 2022 and the Local Government (Financial Reporting and Prudence) Regulation 2014 with additional information provided to assist ratepayers in understanding the rates for the financial year commencing 1 July 2024 and ending 30 June 2025.

These statements are not NZ GAAP compliant. The information presented is incomplete, (in particular it does not include depreciation and internal overheads).

This statement should not be relied upon for any purpose other than compliance with the Local Government (Financial Reporting and Prudence) Regulation 2014.

We have provided a reconciliation between Council's Prospective Statement of Comprehensive Revenue and Expenses and Councils Funding Impact Statement in Note 13.

In addition to rating income, Council has a number of other sources of revenue including:

- **subsidies and grants** - From government and non-government organisations to fund maintenance or capital projects
- **fees and charges** - Council charges for services provided, for example building consents and dog licences
- **interest received and dividends income** - From funds invested or Council investments
- **capital rates** - Rates used to repay Loans and Capital Expenditure, for example solid waste loan
- **development contributions** - Money received to fund capital expenditure for new development
- **asset sales** - Money received from the sale of assets
- **reserves** - Money set aside to fund expenditure for a specific purpose. For further details of Council's revenue funding mechanisms, please refer to the Revenue and Financing Policy in 3YP.

Funding impact statement

This statement sets out the information required by Schedule 10 of the Local Government Act 2002, together with additional information provided to assist ratepayers in understanding the impact of the Annual Plan.

Council

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
27,189	29,386	34,144	37,896
52,939	59,175	63,167	67,699
112,745	26,596	26,362	25,891
11,422	13,166	13,524	13,864
1,800	0	2,300	2,500
2,288	2,693	2,802	2,792
208,384	131,016	142,300	150,642
Applications of operating funding			
198,141	116,678	118,637	117,579
6,137	6,769	8,036	8,848
0	0	0	0
204,278	123,447	126,673	126,427
4,106	7,570	15,627	24,215
Sources of capital funding			
34,496	99,266	105,023	93,677
1,658	1,863	1,878	1,888
8,097	20,740	15,653	7,915
50	350	850	950
0	0	0	0
44,301	122,219	123,404	104,430
Applications of capital funding			
Capital expenditure			
2,789	211	2,799	4,596
30,400	47,630	48,139	38,558
37,040	99,571	100,079	89,046
(21,822)	(17,623)	(11,986)	(3,555)
0	0	0	0
48,407	129,789	139,031	128,645
(4,106)	(7,570)	(15,627)	(24,215)
(0)	0	(0)	(0)

Commercial Operations

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
(59) General rates, uniform annual general charges, rates penalties	(56)	(54)	28
0 Targeted rates	0	0	0
0 Subsidies and grants for operating purposes	0	0	0
1,546 Fees and charges	1,621	1,653	1,688
7 Internal charges and overheads recovered	7	6	6
0 Interest and Dividends from Investments	0	0	0
(108) Local authorities fuel Tax, fines, infringement fees and other receipts	172	176	99
1,386 Total Operating Funding (A)	1,744	1,781	1,820
Applications of operating funding			
830 Payments to staff and suppliers	988	1,017	1,049
12 Finance costs	11	10	8
275 Internal charges and overheads applied	374	373	384
0 Other operating funding applications	0	0	0
1,118 Total applications of operating funding (B)	1,373	1,401	1,442
268 Surplus/(deficit) of operating funding (A-B)	370	381	378
Sources of capital funding			
0 Subsidies and grants for capital expenditure	0	0	0
0 Development and financial contributions	0	0	0
(42) Increase/(decrease) in debt	(33)	(33)	(30)
0 Gross proceeds from sale of assets	0	0	0
0 Lump sum contributions	0	0	0
(42) Total sources of capital funding (C)	(33)	(33)	(30)
Applications of capital funding			
Capital expenditure			
0 - to meet additional demand	0	0	0
0 - to improve level of service	0	0	0
284 - to replace existing assets	281	280	280
(57) Increase/(decrease) in reserves	56	67	68
0 Increase/(decrease) of investments	0	0	0
227 Total applications of capital funding (D)	337	347	348
(268) Surplus/(deficit) of capital funding (C-D)	(370)	(381)	(378)
0 Funding balance ((A-B)+(C-D))	0	0	0

Environmental services and protection

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
5,883	6,477	6,578	6,770
606	537	544	559
0	0	0	0
5,024	6,410	6,605	6,796
2,163	2,009	2,117	2,190
0	0	0	0
1,371	1,351	1,439	1,487
15,047	16,784	17,283	17,802
Applications of operating funding			
9,431	10,810	11,131	11,453
6	6	6	5
5,681	5,906	6,086	6,286
0	0	0	0
15,118	16,722	17,223	17,744
(72)	61	60	58
Sources of capital funding			
0	0	0	0
0	0	0	0
(16)	(19)	(19)	(19)
0	0	0	0
0	0	0	0
(16)	(19)	(19)	(19)
Applications of capital funding			
Capital expenditure			
0	0	0	0
0	0	0	0
0	0	0	0
(88)	42	41	39
0	0	0	0
(88)	42	41	39
72	(61)	(60)	(58)
0	0	0	0

Regional leadership and support services

AP 2024	3YP 2025	3YP 2026	3YP 2027
\$000s	\$000s	\$000s	\$000s
Sources of operating funding			
8,536	9,120	12,449	14,017
General rates, uniform annual general charges, rates penalties			
3,463	5,626	6,081	6,647
Targeted rates			
8,677	2,601	2,095	2,093
Subsidies and grants for operating purposes			
221	267	273	280
Fees and charges			
32,629	33,428	34,638	36,445
Internal charges and overheads recovered			
1,800	0	2,300	2,500
Interest and Dividends from Investments			
520	619	624	630
Local authorities fuel Tax, fines, infringement fees and other receipts			
55,846	51,661	58,460	62,612
Total Operating Funding (A)			
Applications of operating funding			
43,780	40,798	40,337	37,548
Payments to staff and suppliers			
541	375	1,116	1,394
Finance costs			
17,752	19,363	20,515	21,569
Internal charges and overheads applied			
0	0	0	0
Other operating funding applications			
62,074	60,536	61,967	60,511
Total applications of operating funding (B)			
(6,228)	(8,875)	(3,508)	2,101
Surplus/(deficit) of operating funding (A-B)			
Sources of capital funding			
400	11,535	4,918	221
Subsidies and grants for capital expenditure			
1,658	1,863	1,878	1,888
Development and financial contributions			
1,091	10,662	2,853	(2,418)
Increase/(decrease) in debt			
50	350	850	950
Gross proceeds from sale of assets			
0	0	0	0
Lump sum contributions			
3,198	24,409	10,499	641
Total sources of capital funding (C)			
Applications of capital funding			
Capital expenditure			
0	0	0	0
- to meet additional demand			
1,749	22,637	10,021	1,064
- to improve level of service			
2,731	3,301	2,365	2,253
- to replace existing assets			
(7,509)	(10,404)	(5,394)	(575)
Increase/(decrease) in reserves			
0	0	0	0
Increase/(decrease) of investments			
(3,029)	15,534	6,991	2,742
Total applications of capital funding (D)			
6,228	8,875	3,508	(2,101)
Surplus/(deficit) of capital funding (C-D)			
0	0	0	0
Funding balance ((A-B)+(C-D))			

Land, Rivers and Coastal

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
1,811	1,878	2,012	2,234
General rates, uniform annual general charges, rates penalties			
1,451	2,018	2,190	2,316
Targeted rates			
0	912	688	0
Subsidies and grants for operating purposes			
280	280	286	292
Fees and charges			
620	1,535	1,839	2,141
Internal charges and overheads recovered			
0	0	0	0
Interest and Dividends from Investments			
12	12	12	13
Local authorities fuel Tax, fines, infringement fees and other receipts			
4,174	6,634	7,027	6,996
Total Operating Funding (A)			
Applications of operating funding			
1,901	3,984	3,850	3,125
Payments to staff and suppliers			
789	999	1,198	1,431
Finance costs			
1,247	1,454	1,672	1,945
Internal charges and overheads applied			
0	0	0	0
Other operating funding applications			
3,937	6,436	6,720	6,500
Total applications of operating funding (B)			
237	197	307	495
Surplus/(deficit) of operating funding (A-B)			
Sources of capital funding			
0	7,868	19,630	21,472
Subsidies and grants for capital expenditure			
0	0	0	0
Development and financial contributions			
3,668	3,513	4,982	4,920
Increase/(decrease) in debt			
0	0	0	0
Gross proceeds from sale of assets			
0	0	0	0
Lump sum contributions			
3,668	11,381	24,612	26,392
Total sources of capital funding (C)			
Applications of capital funding			
Capital expenditure			
0	0	0	0
- to meet additional demand			
3,853	11,748	24,843	26,974
- to improve level of service			
419	327	562	346
- to replace existing assets			
(367)	(497)	(486)	(433)
Increase/(decrease) in reserves			
0	0	0	0
Increase/(decrease) of investments			
3,905	11,578	24,919	26,887
Total applications of capital funding (D)			
(237)	(197)	(307)	(495)
Surplus/(deficit) of capital funding (C-D)			
0	0	0	0
Funding balance ((A-B)+(C-D))			

Roads and footpaths

AP 2024	3YP 2025	3YP 2026	3YP 2027
\$000s	\$000s	\$000s	\$000s
Sources of operating funding			
300	562	673	853
General rates, uniform annual general charges, rates penalties			
13,867	14,738	15,401	16,468
Targeted rates			
76,815	22,251	22,810	23,529
Subsidies and grants for operating purposes			
0	0	0	0
Fees and charges			
2,373	2,081	2,175	2,273
Internal charges and overheads recovered			
0	0	0	0
Interest and Dividends from Investments			
124	150	154	157
Local authorities fuel Tax, fines, infringement fees and other receipts			
93,480	39,784	41,213	43,280
Total Operating Funding (A)			
Applications of operating funding			
85,254	27,240	28,209	29,591
Payments to staff and suppliers			
685	874	1,064	1,247
Finance costs			
5,697	6,015	5,921	5,988
Internal charges and overheads applied			
0	0	0	0
Other operating funding applications			
91,636	34,129	35,194	36,825
Total applications of operating funding (B)			
1,844	5,654	6,019	6,454
Surplus/(deficit) of operating funding (A-B)			
Sources of capital funding			
20,855	73,942	73,704	66,570
Subsidies and grants for capital expenditure			
0	0	0	0
Development and financial contributions			
396	4,209	3,881	3,879
Increase/(decrease) in debt			
0	0	0	0
Gross proceeds from sale of assets			
0	0	0	0
Lump sum contributions			
21,251	78,151	77,585	70,450
Total sources of capital funding (C)			
Applications of capital funding			
Capital expenditure			
565	0	53	669
- to meet additional demand			
9,219	3,943	3,514	3,914
- to improve level of service			
18,293	80,294	80,522	72,575
- to replace existing assets			
(4,980)	(431)	(485)	(254)
Increase/(decrease) in reserves			
0	0	0	0
Increase/(decrease) of investments			
23,095	83,806	83,604	76,904
Total applications of capital funding (D)			
(1,844)	(5,654)	(6,019)	(6,454)
Surplus/(deficit) of capital funding (C-D)			
0	0	0	0
Funding balance ((A-B)+(C-D))			

Wastewater

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
200 General rates, uniform annual general charges, rates penalties	450	700	1,200
10,280 Targeted rates	11,506	12,507	13,475
0 Subsidies and grants for operating purposes	0	0	0
528 Fees and charges	528	541	556
934 Internal charges and overheads recovered	1,624	1,446	1,321
0 Interest and Dividends from Investments	0	0	0
8 Local authorities fuel Tax, fines, infringement fees and other receipts	8	8	8
11,950 Total Operating Funding (A)	14,116	15,203	16,561
Applications of operating funding			
5,846 Payments to staff and suppliers	6,074	6,401	6,748
2,322 Finance costs	2,631	2,595	2,546
2,339 Internal charges and overheads applied	2,219	2,249	2,336
0 Other operating funding applications	0	0	0
10,507 Total applications of operating funding (B)	10,924	11,246	11,631
1,443 Surplus/(deficit) of operating funding (A-B)	3,192	3,957	4,930
Sources of capital funding			
0 Subsidies and grants for capital expenditure	0	300	1,416
0 Development and financial contributions	0	0	0
(1,650) Increase/(decrease) in debt	(909)	(614)	(1,474)
0 Gross proceeds from sale of assets	0	0	0
0 Lump sum contributions	0	0	0
(1,650) Total sources of capital funding (C)	(909)	(314)	(58)
Applications of capital funding			
Capital expenditure			
100 - to meet additional demand	76	1,790	2,668
911 - to improve level of service	890	770	100
2,932 - to replace existing assets	3,469	4,052	3,693
(4,150) Increase/(decrease) in reserves	(2,152)	(2,969)	(1,588)
0 Increase/(decrease) of investments	0	0	0
(207) Total applications of capital funding (D)	2,283	3,643	4,872
(1,443) Surplus/(deficit) of capital funding (C-D)	(3,192)	(3,957)	(4,930)
0 Funding balance ((A-B)+(C-D))	0	0	0

Urban stormwater

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
0 General rates, uniform annual general charges, rates penalties	0	0	0
3,473 Targeted rates	3,538	3,818	4,174
0 Subsidies and grants for operating purposes	0	0	0
0 Fees and charges	0	0	0
252 Internal charges and overheads recovered	226	229	233
0 Interest and Dividends from Investments	0	0	0
0 Local authorities fuel Tax, fines, infringement fees and other receipts	0	0	0
3,726 Total Operating Funding (A)	3,764	4,047	4,406
Applications of operating funding			
1,484 Payments to staff and suppliers	1,577	1,617	1,661
450 Finance costs	466	500	531
651 Internal charges and overheads applied	534	537	566
0 Other operating funding applications	0	0	0
2,585 Total applications of operating funding (B)	2,577	2,655	2,758
1,140 Surplus/(deficit) of operating funding (A-B)	1,187	1,392	1,649
Sources of capital funding			
301 Subsidies and grants for capital expenditure	0	0	0
0 Development and financial contributions	0	0	0
425 Increase/(decrease) in debt	632	811	470
0 Gross proceeds from sale of assets	0	0	0
0 Lump sum contributions	0	0	0
725 Total sources of capital funding (C)	632	811	470
Applications of capital funding			
Capital expenditure			
678 - to meet additional demand	98	191	173
755 - to improve level of service	939	1,034	730
1,671 - to replace existing assets	1,850	1,898	1,251
(1,238) Increase/(decrease) in reserves	(1,068)	(920)	(35)
0 Increase/(decrease) of investments	0	0	0
1,865 Total applications of capital funding (D)	1,820	2,203	2,119
(1,140) Surplus/(deficit) of capital funding (C-D)	(1,187)	(1,392)	(1,649)
0 Funding balance ((A-B)+(C-D))	0	0	0

Water supply

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
0 General rates, uniform annual general charges, rates penalties	0	0	0
7,709 Targeted rates	8,057	8,778	9,727
0 Subsidies and grants for operating purposes	0	0	0
117 Fees and charges	280	287	295
933 Internal charges and overheads recovered	833	849	866
0 Interest and Dividends from Investments	0	0	0
210 Local authorities fuel Tax, fines, infringement fees and other receipts	210	215	220
8,969 Total Operating Funding (A)	9,380	10,129	11,107
Applications of operating funding			
4,189 Payments to staff and suppliers	4,800	4,978	5,259
149 Finance costs	220	302	376
1,919 Internal charges and overheads applied	1,816	1,839	1,915
0 Other operating funding applications	0	0	0
6,257 Total applications of operating funding (B)	6,836	7,119	7,550
2,712 Surplus/(deficit) of operating funding (A-B)	2,544	3,010	3,557
Sources of capital funding			
6,284 Subsidies and grants for capital expenditure	0	353	186
0 Development and financial contributions	0	0	0
78 Increase/(decrease) in debt	1,918	1,572	1,573
0 Gross proceeds from sale of assets	0	0	0
0 Lump sum contributions	0	0	0
6,361 Total sources of capital funding (C)	1,918	1,925	1,760
Applications of capital funding			
Capital expenditure			
819 - to meet additional demand	37	765	444
5,667 - to improve level of service	1,178	560	599
3,070 - to replace existing assets	4,707	4,368	4,115
(483) Increase/(decrease) in reserves	(1,460)	(757)	158
0 Increase/(decrease) of investments	0	0	0
9,073 Total applications of capital funding (D)	4,462	4,935	5,317
(2,712) Surplus/(deficit) of capital funding (C-D)	(2,544)	(3,010)	(3,557)
0 Funding balance [(A-B)+(C-D)]	0	0	0

Solid waste

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
2,590	2,177	2,581	3,209
General rates, uniform annual general charges, rates penalties			
2,440	3,132	3,456	3,691
Targeted rates			
26,400	0	0	0
Subsidies and grants for operating purposes			
201	216	243	246
Fees and charges			
211	683	528	277
Internal charges and overheads recovered			
0	0	0	0
Interest and Dividends from Investments			
34	34	34	35
Local authorities fuel Tax, fines, infringement fees and other receipts			
31,876	6,241	6,842	7,458
Total Operating Funding (A)			
Applications of operating funding			
30,465	4,598	4,976	5,306
Payments to staff and suppliers			
171	158	165	144
Finance costs			
546	540	565	581
Internal charges and overheads applied			
0	0	0	0
Other operating funding applications			
31,182	5,296	5,706	6,030
Total applications of operating funding (B)			
693	945	1,136	1,428
Surplus/(deficit) of operating funding (A-B)			
Sources of capital funding			
2,765	4,578	3,265	740
Subsidies and grants for capital expenditure			
0	0	0	0
Development and financial contributions			
737	466	(151)	(759)
Increase/(decrease) in debt			
0	0	0	0
Gross proceeds from sale of assets			
0	0	0	0
Lump sum contributions			
3,502	5,044	3,114	(19)
Total sources of capital funding (C)			
Applications of capital funding			
Capital expenditure			
0	0	0	0
- to meet additional demand			
277	4,000	3,500	1,000
- to improve level of service			
3,672	1,901	1,061	168
- to replace existing assets			
248	88	(312)	241
Increase/(decrease) in reserves			
0	0	0	0
Increase/(decrease) of investments			
4,196	5,989	4,250	1,409
Total applications of capital funding (D)			
(693)	(945)	(1,136)	(1,428)
Surplus/(deficit) of capital funding (C-D)			
0	0	0	0
Funding balance ((A-B)+(C-D))			

Livable communities

AP 2024 \$000s	3YP 2025 \$000s	3YP 2026 \$000s	3YP 2027 \$000s
Sources of operating funding			
7,928	8,778	9,207	9,585
9,651	10,023	10,391	10,642
854	832	769	269
3,507	3,565	3,636	3,712
5,338	5,115	5,620	5,879
0	0	0	0
116	136	139	142
27,393	28,449	29,762	30,230
Applications of operating funding			
14,960	15,808	16,120	15,839
1,011	1,029	1,079	1,166
9,354	9,320	9,690	10,060
0	0	0	0
25,325	26,156	26,889	27,065
2,068	2,293	2,873	3,165
Sources of capital funding			
3,892	1,343	2,853	3,072
0	0	0	0
3,409	301	2,372	1,772
0	0	0	0
0	0	0	0
7,302	1,645	5,225	4,843
Applications of capital funding			
Capital expenditure			
628	0	0	643
7,969	2,294	3,897	4,177
3,970	3,440	4,972	4,364
(3,198)	(1,797)	(771)	(1,177)
0	0	0	0
9,370	3,938	8,098	8,008
(2,068)	(2,293)	(2,873)	(3,165)
0	0	0	0

Tauāki Whakakohuki Pūtea Rēti

Rates funding impact statement

Rating information

This year Council will collect \$96.9m including GST or \$84.3m excluding GST.

Rates Base Information

Year	2025	2026	2027
No. of rating units	23,847.00	23,897.00	23,947.00

The Revenue and Financing policy outlines the choices Council has made in deciding the appropriate sources for funding its operating and capital expenditure. One of these sources are rates.

There are three broad categories of rates:

- 1 A general rate under section 13 of the Local Government (Rating) Act 2002 (LGRA). These are set on all rateable land in the district, at a set rate in the dollar of the rateable value of land. The Council sets a uniform general rate based upon the capital value of the land.
- 2 A uniform annual general charge (UAGC) under section 15 of the LGRA for all rateable land within the district. This may be set per "rating unit" or per "separately used or inhabited part of a rating unit" (SUIP). The Council sets its UAGC per SUIP.
- 3 Targeted rates under section 16 and 19 of the LGRA. Targeted rates may be set on all rateable land within the district or on certain identified categories of land and are used to fund identified activities or groups of activities.

Under section 18 of the LGRA, targeted rates may be calculated based upon different factors of liability. These are set out under Schedule 3 and include:

- capital value
- land value
- number of SUIPs
- number of water closets and urinals (pans).

Differentials and factors of liability

The general rate and targeted rates may be set differentially, with different categories of land attracting a different level of rate. The matters that may be used to define different categories of land are set out in Schedule 2 of the LGRA, and include:

- The use of the land.
- The area of the land.
- The provision or availability to the land of a service provided by, or on behalf of, the Council.
- Where the land is situated.

The Council uses different categories of rateable land to set rates differentially. These include categories of property use, Differential Rating Areas (DRAs) and Drainage Scheme Areas.

Rating Definitions

Inner Zone

The Inner zone is the land area in DRA1, DRA1A and DRA2 as provided in the map at the end of this section.

Outer Zone

The Outer zone is the land area in DRA3, DRA4 DRA5 as provided in the map at the end of this section.

Residential, Lifestyle and Other Sector

This is a general rating category. It includes residential, lifestyle, arable, utilities network and other properties units, as well as any other properties that do not fall into the Horticulture, Pastoral, Commercial, Industrial and Forestry (exotic) categories. Native forests and vacant forest land are rated in this category. A horticultural or pastoral property that is less than 5 hectares (ha) is rated in this category. There is a weighting of 1.0 for subsidised, and flood damage and emergency reinstatement roading rates.

Horticulture Sector

Properties used for horticulture that are 5 ha or greater in area. There is a weighting of 1.5 for subsidised, and flood damage and emergency reinstatement roading rates.

Pastoral Sector

Properties that have a pastoral use and are 5 ha or greater in area. There is a weighting of 1.5 for subsidised, and flood damage and emergency reinstatement roading rates. Where 20ha or more of the property is planted in exotic forestry, the area will be rated with the forestry weighting of 13.75. That area will also contribute to the 70% forestry share for the recovery woody debris rate.

Forestry Sector

Properties that are planted in exotic forestry. There is a weighting of 13.75 for subsidised, and flood damage and emergency reinstatement roading rates and the recovery woody debris rate. The forestry differential weighting is based on industry specific forecast forestry maintenance costs, updated with AP 2024/25 planned roading expenditure.

Where 20ha or more of the property is used for pasture, the area will be rated with the pastoral weighting of 1.5 for subsidised, and flood damage and emergency reinstatement roading rates. That area will also contribute to the 30% Pastoral share for the recovery woody debris rate.

Properties that are native forests or vacant forestry land are included for rating in the Residential, Lifestyle and Other general category. There is a weighting of 1.0 for subsidised, and flood damage and emergency reinstatement roading rates.

Commercial and Industrial Sector

Properties that have a commercial, industrial or utilities use other than where it is a utilities network. There is a weighting of 2.0 for subsidised, and flood damage and emergency reinstatement roading rates.

Rates as the Council sets them:

Targeted rates

- Rates which can fund a particular activity or group of activities and can apply to certain areas, categories or to certain ratepayers.
- The matters and categories used to define categories of rateable land and calculate liability for targeted rates are set out in the Local Government (Rating) Act 2002 Schedule 2 and Schedule 3.

Aquatic and recreation facilities rate - The cost of maintaining the Kiwa Pool complex and our recreational facilities is based on the properties capital value. Properties in the Inner Zone contribute at a weighting of 1.0 and the Outer Zone contribute less with a weighting of 0.3.

Animal control rate - The cost of minimising danger, distress and nuisance caused by stray dogs and controlling stock on roads. This is a uniform targeted rate on residential properties throughout the district.

Building services rate - The cost of providing advice to the public on regulatory requirements with the Building Act and cost of resolving complaints about building related issues including stormwater on private property based on a properties capital value. Residential and lifestyle properties in Gisborne city and on the Poverty Bay Flats contribute 85%. The remaining 15% is paid by rural properties.

Business area patrols in CBD rate - The cost of providing security in the CBD and operating CCTV security cameras for crime prevention as set out on the map at the end of this section. This is based on capital value in the CBD.

Commercial recycling rate - A targeted rate on non-residential properties within Gisborne city on each separately used or inhabited part of a property which elect to receive the recycling collection service.

Cyclone recovery rate - woody debris - A targeted rate to cover maintenance and preemptive work to protect Council assets. The targeted rate share is apportioned on capital value between the forestry sector (70%) and the pastoral sector (15%). Where 20ha or more of the property is planted in forestry, that portion will be rated as forestry. Where 20ha or more of the property is pastoral, that portion will be rated as pastoral. The remaining 15% public good component is collected from the Uniform Annual General Charge.

Drainage rates - The cost of providing land drainage in the designated areas of benefit. There are 2 groups - direct beneficiaries and contributors. Both rates are based on the area of land receiving the benefit. Maps of the drainage areas are at the end of this section.

Economic development and tourism rate - The costs of preparing for and supporting economic and tourism activity throughout the district. This rate is payable by all industrial and commercial properties over the whole district based on capital value.

Flood control schemes rate - This is the cost of operating flood protection works. General rates fund 60% and the balance is targeted collection from those who receive benefit from the scheme in the City and Poverty Bay flats. Maps of the Flood Control Schemes are available at the end of this section.

- Waipaoa there are 6 classes of the scheme from A-F.
- Te Karaka – the targeted rates are split between residential and non-residential properties.

Noise control rate - This is the cost of responding to noise complaints. This is uniform targeted rate to residential properties in Gisborne city, Makaraka, Wainui and lifestyle properties on the Poverty Bay Flats.

Non-subsidised road rate - This is the cost of non-subsidised road works in the district. This is a differential targeted rate on the Inner Zone and Outer zone based on capital value.

Passenger transport rate - This is a uniform targeted rate for providing a subsidised passenger transport service payable on residential properties per separately used or inhabited part of a property in Gisborne City.

Parks and reserves rate - The cost of maintaining all the parks, reserves, playing fields, beach access points. This is a fixed amount per rating unit. The Inner Zone contributes 85% of costs and Outer Zone 15%.

Plant and animal pests rate - To keep nuisance pests and noxious plants under control. All properties contribute, but farms pay a larger contribution. The inner zone contributes 20% and the outer zone contributes 80%. This is rated on land value.

Resource consents rate - The focus is to allocate the use of natural resources to consent holders and to protect the quality of the natural and physical environment and to provide assistance and clarity to the public. This is rated on Land value.

Roading flood damage and emergency and subsidised local roads rate - Roothing maintenance and repair costs are partly fund by Waka Kotahi (NZTA). The rate targeted portion is based on capital value and is split into differential rating groups that are weighted as follows: Residential, lifestyle and other properties 1.0; Horticulture and Pastoral farming 1.5; Industrial and Commercial 2.0; Forestry 13.75. The remaining portion is collected as part of the Uniform Annual General Charge.

Subsidised Roothing Rate - Residential lifestyle and other properties - This is a general sector that includes residential, lifestyle, arable, utilities network and other properties that do not fall into the horticulture, pastoral, commercial, industrial and forestry sectors. A horticultural or pastoral property that is less than 5 hectares (ha) is rated in this sector. This is rated on capital value.

Subsidised Roothing Rate - Horticulture properties - Have horticulture use and are 5 hectares (ha) or greater in area. This is rated on capital value

Subsidised Roothing Rate - Pastoral properties - Have pastoral use and are 5ha or greater in area. Where 20ha or more of the property is planted in forestry, that portion will be rated with the weighting for forestry roading rates. This is rated on capital value.

Subsidised Rooding Rate - Forestry exotic properties - Have a forestry use. Where 20ha or more of the property is pastoral, that portion will be rated with the weighting for pastoral rooding rates. This is rated on capital value.

Subsidised Rooding Rate - Commercial and industrial properties - Have a commercial and industrial and utilities use other than where it is a utilities network.

Flood damage and emergency works rate - This rate covers approximately 25% of cost of repairs to rooding network from an adverse event. The remaining balance is funded by a Waka Kotahi subsidy. Properties are rated on capital value using the weightings of 1.0 for residential properties, 1.5 for horticulture and pastoral properties, 2.0 for commercial and industrial properties and 13.75 for forestry properties. Where 20ha or more of the property is either pastoral or forestry, that portion will be rated with the corresponding weighting (pastoral 1.5, forestry 13.75). This is rated on capital value.

Rural transfer stations rate - Partially covers the cost of operating 8 transfer stations at Tolaga Bay, Tokomaru Bay, Te Puia Springs, Tikitiki, Waiapū, Te Karaka, Whatatūtū and Matawai. This includes the cost of cartage to Waiapū Landfill or Gisborne city. Residential properties within a 15km radius of a rural transfer station contribute to this rate per separately used or inhabited part of a property eg If a property has multiple dwellings, the rate will be charged per dwelling. Refuse stickers are issued to use when taking refuse to a transfer station. Ruatōria township have both kerbside collection and the use of the transfer station. A charge is payable for each service.

Soil conservation rate - Advocacy and land use – This rate is concerned with erosion, land stabilisation and the effective use of land and the advice, communication and enforcement of this legislation. The soil conservation rates are split between DRA1, DRA1A and DRA2 -40%, DRA3 and DRAS4 30%, and DRA5 30%. This is based on land value.

Stormwater and drains rate - This is for the cost of stormwater reticulation to dispose of rainwater and maintain assets in Gisborne city and rural townships. Funded by a charge per separately used or inhabited part payable by residents living in Gisborne city, Wainui, Okitu and rural towns including Pātūtahi and Manūtukē. The basis for stormwater and drains on commercial properties is capital value.

Theatres rate - This is for the cost of maintaining theatres in the district. Some costs are part funded by fees and charges and part funded by a targeted rate on capital value in the Inner zone and the Outer zone.

Water conservation rate - This is the cost of monitoring the quality and volume of natural water, and ensuring that we are using these water resources wisely and is based on land value.

Waiapū River erosion control scheme rate

Covers the operating costs and loan repayments of protection works on the river. This activity is partially (60%) funded by the general rate with the balance split between:

- direct beneficiaries in Ruatōria Township and around the river pay 60% of the cost of the activity balance on capital value
- indirect beneficiaries inside the catchment area pay 15% of the cost of the activity balance on capital value
- contributors at the edges of the catchment pay 15% of the activity balance based on rate on the dollar per hectare.

Wastewater rate - 10% of costs are funded in the general rate with the balance paid by a **pan charge rate** to connected users.

Wastewater (pan charge) rate - A usage charge based on the number of toilet pans and urinals connected. A residential dwelling pays only one pan charge, no matter how many toilet pans are installed. All other properties pay one pan charge for each toilet pan or urinal installed and connected. this includes but is not limited to commercial properties, schools and hospitals.

Waste management charge rate - Solid waste / household refuse collection including the cost of recycling where the service is provided throughout the district. This is a uniform amount for each separately used or inhabited part of a property.

Water rate

- **Uniform water charge** is the cost of delivering drinking water where the service is provided, payable per separately used or inhabited part of a property, for example if there are 3 flats on the property there will be 3 water charges.
- **Availability charge** - the charge if you are in an area where water service is supplied, but the property is not connected.
- **Fixed water by meter rate** per cubic metre to properties identified as an extra-ordinary use and some rural domestic users as defined in the Water Supply Bylaw 2015. Metered domestic users receive a free of charge allowance of 300 cubic metres per annum.

Lump sum contributions will not be invited in respect of the targeted rates.

General rates

A general rate in accordance with the Local Government (Rating) Act 2002 13(2)(a) based on the capital value of each rating unit in the district, on a uniform basis. The general rate is used to fund Council activities that are deemed to generally benefit all ratepayers in the Gisborne district.

The general rate funds rivers control, storm water, treasury, economic development, animal and plant pests, strategic planning and engagement, coastal erosion management scheme maintenance, waste minimisation, solid waste legacy and aftercare provision, water and wastewater.

Uniform annual general charges (UAGC)

A fixed amount charged to each Separately Used or Inhabited part of a Rating Unit.

The UAGC for 2024-2025 is \$1070.75 inclusive of GST

Activities funded by UAGC 2024/25

- Cemeteries
- HB Williams Memorial and rural libraries
- Subsidised local roads
- Civil Defence
- Litter bins and cleaning public areas
- Cyclone recovery - general and woody debris
- Strategic planning and customer engagement
- District civil and corporate expenses
- Managing solid waste and transfer stations
- Tairāwhiti Museum
- Economic development and tourism
- Mayor and Councillor representation costs
- Environmental and public health protection
- Public toilets - cleaning and maintaining

Definition of a separately used or inhabited part of a rating unit (SUIP)

A separately used or inhabited part of a rating unit includes any portion inhabited or used by the owner / a person other than the owner, and who has the right to use or inhabit that portion 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.

Interpretation rules

Each separate shop or business activity on a rating unit is a separate use, for which a separate UAGC is payable. (See Guidance Note 1.)

Each dwelling, flat, or additional rentable unit (attached or not attached) on a residential or rural property which is let for a substantial part of the year to persons other than immediate family members is a separately inhabited part of a property, and separate UAGCs are payable. (See Guidance Note 2.)

- a. Each residential rating unit which has, in addition to a family dwelling unit, one or more non-residential uses (ie home occupation units) will be charged an extra UAGC for each additional use. (See Guidance Note 3.)
- b. Each non-residential activity which has, in addition to its business or commercial function, co-sited residential units which are not a prerequisite part of the business or commercial function, will pay additional UAGCs for each residential unit. (See Guidance Note 4.)
- c. Individually tenanted flats, including retirement units, apartments and town houses (attached or not attached) or

multiple dwellings on Māori freehold land are separately inhabited parts, and will each pay a separate UAGC. (See Guidance Note 5.)

- d. Each title on a multiple-managed forestry holding (that is, where the forest is broken into several individual small titles) is a separately used part except when one or more titles are adjacent and under the same ownership, in which case the rules of contiguity apply.
- e. Each block of land including rural land for which a separate title has been issued is liable to pay a UAGC, even if that land is vacant. NOTE: for the purpose of this 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'.
- f. Two or more adjacent blocks of vacant land are not eligible for Remission under "Contiguity" (S.20 of LG(R)A02) because they are not "used for the same purpose" (i.e. they are not used at all).
- g. Each dwelling, flat, or additional rentable unit (attached or not attached) on a pastoral, horticultural or forestry property which is let for a substantial part of the year to persons other than immediate family members is a separately inhabited part of a property, and separate UAGCs are payable.
- h. For the avoidance of doubt, a rating unit that has a single use or occupation is treated as having one separately used or inhabited part.
- i. A substantial part of the year is considered to be three months or more (this total period may be fragmented, and may occur at any part of the rating year).

Guidance notes

The following notes are not rules, but are intended to aid Officers in the interpretation of the Rules and apply to both urban and rural land

1. Commercial properties

- A single building on one title with 24 separate shops would pay 24 UAGCs.
- A motel with an attached dwelling would pay only one UAGC, because the attached dwelling is essential to the running of the motel. (See rule d above).
- A motel with an attached restaurant which is available to the wider public has two separately used parts, and would pay two UAGCs. Likewise, a motel with an attached Conference Facility would pay an additional UAGC.
- A business which makes part of its income through the leasing of part of its space to semi-passive uses such as billboards, or money machines, is not regarded as having a separately used or inhabited part, and would not be charged a separate UAGC.
- For the avoidance of doubt, an apartment block, in which each apartment is on a separately owned title, is merely a series of co-sited Rating Units, and each will pay a UAGC.
- If, however, in the above example a management company leases the individual titles for 10 years or more, and those leases are registered on the titles, and the leases stipulate

that the management company is responsible for paying the rates, and if the management company then operates the apartments as a single business operation, that business operation may be considered for a remission under Council's remission policies and have all but one UAGC remitted.

- An apartment block with a separate laundry, or restaurant, which are available to the general population as a separate business enterprise, would pay an additional UAGC for each of these functions as separately used parts.

2. Residential properties

- The rule will apply to properties identified as "flats" on the valuation record, administered by Council's Valuer. Sleep-outs and granny flats will generally be identified as "sleep-out" on the valuation record and will not normally qualify for additional UAGCs.
- If a property is identified on the valuation record as having flats, but these in fact are used only for family members or for others for very short periods, then the additional UAGCs may be remitted on Council receiving.
- Proof of their use, including a signed declaration from the property owner (see remission policies). A property owner who actively advertises the flats for accommodation will not qualify for the remission.
- A property such as a large house which is identified as being split into, for example, three internal flats at the time the valuation records were established, but which is not actually used as such, will need to apply for remission under Council's remission policy. (Note: This property should be referred to Council's Valuer for correction on the next valuation cycle).

3. Residential with non-residential part

- A residence with a separately accessible "office" such as may be used for surveyor, architect, or medical services, will pay an additional UAGC for the office, because it is a separately used part which generates additional use of roads, services, planning resources, and democratic processes.
- A residence with a "Home Occupation" (commonly called a "hobby business") will not generally be charged a separate UAGC unless the intensity of operation is high. For example, a resident who occasionally manufactures boat trailers in his garage on the weekends would not incur an additional UAGC, but someone who works for most of the week panel beating or painting, particularly if the activity is accompanied by advertising, clearly has a separately used or inhabited part of the rating unit, and would incur an additional UAGC.
- A residential property, part of which is used continually for storage of large industrial machinery, has a separately used part, and would incur an additional UAGC.

4. Non-residential activity with co-sited dwelling

- A fish and chip shop, with a flat above which can be accessed without passing through the shop, does have a separately used part, and would normally incur an additional UAGC charge.
- A dairy which has an integral dwelling attached, would not incur an additional UAGC, because the home is an integral part of the operation of the dairy.

- A boarding house containing a caretaker's apartment and several separately let rooms (with or without facilities) all within the structure of the one building, is a single (commercial) use and would not incur an additional UAGC. (The same applies to home-stays and bed and breakfast homes).
- Certain government agencies, churches, marae, and the like are automatically rate exempt (except for service charges such as water and wastewater) but if these organisations undertake accommodation or business activities which are not related to their core function, they may be charged rates and additional UAGCs for each separately used or inhabited part of the rating unit.

5. Individually tenanted flats

- Each flat, apartment, or retirement or disability home, and each property under a "licence to occupy", is a separately used or inhabited part of a rating unit, no matter how many people may be living in the unit, and each does pay an additional UAGC charge.
- If, because of construction work, poor condition, public health, or specific conditions pertaining to the property owner, one or more flats cannot be let on the open market, then the unit may be granted a remission under Council's remission policy. (A specific condition pertaining to the property owner might include the use of one of the units for a live-in caregiver). (Note: This property should be referred to Council's Valuer for correction on the next valuation cycle).

Council rates

The rates will be set by Council for the financial year commencing 1 July 2024 and ending June 2025. This year Council will collect \$96.9m including GST or \$84.3m excluding GST. (all financial statements are excluding GST, except rates information which must be stated including GST). **All figures in the Rates Funding Impact Statement include GST.**

Council's Revenue and Financing Policy must set out how Council intends to use the available funding sources to fund its activities having undertaken a Funding Needs Analysis using the criteria set out in s101(3) of the Local Government Act. A full principle led review of Council's RFP was completed in 2019-2020 for the 2021-2031 LTP (Long Term Plan). Seven workshops were held: March 2019 (context setting), June 2019 (issues and opportunities), December 2019 (guiding principles), March 2020 (Options to address issues), June 2020 (Funding Needs Analysis – Step 1), July 2020 (Rates Modelling), August 2020 (further Rates Modelling) and October 2020 (Funding Needs Analysis – Step 2).

The Revenue and Financing Policy was modernised at that time and has provided more flexibility for council when making decisions. This included the use of funding bands for each activity rather than a precise funding allocation and greater flexibility to consider changes to the Uniform Annual General Charge (UAGC), in order to improve community wellbeing for current and/or future communities.

The current review for the 3YP was to revise rates in light of what needed to be updated (Roading Differential Weightings) changes where the rate was inconsistent with other rates (Soil Conservation) or new changes (Recovery Rate). The following principles were used for making funding choices:

- All funding options will consider affordability.
- Funding choices will support the outcomes of Tairāwhiti 2050.
- Council will explore funding options from all other sources before choosing rates to fund activities.
- In collaboration with Māori, funding choices will contribute to enabling the development of Māori land.
- Each generation should pay for the services they receive.
- Revenue collection will be obvious, transparent, efficient, and simple.
- Actions and inactions that adversely affect the community, environment or Council assets can expect to pay more.
- Users of services can expect to contribute to the cost of operating the service.
- Borrowing will be used when it is financially efficient to do so and in the best interest of the community.

Supports Te Ture Whenua Māori Act 1991 Preamble principles by Recognising of Māori freehold land as taonga tuku iho, Promoting the retention of, and facilitating the occupation, development, and utilisation of Māori freehold land in the hands of its owners, whanau, and hapū and Protecting wāhi tapu.

Key Changes to the Revenue and Financing Policy for year 1 of the 3YP (2024/25)

Weighted Roading differentials

The four sectors and the current weightings are: Residential – weighting of 1 (lowest impact), Horticulture and Pastoral – weighting of 1.5, Industrial and Commercial – weighting of 2 and Forestry – weighting of 12.5 (highest impact). The Forestry sector weighting will increase from 12.5 to 13.75. The impact assessment is completed on the whole network, based on the assessment of damage caused to the roading pavements by Heavy Commercial Vehicles and the forward works programme.

The roading activity has two rates that are based on a differential basis (or “weighting”), namely the Subsidised roading and Flood Damage and Emergency Reinstatement. The differential is to recognise different groups (or sectors) and how they impact on the roading network. The rate is applied on Capital Value basis. The weightings may be updated in any year based on actual assessed damage. Where a pastoral property has 20ha or more of forestry, that portion will pay the forestry weighting of 13.75 for these to rates.

Soil Conservation

The Soil Conservation Rate has been reviewed in line with where the costs of the activity occur in our region. It also is bringing the rate into alignment with similar targeted rates using the Inner Zone and Outer Zone rating groups. This process will be done gradually to avoid a rates spike. The rate will move from being on specific Differential Rating Areas to more appropriately reflect where the costs lie, Inner Zone 70% and Outer Zone 30%. This is consistent with other targeted rates.

In transitioning the rate to avoid rates spikes, for 2024-25 Financial year the Inner zone will contribute 40% (previously 20%), DRA3 and 4 30% (no change), and DRA5 30% (before 50%) based on land value.

Recovery Rates

An activity has been created for Cyclone Gabrielle Recovery under Regional Leadership and Support Services and has two parts.

Recovery Rate - General - This incorporates the previously consulted on “FOSAL Category 3 Voluntary Property Buyout Costs” as well as the additional costs arising from sedimental removal, Category 2 Flood Projection costs and other Recovery Office costs not covered by Central Government funding.

These costs are mainly around reducing risk to residents and our community at large that cannot be easily differentiated in terms of benefits received or actions/inactions. Action by Council and impacted property owners will provide benefit through reducing the risk to residents and reducing the cost of emergency response and recovery actions. This is collected in the Uniform Annual General Charge as a fixed amount.

Recovery Rate - Woody Debris - The impact of the cyclone warrants a separate focus funding mechanism to differentiate it from business-as-usual activity. Both in terms of the different nature of the expenditure, the joint funding with the government, the period of recovery and for transparency with our community. An assessment guide was established together with analysis which is used for the rationale to apportion the targeted rate across the district. The targeted rate is apportioned, and the Forestry sector contribute (70%), Pastoral Farms sector contribute (15%), and there is a public good component collected from the community in the UAGC (15%). Where a pastoral property has 20ha or more of forestry, that part will contribute to the forestry sector portion of 70%. Where a forestry property has 20ha or more of pastoral land, that part will contribute to the Pastoral sector portion of 15%.

The rate will cover maintenance and preemptive work to protect Council assets including our bridges and the Waingake area. The mobilisation of woody debris has become a significant issue in recent years that has continues to impact our environment, rivers, beaches and amenities. Large woody debris in our district has been comprehensively assessed in the last six years. This targeted rate on capital value to the Forestry and Pastoral Sectors is for recovery costs for woody debris and Infrastructure work that we need to do to protect our assets each year.

2023 Rating Revaluation

The district is valued for rating purposes every three years. In 2023 Lewis Wright, our contracted Valuation Service Provider, reassessed the rating values of all properties in our district. The 2023 values reflect the market value on 1 August 2023. These rating values are used from 1 July 2024 for year one of the Three Year Plan (3YP). The rating revaluation includes the impacts of Cyclone Gabrielle that impacted our district in February 2023. Objections to the rating values closed at the end of January 2024 and Lewis Wright are currently working with the community to resolve those objections.

Even with the impacts of COVID-19 and Cyclone Gabrielle, the capital values of properties have increased from the 2020 revaluation by on average of between 18% to 27%.

- **Lifestyle, Residential and Commercial properties** The capital value of lifestyle properties and the lower end of the residential market have shown the highest movements with an average increase of over 22%. Commercial and Industrial properties have moved between 19% - 22%.
- **Rural sector** The market for the rural sector experienced strong value movement in late 2021 and early 2022 but softened in 2023. The capital value of pastoral properties moved an average of 22.5% and horticulture and forestry properties have moved between 18% and 20%. Where information was available Cyclone Gabrielle impacts were taken into consideration.

The table below shows how the capital value and land value of properties have changed in different sectors across the district. The overall capital value for the entire district has gone up by 22%. The average change is calculated based on the total value of all the properties in each sector or area. Some properties may have changed more or less than the average.

Sector	Average Capital Value	Average Value Change	Average Land Value	Average Value Change
Residential	\$570,000	Up 23%	\$273,000	Up 21%
Lifestyle	\$694,000	Up 27%	\$367,000	Up 28%
Horticulture	\$2,661,000	Up 20%	\$1,610,000	Up 18%
Arable/Cropping	\$1,663,000	Up 21%	\$1,538,000	Up 22%
Pastoral	\$2,377,000	Up 23%	\$2,105,000	Up 25%
Forestry	\$1,106,000	Up 18%	\$1,027,000	Up 18%
Commercial	\$1,382,000	Up 20%	\$465,000	Up 17%
Industrial	\$1,825,000	Up 22%	\$1,089,000	Up 25%

Rate Remissions Policy

Council has reviewed its Rate Remission and Postponement Policy as part of the 3YP process.

The review of the Rate Remission and Postponement Policy for the 2024-2027 3YP sees the implementation of recommendations from a strategic review of Gisborne District Council Whenua Māori Rating Policies that was carried out in 2022 and 2023 and some minor changes to policy that will provide further clarity and ease of workability for both staff and the community. Staff have also reviewed the policy for completeness. This was to provide further clarity and ease of workability for both staff and the community.

The main changes are:

- Aligning Councils' principles to Te Ture Whenua Māori Act Preamble.
- Updating our Rate Remission and Postponement Policy to take into consideration the Local Government (Rating of Whenua Māori) amendment act changes to the Local Government (rating) Act 2002. The amendment promotes the retention and use of Māori Freehold Land (MFL), facilitates the occupation, development, and use of that land, ensures decisions made about Māori freehold land are fair and balanced, and considers the needs of owners and their beneficiaries. Many of the changes enacted were already being carried out by Council in existing rate remission policy.

- Remit rates on unused separate rateable parts of a rating unit. This includes Wahi tapu within the ambit of the remission policy.
- Amalgamating our five rate remissions specific to Māori freehold land to one policy. This provides ease to the community for applications and staff working with community, applications, and policy.
- Updating the wording of Exceptional Circumstance remission to allow for exceptional circumstance or financial hardship to be considered separately. This reinstates a previous remission policy that was inadvertently changed when policies were amalgamated and rewritten in the 2021-2031 LTP.
- Adding clarity that penalties can be remitted when an invoice is not received by a ratepayer.
- Adding clarity that a payment arrangement is a written and signed agreement.

Penalties

Under section 57 of the Local Government (Rating) Act 2002, any portion of the rates invoices not paid by the due date will incur a 10% penalty.

Rate Instalment Dates	Rates Due Date	Date Penalty is to be added	Penalty amount
<i>Invoiced quarterly</i>			
Instalment 1	20 August 2024	27 August 2024	10%
Instalment 2	20 November 2024	26 November 2024	10%
Instalment 3	20 February 2025	26 February 2025	10%
Instalment 4	20 May 2025	26 May 2025	10%

Due dates for water charges

Water meters are read on a monthly, quarterly, or six-monthly cycle and are payable on the month following the issue of the invoice as set out below. There is a free 300 cubic metre domestic allowance on rural domestic supplies each year.

Penalties on water charges

Under Sections 57 & 58 of the Local Government (Rating) Act 2002, any portion of the water rates invoices not paid by the due date will incur a 10% penalty on the following dates:

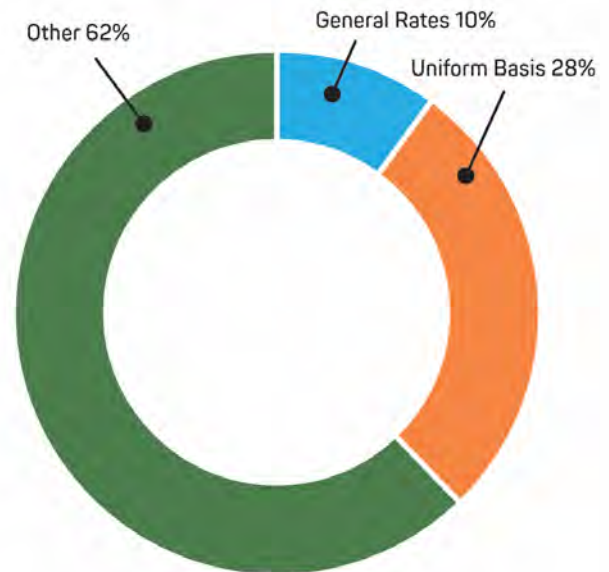
Month of invoice	Due date	Date penalty added
Invoiced annually		
June-2024	22 July 2024	26 July 2024
Invoiced six-monthly		
June-2024	22 July 2024	26 July 2024
December-2024	20 January 2025	24 January 2025
Invoiced quarterly		
June-2024	22 July 2024	26 July 2024
September-2024	21 October 2024	25 October 2024
December-2024	20 January 2025	24 January 2025
March-2025	22 April 2025	28 April 2025
Invoiced monthly		
June-2024	22 July 2024	26 July 2024
July-2024	20 August 2024	27 August 2024
Invoiced monthly		
August-2024	20 September 2024	26 September 2024
September-2024	21 October 2024	25 October 2024
October-2024	20 November 2024	26 November 2024
November-2024	20 December 2024	23 December 2024
December-2024	20 January 2025	24 January 2025
January-2025	20 February 2025	26 February 2025
February-2025	20 March 2025	26 March 2025
March-2025	22 April 2025	28 April 2025
April-2025	20 May 2025	26 May 2025
May-2025	23 June 2025	27 June 2025

Cap on certain rates

The total of uniform or fixed charges that Council can rate cannot exceed 30% of the total rates collected. This is referred to as the uniform cap. The uniform cap for year 1 of the 3YP 2024/25 is 28.2%. If the 30% cap is in threat of being exceeded Council may move the uniform rates to the general rate based on capital value for these activities:

- planning & performance and strategic planning & engagement (Funding Stream FS-019)
- economic development (funding stream FS-020)
- civic and corporate expenses of the district (FS-049)

Council's rates for 2024/25



Allocation of payments

Any payments received will be applied to the oldest outstanding rates before being applied to the current rates. All payments are allocated to the oldest debt first. In a situation where the instalment amount is paid but the amount is allocated to an older debt, a 10% penalty is added to any amount of the instalment still outstanding.

Rate changes for 2024/25

The Revenue and Financing policy is part of the 2024-2027 Three Year Plan (3YP). This policy determines when debt and rates will be used as a funding source. This includes targeted rates for the cost of an activity or service that should be paid for by particular groups or ratepayers who benefit from the activity or service. The Revenue and Financing policy can be found on our [website](#).

This year Council will collect \$96.9m in rates or (\$84.3m, excluding GST). This is an increase of 11.4%* (*excluding growth) in overall rates revenue over the 2023/24 rates. Rates increases are based on two separate sub-limits: "Business as usual Rate" 7.9% and Cyclone "Recovery Rate" 3.5%.

Individual ratepayers could pay more or less depending on:

- the capital value of the property
- increases in some fixed service-related targeted rates that apply to some properties
- eligibility for rate remissions

The 2023 rating valuation will be used for rating from July 2024. If a property's value has changed more or less than the average,

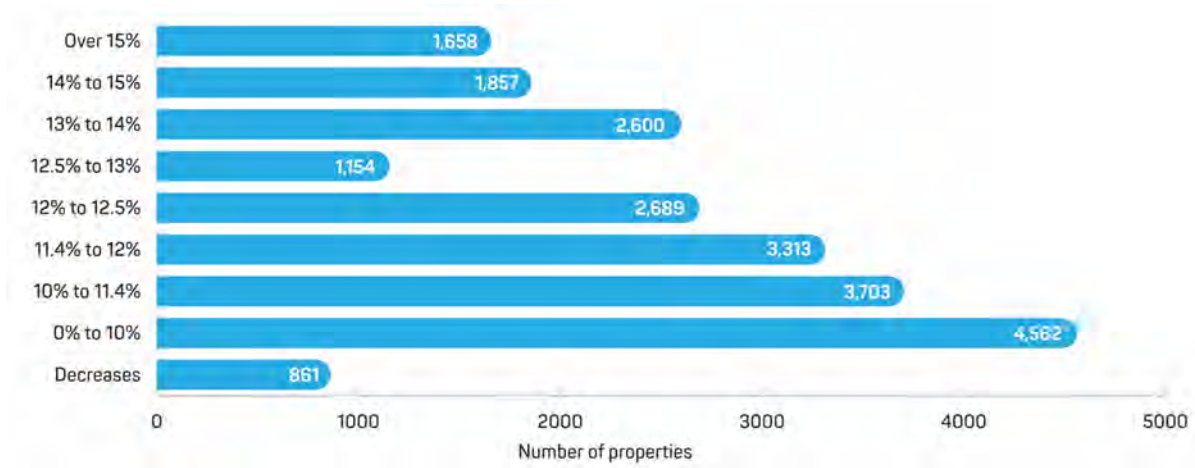
the rates may also change. Recovery rates have been introduced as a result of Cyclone Gabrielle to cover maintenance and pre-emptive work to protect our community assets and to keep our community safe, some of the costs are in the uniform annual general charge which is spread across the district.

In the city the main drivers for rate increases are mainly in some fixed amount rates and the rating revaluation. There are increases in the services for wastewater. This impacts city residents and commercial properties who have more reticulated services than elsewhere in the community. The allocation of rates for soil conservation has been adjusted to best reflect where the costs in our district lie, this has increased costs in the inner zone. In rural areas, increase in rates have been driven mostly by the revaluation, fixed amount rates and an increase in the resource consents budget. The roading weighting for forestry properties has been increased to 13.75 based on that sectors damage to our road network.

The majority of ratepayers (over 83%) will have increase in rates of between \$300-\$400 or less.

The graph shows the impacts of the 3YP.

Rates movements for properties 2024/25



Rate examples 2024/25

	Capital value		
	High	Medium	Low
RESIDENTIAL			
TOLAGA BAY, TINIROTO, MATAWAI - RURAL TOWNSHIPS (DRA4)			
2023 Valuation (effective from 1/07/24)	\$430,000	\$236,000	\$136,000
2020 Valuation (used currently)	\$344,000	\$175,000	\$101,000
Proposed Rates 2024/25	\$2,251	\$1,908	\$1,800
Actual 2023/24	\$2,027	\$1,692	\$1,599
Change	\$224	\$216	\$201
%	11.1%	12.7%	12.6%
	Residential	Residential	Residential
TE KARAKA/WHATATŪTŪ - RURAL TOWNSHIPS (DRA3)			
2023 Valuation (effective from 1/07/24)	\$351,000	\$263,000	\$144,000
2020 Valuation (used currently)	\$270,000	\$202,000	\$107,000
Proposed Rates 2024/25	\$3,094	\$2,436	\$2,131
Actual 2023/24	\$2,813	\$2,182	\$1,897
Change	\$281	\$254	\$234
%	10.0%	11.6%	12.3%
	Residential	Residential	Residential
TOKOMARU BAY, HICKS BAY, RUATŌRIA - RURAL TOWNSHIPS (DRA5)			
2023 Valuation (effective from 1/07/24)	\$465,000	\$193,000	\$93,000
2020 Valuation (used currently)	\$368,000	\$160,000	\$80,000
Proposed Rates 2024/25	\$2,322	\$1,949	\$1,849
Actual 2023/24	\$2,161	\$1,789	\$1,694
Change	\$161	\$161	\$154
%	7.5%	9.0%	9.1%
	Lifestyle	Residential	Residential
MURIWAI			
2023 Valuation (effective from 1/07/24)	\$810,000	\$450,000	\$261,000
2020 Valuation (used currently)	\$645,000	\$373,000	\$210,000
Proposed Rates 2024/25	\$3,011	\$2,206	\$1,887
Actual 2023/24	\$2,689	\$1,976	\$1,680
Change	\$322	\$230	\$206
%	12.0%	11.6%	12.3%
	Lifestyle	Residential	Residential

	Capital value		
	High	Medium	Low
PĀTŪTAHI			
2023 Valuation (effective from 1/07/24)	\$1,170,000	\$645,000	\$315,000
2020 Valuation (used currently)	\$950,000	\$525,000	\$242,000
Proposed Rates 2024/25	\$3,489	\$2,585	\$2,244
Actual 2023/24	\$3,130	\$2,317	\$1,981
Change	\$359	\$267	\$263
%	11.5%	11.5%	13.3%
	Lifestyle	Lifestyle	Residential
RESIDENTIAL CITY			
LYTTON WEST			
2023 Valuation (effective from 1/07/24)	\$1,318,000	\$849,000	\$401,000
2020 Valuation (used currently)	\$1,085,000	\$694,000	\$336,000
Proposed Rates 2024/25	\$4,934	\$4,271	\$3,643
Actual 2023/24	\$4,480	\$3,846	\$3,266
Change	\$454	\$425	\$377
%	10.1%	11.0%	11.5%
MANGAPAPA			
2023 Valuation (effective from 1/07/24)	\$1,862,000	\$609,000	\$334,000
2020 Valuation (used currently)	\$1,509,000	\$508,000	\$290,000
Proposed Rates 2024/25	\$5,803	\$3,997	\$3,592
Actual 2023/24	\$5,188	\$3,588	\$3,223
Change	\$615	\$409	\$370
%	11.9%	11.4%	11.5%
OUTER KAI ĪTI & ELGIN			
2023 Valuation (effective from 1/07/24)	\$735,000	\$503,000	\$318,000
2020 Valuation (used currently)	\$615,000	\$415,000	\$253,000
Proposed Rates 2024/25	\$4,162	\$3,878	\$3,600
Actual 2023/24	\$3,739	\$3,467	\$3,196
Change	\$423	\$411	\$405
%	11.3%	11.8%	12.7%
WHATAŪPOKO			
2023 Valuation (effective from 1/07/24)	\$1,200,000	\$770,000	\$450,000
2020 Valuation (used currently)	\$993,000	\$657,000	\$375,000
Proposed Rates 2024/25	\$4,865	\$4,338	\$3,713
Actual 2023/24	\$4,395	\$3,930	\$3,322
Change	\$470	\$408	\$391
%	10.7%	10.4%	11.8%

	Capital value		
	High	Medium	Low
WAINUI/ŌKITŪ/SPONGE BAY			
2023 Valuation (effective from 1/07/24)	\$1,600,000	\$1,184,000	\$455,000
2020 Valuation (used currently)	\$1,261,000	\$970,000	\$370,000
Proposed Rates 2024/25	\$4,582	\$3,706	\$2,333
Actual 2023/24	\$4,113	\$3,344	\$2,065
Change	\$469	\$363	\$267
%	11.4%	10.8%	13.0%
MĀKARAKA			
2023 Valuation (effective from 1/07/24)	\$1,290,000	\$642,000	\$455,000
2020 Valuation (used currently)	\$1,035,000	\$537,000	\$377,000
Proposed Rates 2024/25	\$4,197	\$3,014	\$2,788
Actual 2023/24	\$3,774	\$2,726	\$2,505
Change	\$423	\$288	\$283
%	11.2%	10.6%	11.3%
COMMERCIAL/INDUSTRIAL			
GISBORNE CITY			
2023 Valuation (effective from 1/07/24)	\$4,095,000	\$1,200,000	\$435,000
2020 Valuation (used currently)	\$3,440,000	\$976,000	\$392,000
Proposed Rates 2024/25	\$36,647	\$7,759	\$5,286
Actual 2023/24	\$32,781	\$6,949	\$4,822
Change	\$3,866	\$810	\$464
%	11.8%	11.7%	9.6%
	Commercial	Commercial	Industrial
RURAL			
2023 Valuation (effective from 1/07/24)	\$2,685,000	\$650,000	\$210,000
2020 Valuation (used currently)	\$2,160,000	\$500,000	\$160,000
Proposed Rates 2024/25	\$9,858	\$3,155	\$2,199
Actual 2023/24	\$8,684	\$2,801	\$1,963
Change	\$1,174	\$354	\$237
%	13.5%	12.6%	12.1%
	Industrial	Industrial	Commercial

	Capital value		
	High	Medium	Low
FORESTRY			
2023 Valuation (effective from 1/07/24)	\$7,500,000	\$940,000	\$123,000
2020 Valuation (used currently)	\$6,295,000	\$840,000	\$102,000
Proposed Rates 2024/25	\$59,635	\$8,770	\$2,258
Actual 2023/24	\$48,529	\$7,557	\$1,891
Change	\$11,107	\$1,214	\$367
%	22.9%	16.1%	19.4%
HORTICULTURAL			
2023 Valuation (effective from 1/07/24)	\$5,232,000	\$2,472,000	\$825,000
2020 Valuation (used currently)	\$4,314,000	\$2,015,000	\$677,000
Proposed Rates 2024/25	\$12,292	\$6,509	\$3,550
Actual 2023/24	\$11,390	\$6,011	\$3,240
Change	\$901	\$498	\$310
%	7.9%	8.3%	9.6%
PASTORAL			
2023 Valuation (effective from 1/07/24)	\$8,555,000	\$2,245,000	\$741,000
2020 Valuation (used currently)	\$6,790,000	\$1,850,000	\$592,000
Proposed Rates 2024/25	\$18,611	\$5,639	\$2,838
Actual 2023/24	\$16,683	\$5,123	\$2,535
Change	\$1,928	\$517	\$302
%	11.6%	10.1%	11.9%
PASTORAL with 20ha Forestry			
2023 Valuation (effective from 1/07/24)	\$18,937,000	\$7,805,000	\$830,000
2020 Valuation (used currently)	\$15,131,000	\$6,250,000	\$725,000
Proposed Rates 2024/25	\$43,634	\$20,161	\$4,226
Actual 2023/24	\$39,148	\$18,027	\$3,801
Change	\$4,486	\$2,134	\$425
%	11.5%	11.8%	11.2%

Rates funding impact statement

Rates Funding Source	Categories of Rateable Land	Category (Sch 2) s14, 17 Local Govt (Rating) Act 2002	Factors (Sch 3) Local Govt (Rating) Act 2002	Factor used	Revenue sought 2024/2025 (Includes GST) \$
General Rate	Capital value on all Rateable land.			Capital Value	10,117,540
Uniform Annual General Charge		[CAT] All Rateable land under section 15 of the Lo		Separately Used or Inhabited Part of a Rating Unit (SUIP)	24,593,033
Targeted Rate					
Environmental Services & Protection					
Animal Control	A uniform targeted rate on Residential properties: DRA1, DRA1A and Residential Rural Townships in DRA3, DRA4 and DRA5.	5 & 6	7	Separately Used or Inhabited Part of a Rating Unit	617,603
Building Services	Differential targeted rate on Inner Zone 85% of Revenue Sought.	6	2	Capital Value	827,777
	Differential targeted rate on Outer Zone 15% of Revenue Sought.	6	2	Capital Value	146,079
Noise Control	A uniform targeted rate on Inner Zone. DRA1, DRA1A, DRA2	5 & 6	7	Separately Used or Inhabited Part of a Rating Unit	60,628
Resource Consents And Planning	A uniform targeted rate on all rateable land.	6	3	Land Value	4,900,337
Land, Rivers & Coastal					
Land Drainage - Contributors	Drainage Rate - Contributors. Eastern Hill Catchment 8 and Western Hill Catchment F. See map of scheme area at end of this section.	5 & 6	5	Per hectare	16,448
Land Drainage - Direct Beneficiaries	Drainage Rate - Direct Beneficiaries, per Drainage Scheme maps at end of this section. 1. Ormond 2. Eastern Taruheru 3. Western Taruheru 4. Willows 5. Waikanae Creek 6. City/Wainui 7. Taruheru, Classes A-D 8. Waipaoa 9. Pātūtahi 10. Ngatapa 11. Manutūkē 12. Muriwai.	5 & 6	5	Per hectare	692,495
Te Karaka Flood Control	A differentiated targeted rate on Non Residential properties based on Capital Value.	5 & 6	2	Capital Value	6,879
	A differentiated targeted rate on Residential properties based on Capital Value.	5 & 6	2	Capital Value	30,613

Rates Funding Source	Categories of Rateable Land	Category (Sch 2) s14, 17 Local Govt (Rating) Act 2002	Factors (Sch 3) Local Govt (Rating) Act 2002	Factor used	Revenue sought 2024/2025 (Includes GST) \$
Waipau River Erosion Protection Scheme	Direct Beneficiaries within the defined area on Capital Value. See map at end of this section	5 & 6	2	Capital Value	19,925
	Indirect Beneficiaries within the defined area on Capital Value.	5 & 6	2	Capital Value	4,797
	Contributors within the defined area per hectare.	6	6	Per hectare	4,797
Waipaoa River Flood Control Scheme	Waipaoa River Flood Control Scheme classes A - F.	5 & 6	2	Capital Value	457,735
Liveable Communities					
Aquatic And Recreation Facilities	Differential targeted rate on Inner Zone 1.0 weighting.	6	2	Capital Value	1,854,247
	Differential targeted rate on Outer Zone 0.3 weighting.	6	2	Capital Value	238,720
Parks And Reserves	Differential targeted rate on Inner Zone 85% of revenue sought.	6		Per Rating Unit	6,414,988
	Differential targeted rate on Outer Zone 15% of revenue sought.	6		Per Rating Unit	1,132,057
Pests & Plants	A differential targeted rate on Inner Zone (20%).	6	3	Land Value	138,281
	A differential targeted rate on Outer Zone (80%).	6	3	Land Value	553,123
Soil Conservation-Advocacy And Land Use	A differential targeted rate on Inner Zone 40%(Up to 70%).	6	3	Land Value	900,271
	A differential targeted rate on DRA3 & DRA4 (30%).	6	3	Land Value	675,203
	A differential targeted rate on DRA5 (30%).	6	3	Land Value	675,203
Theatres	Differential targeted rate on Inner Zone 1.0 weighting.	6	2	Capital Value	812,641
	Differential targeted rate on Outer Zone 0.3 weighting.	6	2	Capital Value	104,624

Rates Funding Source	Categories of Rateable Land	Category (Sch 2) s14, 17 Local Govt (Rating) Act 2002	Factors (Sch 3) Local Govt (Rating) Act 2002	Factor used	Revenue sought 2024/2025 (Includes GST) \$
Water Conservation	Differential targeted rate on Inner Zone 70% of revenue sought.	6	3	Land Value	1,835,351
	Differential targeted rate on Outer Zone 30% of revenue sought.	6	3	Land Value	786,578
Regional Leadership & Support Services					
Business Area Patrols	Commercial Properties within the CBD Area: Non-residential properties on both sides of the roads bounded by Carnarvon Street, Childers Road, Reads Quay and Palmerston Road and all roads inside this area and also that part of Grey Street as far as the skateboard park and Customhouse Street as far as the Waikanae Cut. See map at end of this section.	1,2 & 6	2	Capital Value	125,053
Economic Development Including Tourism	All Industrial, Commercial retail and Accommodation Properties.	1 & 2	2	Capital Value	477,871
Targeted Rate - Other	Recovery Woody Debris Pastoral 15%	1 & 2	2	Capital Value	150,075
	Forestry 70%.	1 & 2	2	Capital Value	700,350
Roads & Footpaths					
Flood Damage And Emergency Reinstatement	Residential and Lifestyle Properties weighting of 1.0.	1 & 2	2	Capital Value	272,825
	Industrial and Commercial weighting of 2.0.	1 & 2	2	Capital Value	80,826
	Horticulture and Pastoral farming weighting of 1.5.	1 & 2	2	Capital Value	206,543
	Forestry weighting of 13.75	1 & 2	2	Capital Value	221,365
Non-Subsidised Local Rooding	Differential targeted rate on Outer Zone 50% of Revenue Sought.	6	2	Capital Value	62,855
	Differential targeted rate on Inner Zone 50% of Revenue Sought.	6	2	Capital Value	62,854
Passenger Transport	DRA1 Residential.	5 & 6	7	Separately Used or Inhabited Part of a Rating Unit	616,295

Rates Funding Source	Categories of Rateable Land	Category (Sch 2) s14, 17 Local Govt (Rating) Act 2002	Factors (Sch 3) Local Govt (Rating) Act 2002	Factor used	Revenue sought 2024/2025 (Includes GST) \$
Subsidised Local Roads	Residential and Lifestyle blocks weighting of 1.0.	1 & 2	2	Capital Value	4,227,323
	Industrial and Commercial weighting of 2.0.	1 & 2	2	Capital Value	1,252,371
	Horticulture and Pastoral farming weighting of 1.5.	1 & 2	2	Capital Value	3,200,311
	Forestry weighting of 13.75	1 & 2	2	Capital Value	3,429,961
Solid Waste					
Commercial Recycling Charge	Within scheme recycling collection area, being non-residential area within the CBD who have elected to receive the service.	5 & 6	7	Separately Used or Inhabited Part of a Rating Unit	1,477
Refuse And Recycling - Gisborne District	Within scheme refuse collection areas - Residential properties in Gisborne City and environs and Ruatōria. See map at end of this section.	5 & 6	7	Separately Used or Inhabited Part of a Rating Unit	2,157,071
	Within scheme refuse collection areas - Residential properties in Gisborne City and environs and Ruatōria.	5 & 6	7	Separately Used or Inhabited Part of a Rating Unit	35,591
Rural Transfer Stations	Within 15km radius scheme area as defined on a map.	5 & 6	7	Separately Used or Inhabited Part of a Rating Unit	506,176
Urban Stormwater					
Stormwater	A differential targeted rate. DRA1 and DRA1A all Commercial and Industrial properties.	6	2	Capital Value	549,291
	A differential targeted rate. All Rural Towns in DRA3,DRA4 and DRA5 and also Manūtukē and Pātūtahi.	6	7	Separately Used or Inhabited Part of a rating unit	173,245
	A differential targeted rate. DRA1 and DRA1A Residential properties including Sponge Bay, Wainui, Okitu.	6	7	Separately Used or Inhabited Part of a rating Unit	2,939,405

Rates Funding Source	Categories of Rateable Land	Category (Sch 2) s14, 17 Local Govt (Rating) Act 2002	Factors (Sch 3) Local Govt (Rating) Act 2002	Factor used	Revenue sought 2024/2025 (Includes GST) \$
Wastewater					
Gisborne City Wastewater	Wastewater charge per water closet or urinal connection.	5 & 6	12	Per water closet or urinal	12,243,447
	Te Karaka Wastewater charge per water closet or urinal. See map at end of this section.	5 & 6	12	Per water closet or urinal	101,337
Water Supply					
Water - Availability	Within scheme areas, where service can be supplied but is not supplied (being a rating unit within 100 metres of any part of the waterworks).	5 & 6	7	Separately Used or Inhabited Part of a rating unit	67,964
Water - Connection	Within scheme areas where the service is supplied and connected.	5 & 6	7	Separately Used or Inhabited Part of a rating unit	4,492,411
Subtotal					96,972,266
Metered Water Rates 1	Extraordinary and Rural Domestic users		8		4,198,350
Subtotal					101,170,616
Rates Penalties					650,000
Net Rates Revenue					101,820,616
OTHER FUNDING SOURCES					
Grants and Subsidies					177,862,923
Development and Financial Contributions					2,142,450
Other Revenue					18,597,180
Dividends and Interest					0
TOTAL FUNDING					300,423,169

Rating definitions

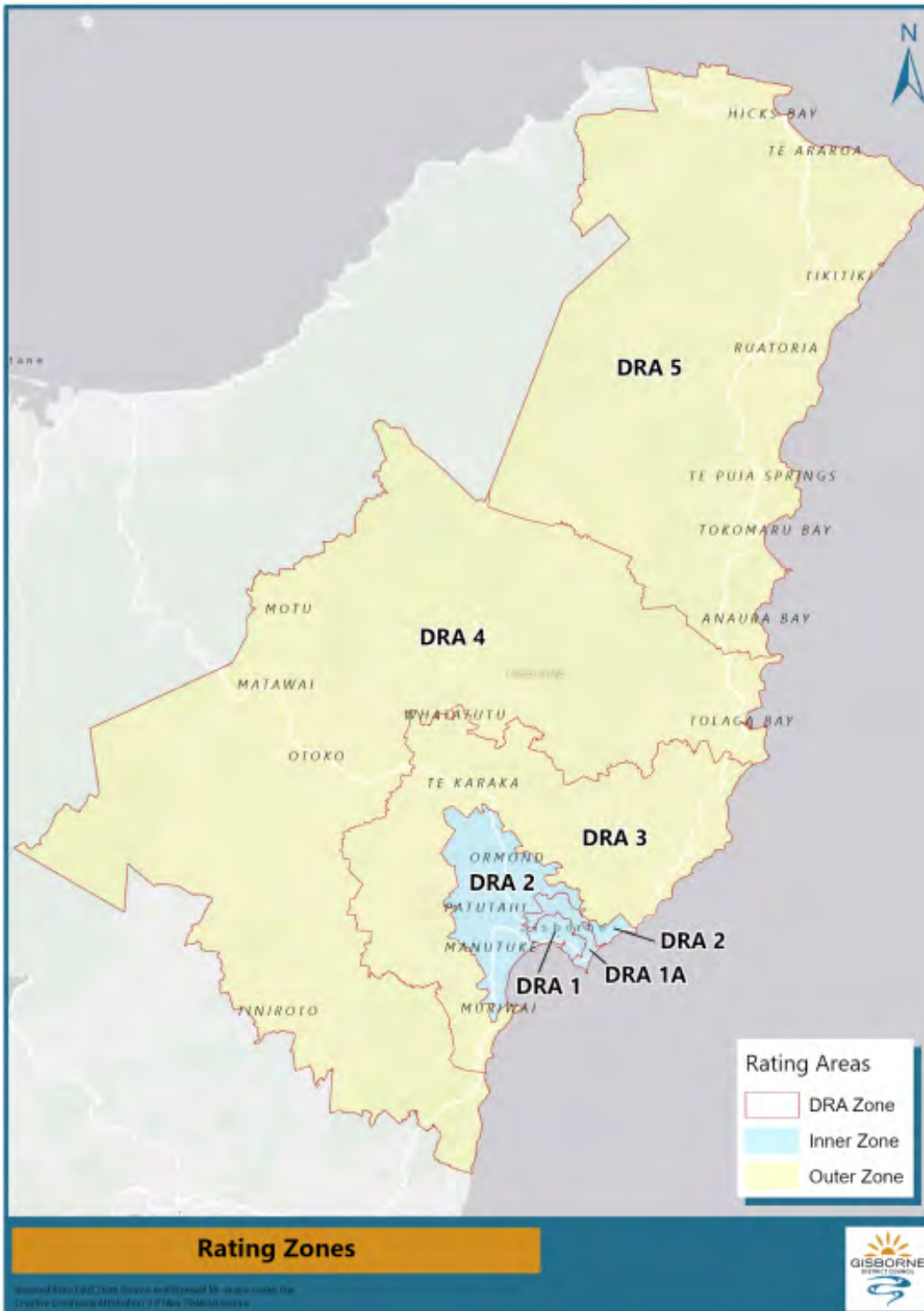
Note: Differential Rating Areas (DRAs) such as DRA1, DRA2, DRA3, DRA4 and DRA5 and Inner and Outer zones are categorised based upon location under the Local Government (Rating) Act 2002 schedule 2 and are shown on the map on the next page.

Short title	Differential Rating Areas (DRA) covered	Sub types
Inner Zone	The total land area of DRA1, DRA1A and DRA2.	Urban and rural properties
See map of Differential Rating areas at the end of this section		
DRA1	Former Gisborne City Council boundaries, excluding Rural Farm Land.	Residential, commercial, industrial and other
DRA1A	All Rural Farm Land within the previous Gisborne City Boundaries and the area surrounding the City, including Wainui and Mākaraka.	Residential, other rural, commercial and industrial
DRA2	Tūranganui-a-Kiwa/Poverty Bay Flats including fringe hill properties; Muriwai, Ormond, Waihirere, Waerenga-a-hika, Bushmere, Manutūkē and Pātūtahi.	Residential, rural, all other properties
Outer Zone	The total land area of DRA3, DRA4 and DRA5.	All other properties
DRA3	The area within reasonable and currently exercised commuting distance to Gisborne, including part Waerenga-o-kuri and Ngatapa, Whatatūtū and Te Karaka.	Rural and all other properties and rural townships
DRA4	The inland rural areas beyond DRA3, up to the boundary of DRA5 Tolaga Bay, Matawai, Tinirototo and Otoko.	Rural and all other properties and rural townships
DRA5	The whole of the East Cape area from a line running inland from a point in the vicinity of Mangatuna north of Tolaga Bay Township, to the tip of the East Coast. Hicks Bay, Te Araroa, Tikitiki, Ruatōria, Waipiro Bay, Te Puia Springs and Tokomaru Bay.	Rural and all other properties and rural townships

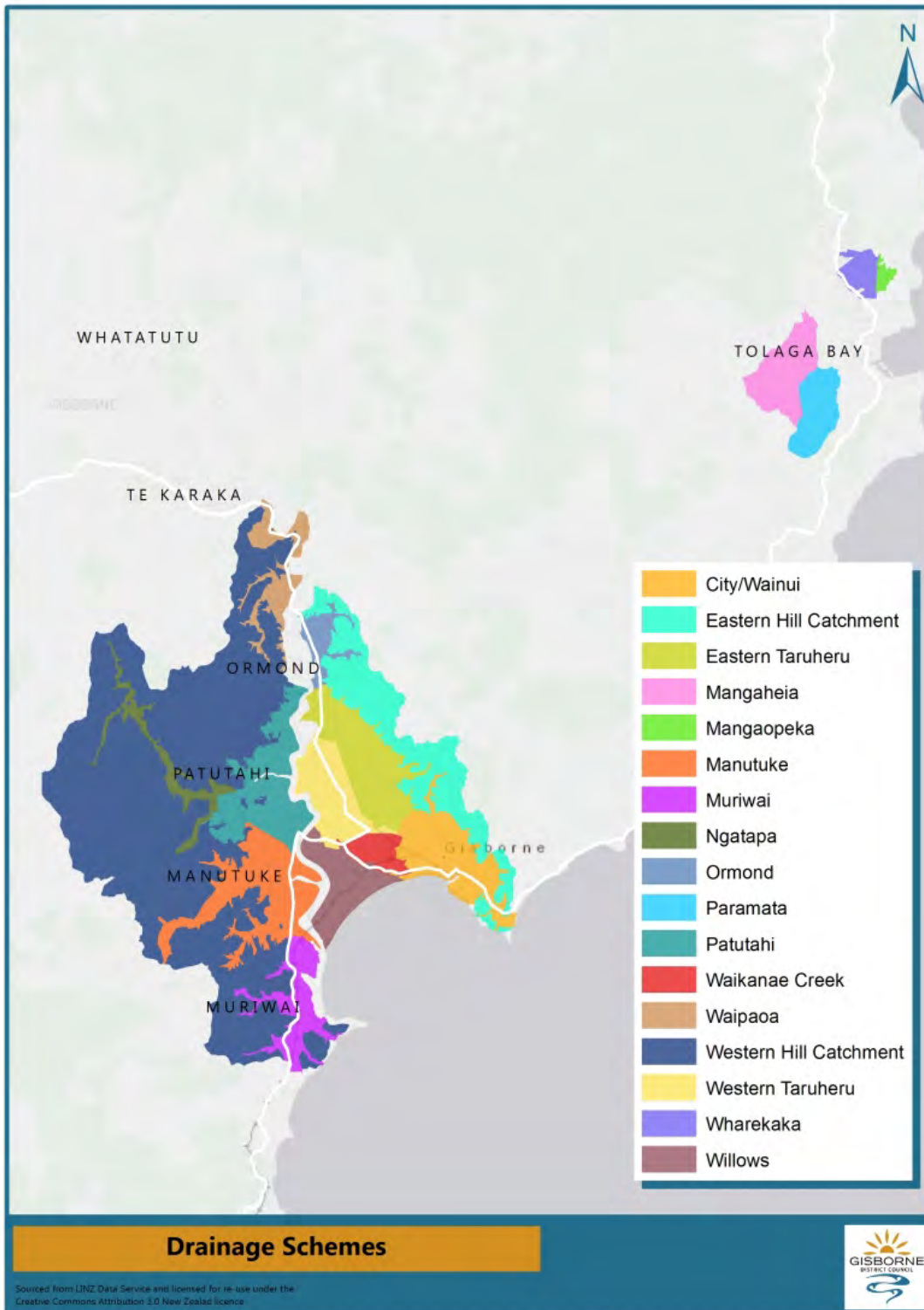
Rates funding impact statement maps

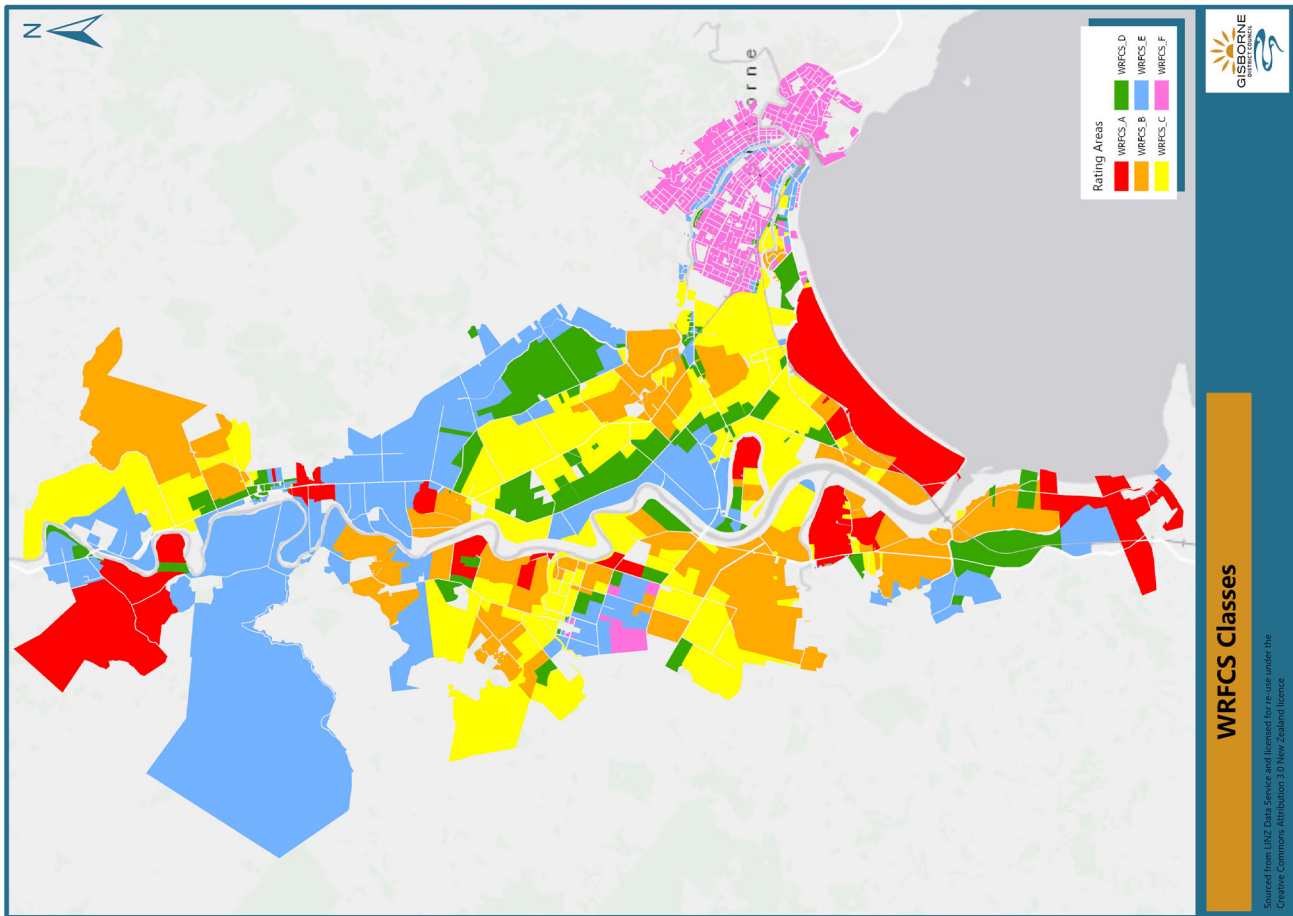
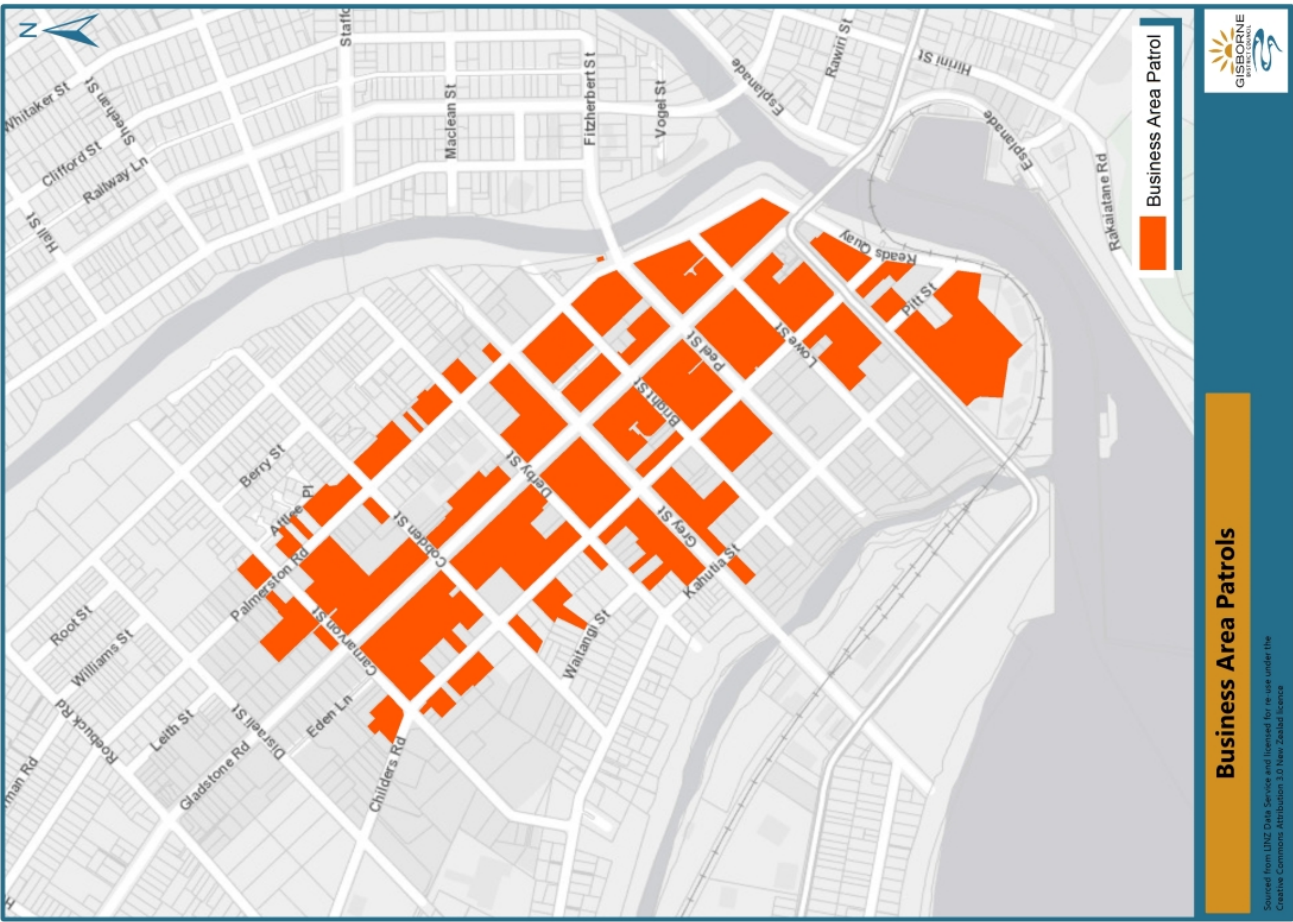
These maps display the differential rating areas in the district, and targeted rating zones for certain rates as set out in the Rates Funding Impact Statement.

Map showing the area in each differential rating area

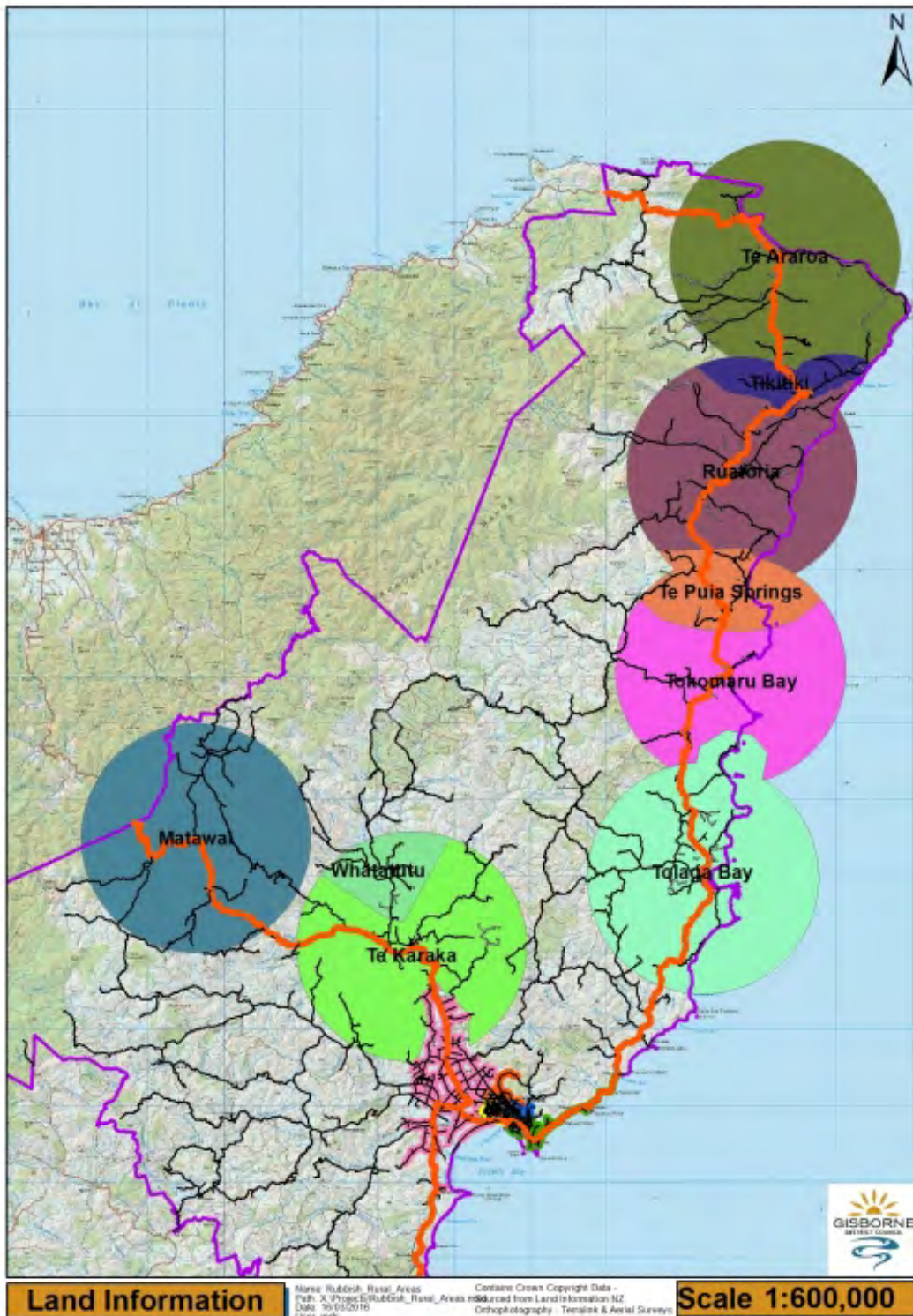


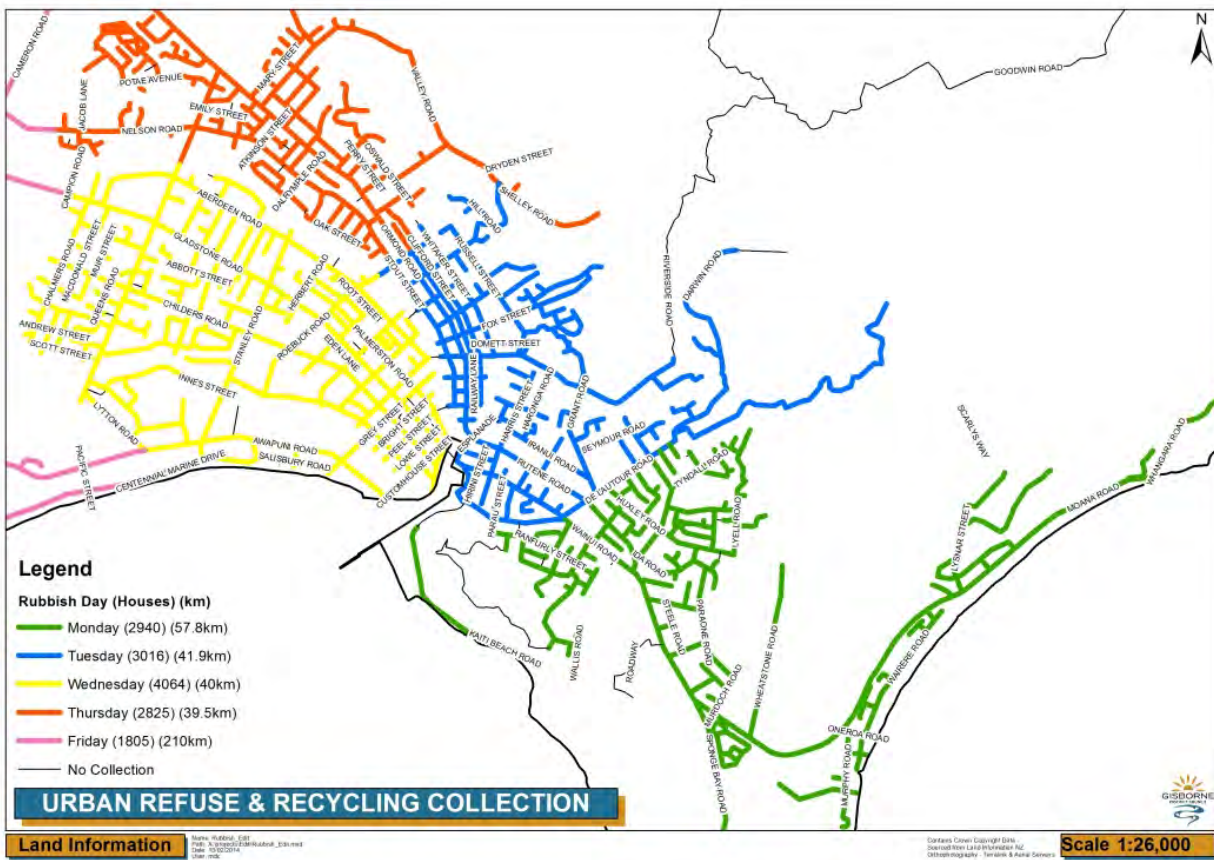
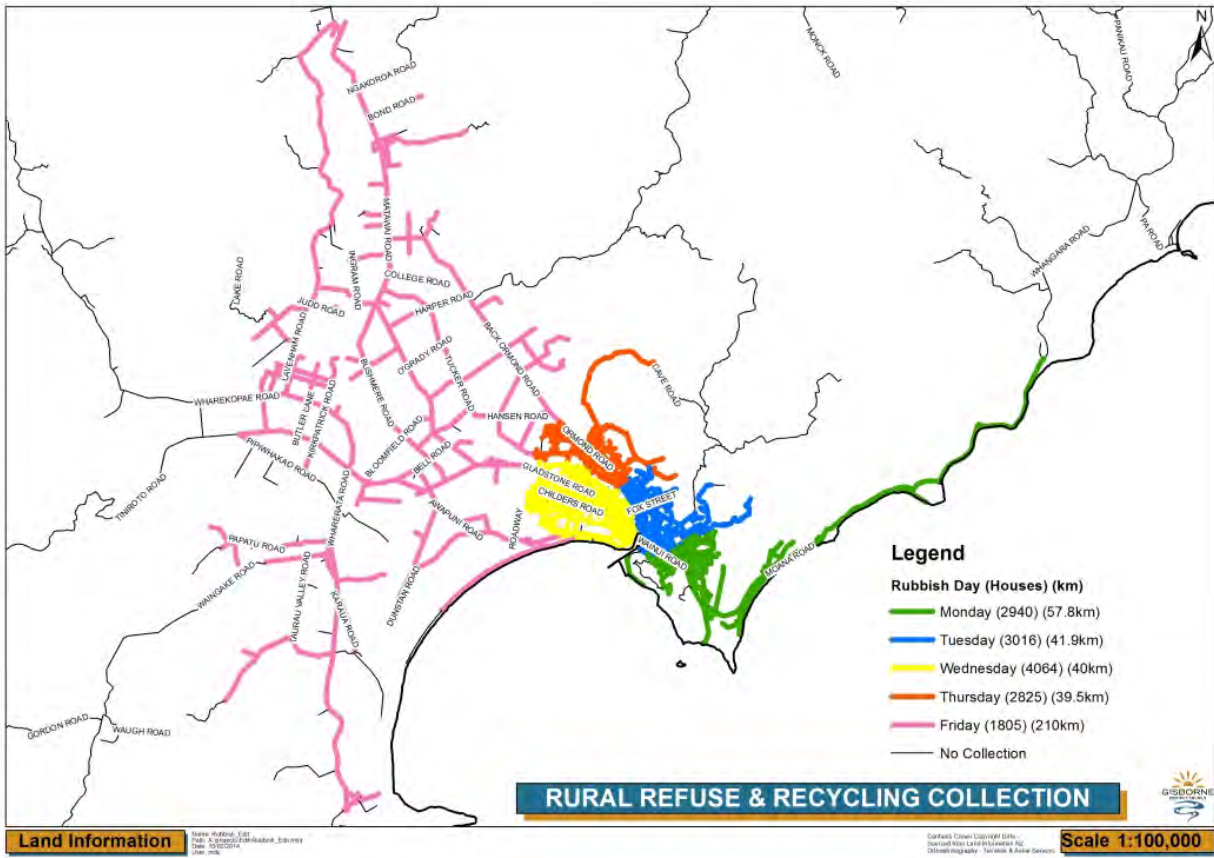
Map of targeted rating zones

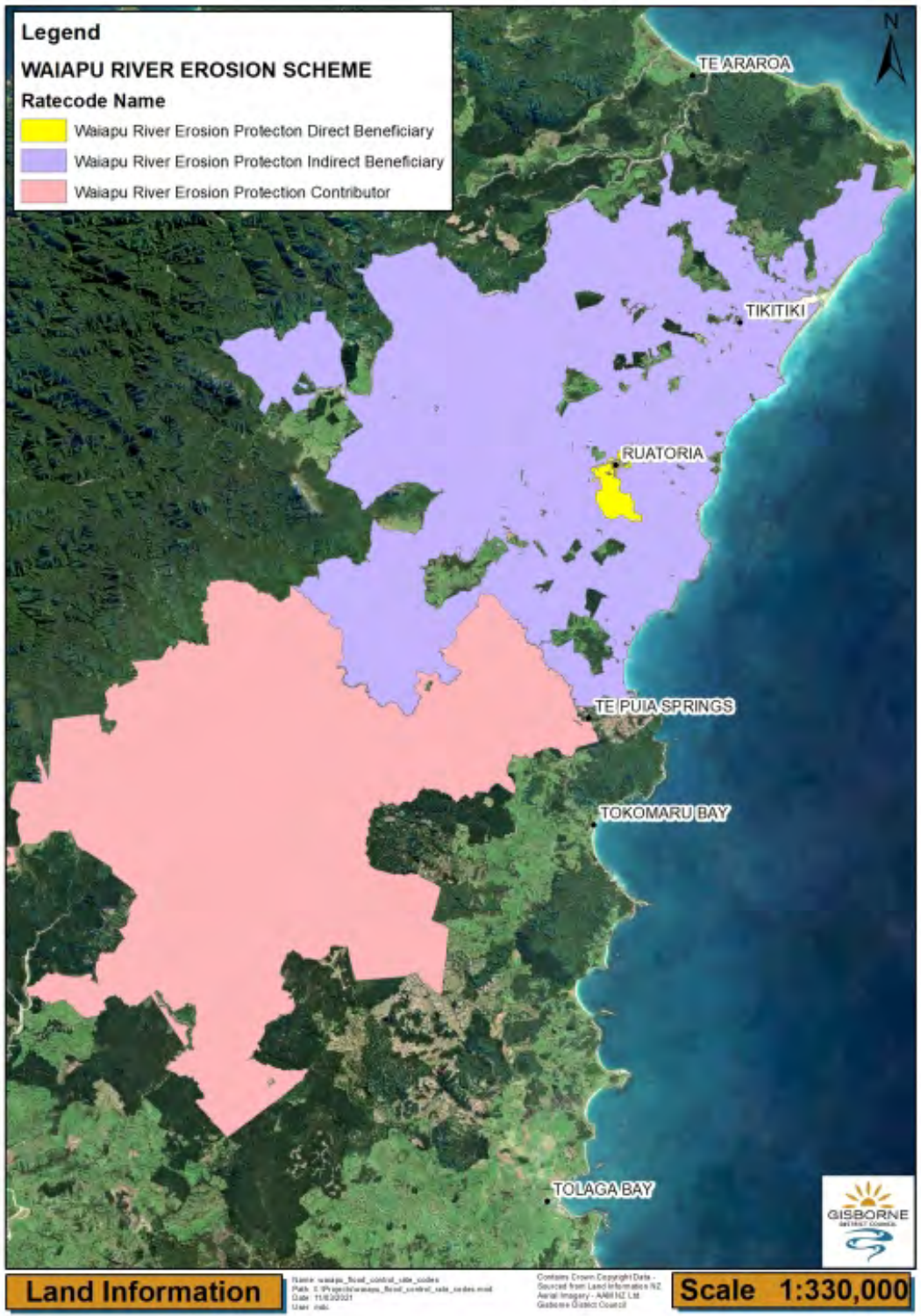


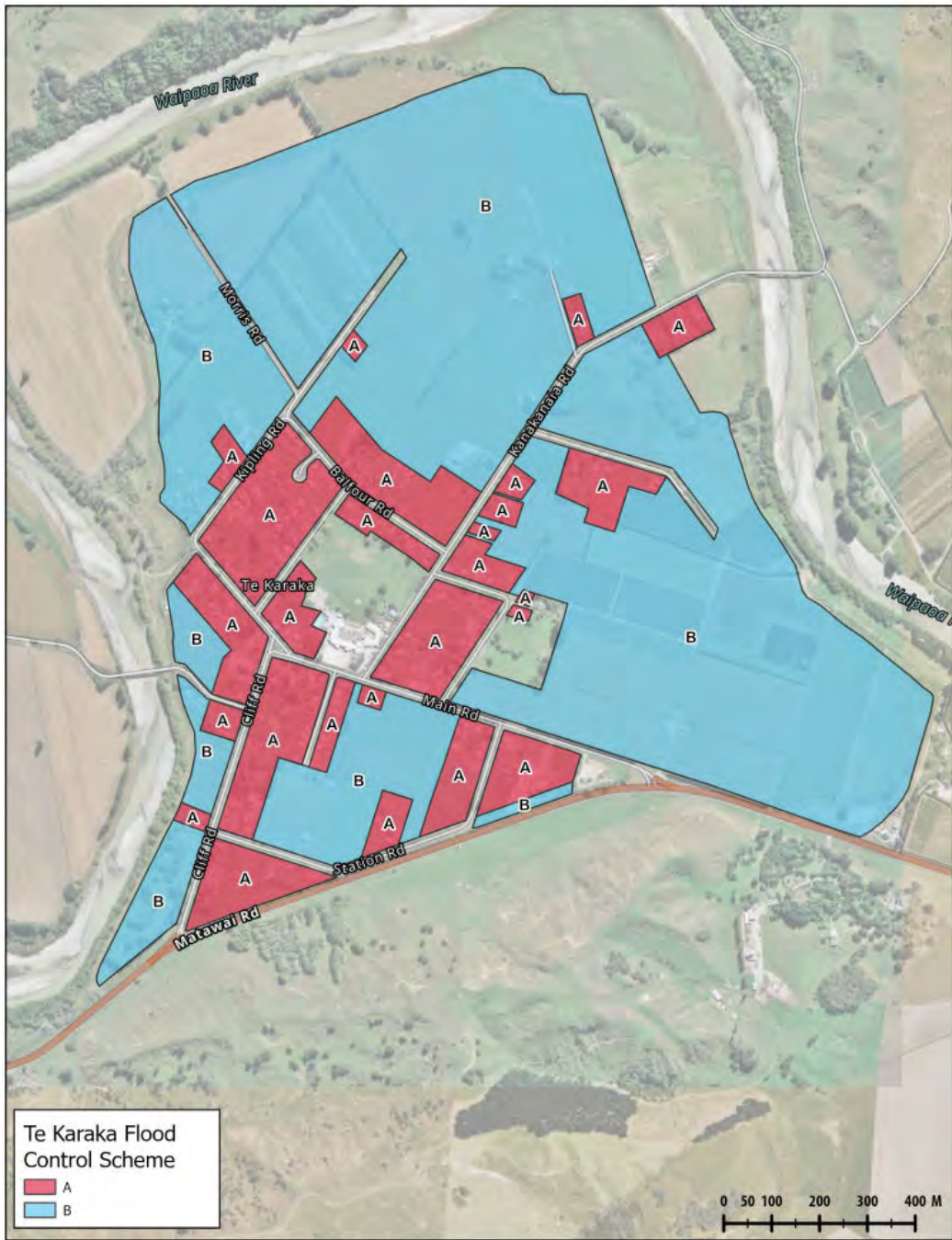


Rural transfer stations







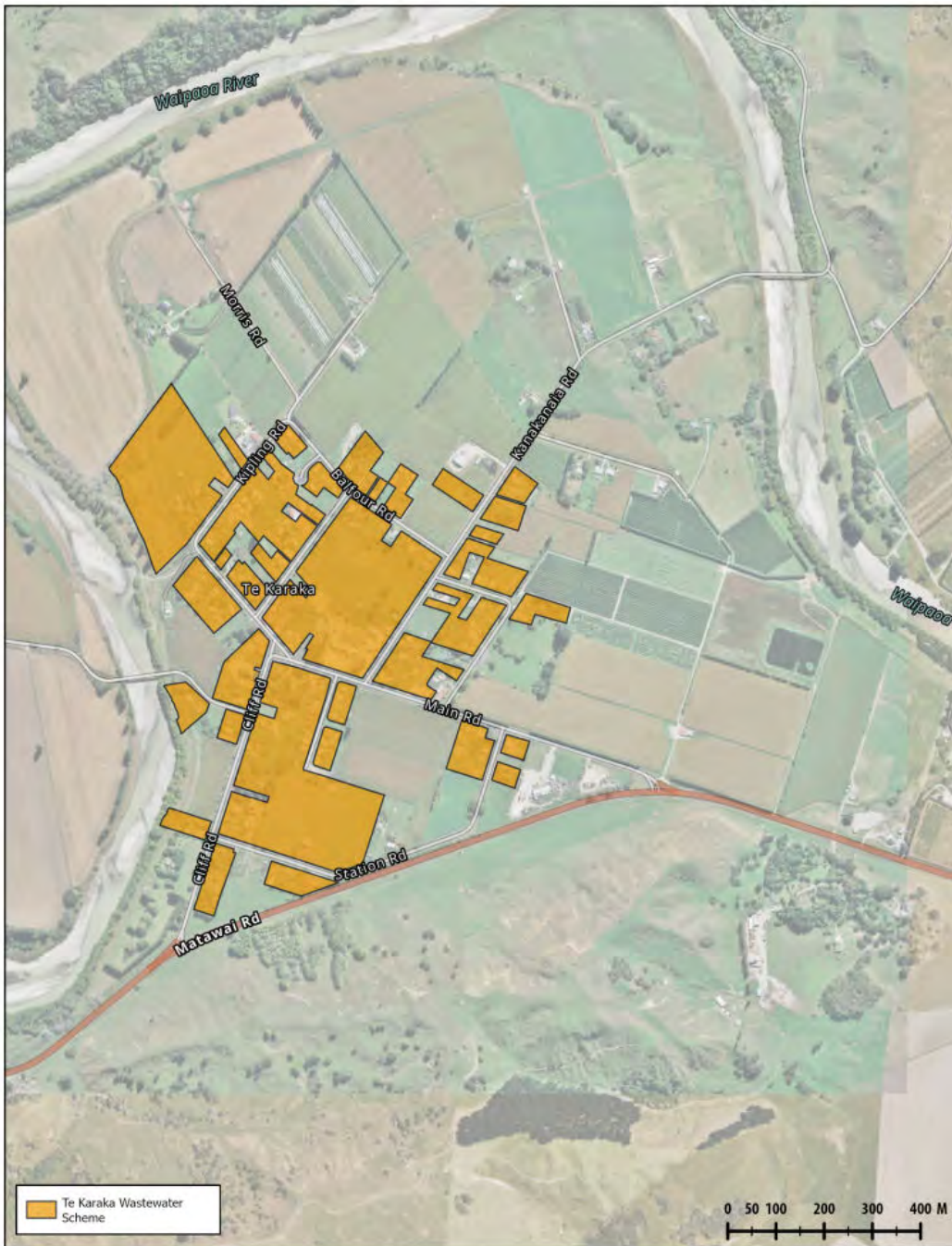


Te Karaka Flood Control Scheme | Scale: 1:10,000

Gisborne District Council does not make any representation or give any warranty as to the accuracy or exhaustiveness of the information provided. The information included on this site is indicative only and does not purport to be a complete database of all information in Gisborne District Council's possession or control. Gisborne District Council shall not be liable for any loss, damage, cost or expense (whether direct or indirect) arising from reliance upon or use of any information provided.

Name: Waipaoa Flood Control Scheme Date: 11/03/2024 User: old Path: X:\ArcPro\Projects\atting_schemes\atting_schemes.aprx Eagle Technology, LINZ, StatsNZ, NIWA, Natural Earth, © OpenStreetMap Contributors, Eagle Technology, Land Information New Zealand, GEBCO





Te Karaka Wastewater Scheme | Scale: 1:10,000



Gisborne District Council does not make any representation or give any warranty as to the accuracy or exhaustiveness of the information provided. The information included on this site is indicative only and does not purport to be a complete database of all information in Gisborne District Council's possession or control. Gisborne District Council shall not be liable for any loss, damage, cost or expense (whether direct or indirect) arising from reliance upon or use of any information provided.

Name: Te Karaka Wastewater Scheme Date: 11/03/2024 User: old
 Path: X:\ArcPro\Projects\rating_schemes\rating_schemes.aprx
 Eagle Technology, LINZ, StatsNZ, NIWA, Natural Earth, © OpenStreetMap
 Contributors, Eagle Technology, Land Information New Zealand, GEBCO



Part 6
Volume 1

He whakamarāma anō

Additional information

How we govern and lead our organisation, including an overview of Council leadership, and Council committees. We've also included a glossary to explain unfamiliar words.



Contents

Our Council	220
Organisation structure	221
Glossary	222

Tō tātau Kaunihera

Our Council



Functions

The Gisborne District Council is one of six unitary authorities (also called unitary councils) in New Zealand.

We have the combined functions, duties and powers of a territorial council and a regional council as outlined below:



Biosecurity

Control of regional plant and animal pests



Civil defence

Natural disasters, marine oil spills



Regional land transport

Control of regional plant and animal pests



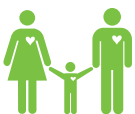
Resource management

Quality of water, soil, coastal planning



River management

Flood control and mitigation of erosion



Community wellbeing and development

Including advocacy, funding, partnerships and Council's Long Term Plan



Environmental health and safety

Including building control and environmental health matters



Infrastructure

Roading and transport, sewerage, water/ stormwater



Recreation and culture

Includes parks, aquatics and community facilities



Resource management

Including land-use planning and development control

Responsibilities

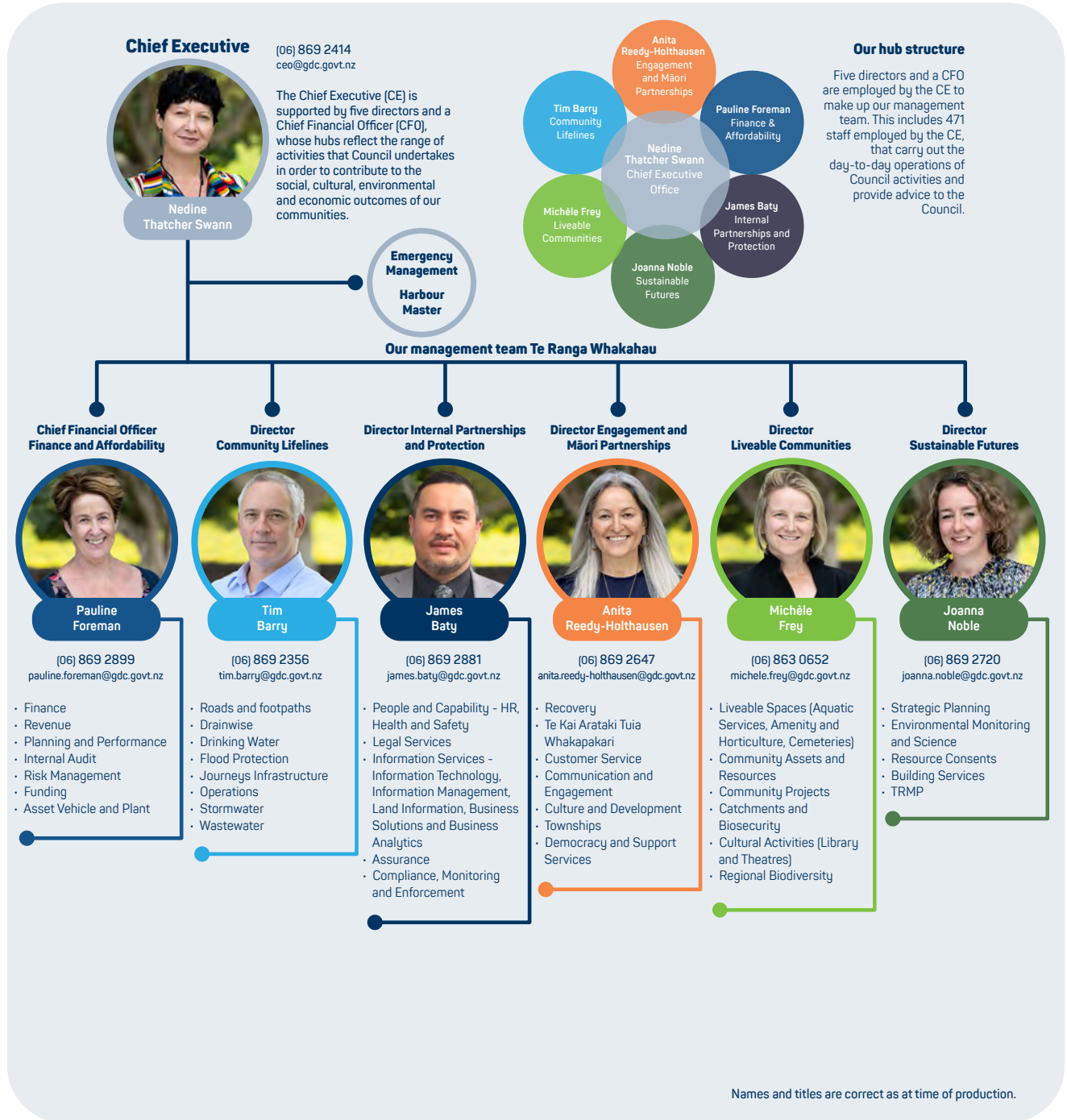
Council has two key responsibilities outlined under [Section 10](#) of the LGA, which are:

- to enable democratic decision-making and action by and on behalf of communities
- to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future.

Councils are responsible for providing good quality local infrastructure, local public services and performance of regulatory functions. The four wellbeings also recognise the major role councils play in enhancing community wellbeing and supporting overall quality of life.

Te Anga ā-mahi Organisation structure

Council has one appointed employee, the Chief Executive, who is responsible for implementing and managing Council’s policies and objectives within the budgetary constraints established by the Council.



Kupu whakamarama

Glossary

A	Abbreviation	Description
Activity		Related or like services that are grouped together.
Activities and activity groupings		The main elements of Council's services offered to the Gisborne community are grouped into activities. These activities are described in detail in the Activity Groups section of the 3YP, including the financial and non-financial performance measures, targets and the financial budgets.
Affordable housing		Two complementary measures are used to define affordable housing: the 30 per cent gross income benchmark, measuring whether a household pays no more than 30 per cent of its gross income on housing costs; and the Median Multiple Measure, the ratio between median house price to annual household income.
Allocated costs		Allocation of costs by support departments to other Council departments for services provided. Reflects the true cost of the provision of goods and services.
Amenity		The qualities of a place that make it pleasant and attractive for individuals and communities.
Annual Plan	AP	Each year Council is required to have an Annual Plan which sets out the budget for the year. This is based on what is proposed in the Long Term Plan but also highlights any change or variance that is projected to occur which is not currently accounted for in the Long Term Plan.
Assets		Assets are things that the organisation own. Assets are defined as having a useful life of more than one year such as roads, parks, footpaths and buildings.
Asset Management Plan	AMP	Plans which consolidate data and information about asset types (e.g. roading infrastructure). This could include the condition of current assets, and projected requirements for growth, maintenance and renewals.
Awa		River.
Awarua		Gisborne District Council's office at 15 Fitzherbert Street, Gisborne.
B	Abbreviation	Description
Backlog		That portion of a project that relates to historical catch-up to meet the required level of service for the existing community.
Biodiversity		The variety of life in a particular habitat or ecosystem including the totality of genes and species.
Business as usual	BAU	
C	Abbreviation	Description
Capital expenditure		This is the spending on new Council assets or replacing existing assets.
Capital value	CV	The probable sale price of the freehold interest of the property if offered for sale at the time of valuation.
Carbon footprint		The amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organisation, or community.
Catchment		An area of land that provides water to a stream, river, lake or estuary.
Central Business District	CBD	
Civil Defence Emergency Management	CDEM	
Commercial, excluding retail		Property and business services (e.g. real estate, architects), finance and insurance services, personal services (e.g. beauticians), government administration (e.g. courts, Local Government), commercial cultural and recreational services (e.g. tourism operators, cinemas), service stations and offices.
Community facilities		Has the same meaning as section 5 of the LGA - reserves, network infrastructure or community infrastructure for which development contributions may be required in accordance with s199 of the LGA.

Community Led Recovery Plans	CLRPs	Plans that support improved recovery and resiliency developed by communities following Cyclone Gabrielle.
Community infrastructure		For the purpose of classifying developments for calculating HUEs means libraries, gyms, halls, churches, club rooms, sports facilities, places of assembly, museums, and other community facilities.
Community outcomes		Outcomes that a local authority aims to achieve in meeting the current and future needs of communities for good-quality local infrastructure, local public services and the performance of regulatory functions. A local authority will consider these outcomes in the course of its decision making.
Council		Gisborne District Council.
Council-controlled organisations	CCOs	A company where one or more local authorities have 50% or more of the shareholder voting rights or similar. For a more detailed meaning see Section 6 of the LGA.
Council Controlled Trading Organisation	CCTO	Gisborne Holdings Limited (GHL) is 100%-owned by Council. GHL manages Council's commercial operations and distributions flow directly to Council to help provide for capital works and minimise demands on ratepayers.
Costs – existing		Costs to continue delivering the current level of service.
Costs - growth		Costs to deliver current level of service to a larger community due to growth.
Cost allocation		The allocation of the capital costs of a project to the various drivers for the project, such as renewal, catch-up (backlog), and additional capacity to meet growth.
Critical infrastructure		Infrastructure assets and networks that provide essential services to a large number of customers or nationally significant infrastructure sites (such as Auckland Airport). Failure of these infrastructure networks would cause significant economic or social disruption.
D	Abbreviation	Description
Depreciation		This accounts for the annual cost of the wearing out of, or the economic use of, our assets. It is generally based on the value of the asset divided by its remaining life.
Development contributions	DCs	Money received to fund capital expenditure for new development. Fees paid by developers who subdivide (Subdivision Impact Fees) or build (Building Impact Fees). These fees cover the cost of upgrading the services (e.g. water supply) provided to those new sections/buildings. The setting of development contributions is governed by the Development Contributions Policy.
Differential Rating Areas	DRAAs	Gisborne District has six Differential Rating Areas (DRAs) that are used to spread the rates.
Dwelling unit		A building (or part of any building) in which a single housekeeping unit resides or could potentially reside.
E	Abbreviation	Description
Emissions Reduction Plan	ERP	
Emissions Trading Scheme	ETS	Introduction of a price on greenhouse gases to provide an incentive for New Zealanders to reduce emissions and plant more trees.
Engagement		Engagement is the process of seeking information from the community to inform and assist decision-making, and providing the community information on the outcome of a decision-making process. Council's approach to engagement, including when we will not engage with our community, is outlined in Part 4 of the Kaupapa Whakapāpātanga me te Hiranga / Significance and Engagement Policy 2021.
Erosion Control Plan	ECP	See Catchments and Biodiversity.
Erosion Control Funding Programme	ECFP	See Catchments and Biodiversity.
Expenditure		Spending by Council.
F	Abbreviation	Description
Funding Assistance Rate	FAR	Central Government support for local roading.
Financial year		Council's financial year runs from 1 July to 30 June the following year.
Freshwater environment		Beds, banks, margins, flood plains and waters of rivers and natural lakes and wetlands, and groundwater systems together with their natural functioning and interconnections.

Freshwater Farm Plan	FWFP	See Catchments and Biodiversity.
Freshwater Management Plans	FMPs	Regional freshwater plan provisions and catchment plans.
Full Time Equivalent	FTE	A measure of employment for GDC. It means an employee works 40 hours/week.
Funding Impact Statement	FIS	This statement sets out the information required by Schedule 10 of the LGA, together with additional information provided to assist ratepayers in understanding the indicative impact of the Long Term Plan.
Future of Severely Affected Land	FOSAL	
G	Abbreviation	Description
General rate		A rate based on the value of every property in the district.
Geographic Information System	GIS	
Gisborne Holdings Limited	GHL	Council's main investment vehicle is its Council Controlled Trading Organisation (CCTO), Gisborne Holdings Limited (GHL).
Gross Floor Area	GFA	The total of the area of the floors of all buildings, measured from the exterior faces of the exterior walls, or from the centre lines of walls separating two buildings or, in the absence of walls, from the exterior edge of the floor.
Greenhouse gas emissions	GHG	Gases emitted to the atmosphere which contribute to the greenhouse gas effect, in which more than the normal amount of atmospheric heat is retained in the atmosphere. These emissions include water vapour, carbon dioxide, nitrous oxide, methane, ozone, halocarbons and other chlorine and bromine-containing substances.
H	Abbreviation	Description
Hapū		Subtribe.
Hau kāinga		Local people of a marae or area.
Haumanu Tū Ora	H2O	A Council project team funded through the Freshwater Improvement Fund. In partnership with tangata whenua, the team works collaboratively on initiatives to assist our communities in reconnecting with our local awa, waterways, ecosystems, flora and fauna.
Health and Community Services		Medical services (eg doctors, optometrists, hospitals), veterinary services, dental services, community care services (excludes accommodation).
Hearing		A chance for the community to express a view, in person, to Council following the receipt of a written submission.
Heavy industry		Manufacturing and processing activities of a substantial size, e.g. freezing works, dairy factories, timber processing, packing houses.
Hill Country Erosion Funding Programme	HCE	See Catchments and Biodiversity.
Household Unit Equivalent	HUE	The unit of demand that relates demand of developments for community facilities to the typical demand by an average household. It forms the basis of assessing development contributions.
Hui		Verb, to assemble or meet. Noun, a gathering or meeting.
I	Abbreviation	Description
Information and Communication Technology	ICT	
Impervious Surface		Hard surface area which either prevents or retards the entry of water into the soil mantle as it entered under natural conditions pre-existent to development, or that hard surface area which causes water to run off the surface in greater quantities or at an increased rate of flow from that present under natural conditions pre-existent to development. Common impervious surfaces include, but are not limited to, rooftops (concrete or asphalt), walkways, patios, driveways, parking lots or storage areas, and oiled, macadam or other surfaces which similarly impede the natural infiltration of surface water.
Inflation		Increases in revenue and costs due to price changes.

Infrastructure		The structures, systems and facilities that support daily life such as water supply, roads and communications, including social infrastructure.
Infrastructure Acceleration Fund (IAF)	IAF	See Wastewater.
Infrastructural assets		Fixed utility systems that provide a continuing service to the community and are not generally regarded as tradable. These assets include roads, waste, sewerage and stormwater systems.
Internal recoveries		Recovery of costs by support departments from other Council departments.
Iwi		A number of hapū (section of a tribe) related through a common ancestor.
K	Abbreviation	Description
Kaitiaki		Guardian, trustee, steward. The meaning of kaitiaki may vary between different hapū and iwi.
Kaitiakitanga		The exercise of guardianship by the tangata whenua of an area in accordance with tikanga Māori in relation to natural and physical resources; and includes the ethic of stewardship
Kaumātua		Elderly man, elderly woman. A person of status within the whānau, hapū, iwi.
Kaupapa		Topic, subject, issue, project, policy.
Kōrero		Speak, talk, story.
L	Abbreviation	Description
Land Use Capability	LUC	Land Use Capability (LUC) mapping – see Catchments and Biodiversity.
Land value	LV	The probable price that would be paid for the bare land as at the date of valuation. The value includes development work such as drainage, excavation, filling, levelling, retaining walls, clearing, fertility build-up, flood protection.
Landfill		A waste disposal site used for the controlled deposit of solid wastes on or into land excluding tailings dams and waste rock stacks.
LED	LED	Light-emitting diode.
Levels of Service	LOS	A measure of the service that describes the quality and quantity of the service Council delivers i.e. number of sports fields available for use, library opening hours, water quality etc. It is determined by customer expectations, legislative requirements and affordability.
Liabilities		Amounts that the organisation owes. Non-current liabilities are amounts that are not due to be repaid within the next financial year.
Light Detection and Ranging	LIDAR	
Loan funds		This is money used by Council that it has obtained by raising a loan.
Local authority	LA	A local authority means a regional or territorial authority, according to the LGA.
Local Government Act 2002 (LGA)	LGA	The key legislation that defines the regulations and responsibilities for local authorities including Council.
Local Government Official Information and Meetings Act	LGOIMA	
Long Term Plan	LTP	A 10-year plan prepared under the LGA containing programmes for Council's priorities, activities, operating and capital expenditure. It sets out the strategic direction for Council over the next ten years and outlines Council's contribution towards achieving the community outcomes. It incorporates a 10-year Financial Strategy, and a 30-year Infrastructure Strategy that provides a long-term view of investment needed in Council infrastructure. This plan is formally reviewed and updated every three years. The draft LTP goes out for public consultation before being altered and adopted by Council.
Lot		Lot is deemed to have the same meaning as 'Allotment' under both the Local Government Act 2002, and the Resource Management Act 1991.
M	Abbreviation	Description
Mana		Status, prestige, authority.
Mana whenua		Customary authority exercised by the tangata whenua in an identified area.

Manaaki		Generosity, support, hospitality and care of others.
Manaakitanga		The process of showing support, hospitality and care of others.
Manuhiri		Visitor, guest.
Marae		Meeting house.
Mātauranga Māori		Māori knowledge.
Mauri		Each Iwi group has its own concept of mauri, however it is generally referred to in English as the life force, life essence or life principle (essentially having spiritual qualities).
Mean annual low flow	MALF	A statistic that describes the average amount of water in a river during times of low flow. The lowest flow for each year is averaged across recorded years to estimate the mean annual low flow.
Memorandum of Understanding	MoU	
Ministry of Environment	MfE	
Mission		This describes Council's basic purpose (its fundamental reason for being) and specifies the role Council is going to play in its environment.
Mitigation		To lessen the severity of adverse effects.
Moana		Ocean.
N	Abbreviation	Description
National Land Transport Plan	NLTP	
National Policy Statement	NPS	A statement issued under s52 of the RMA.
Non-profit organisation		Any society, association, organisation or registered charitable trust that: <ul style="list-style-type: none"> • is not carried out for the profit or gain of any member; and • has rules that do not allow money or property to be distributed to any of its members. For the avoidance of doubt, non-commercial Council activities will be considered non-profit organisations for the purpose of the remissions.
Non-Subsidised		100% funded by Council.
O	Abbreviation	Description
Open space		Land that is managed by Council for heritage protection (including natural, cultural and historic heritage) and/or for recreation.
Operating expenditure		Spending for the normal day-to-day services of Council. This also includes depreciation, interest on loans and allocated costs.
Order in Council	OiC	
Other industry / Servicing		Manufacturing, processing, servicing and construction activities, which may be associated with the sale of goods or services directly to the public e.g. small timber mills, joiners, engineering businesses, panel beaters, mechanics.
Outcomes		The impacts on, or consequences for, the community. Council's plan includes community outcomes which relate to the district as a whole and as a result of the operations of Council.
P	Abbreviation	Description
Policy		Guidelines to support effective decision making.
Port and Harbour Safety Code	PHSC	See Harbourmaster.
Private benefit		This occurs when individuals who benefit from a service can be clearly identified and therefore charged for that service. It applies to user charges, application fees, purchase price and water by meter, though there are exceptions to the rule.
Project costs		Costs such as depreciation and interest that occur from Council financing capital projects.
Protection Management Areas	PMAs	See Catchments and Biodiversity.
Public benefit		This relates to spending which benefits the community in general and for which no individual beneficiaries can be clearly defined.
R	Abbreviation	Description

Rangatiratanga		Chieftainship.
Ratepayer		A person who owns property and pays rates to Council.
Rates		Funds collected from property owners in the district. Rates are where Council's money comes from. The amount of rates paid is based on the value of the property as well as uniform or targeted charges for the services Council provides.
Rates - general		Rates directly related to the value of the property, charged on capital value.
Rates - targeted		Rates which apply in certain areas or to certain ratepayers.
Regional Land Transport Plan	RLTP	Regional Land Transport Plan.
Regional Pest Management Plan	RPMP	See Catchments and Biodiversity.
Renewal		That portion of project expenditure that has already been funded through depreciation of the existing asset.
Renewal expenditure		This is spending that replaces deteriorating assets with new assets that have the same service potential as the originals.
Residential allotment		An allotment zoned Residential or Rural in the Combined Regional Land and District Plan and capable of development for residential purposes.
Residential services		Residential care facilities e.g. aged-care homes.
Resource consent		This is permission to use resources such as land, water and air, granted under the RMA. All of Council's works projects require resource consents to be granted before works can commence.
Resource Management Act 1991	RMA	
Resource Recovery Centre	RRC	
Revenue		Money received by Council.
Revenue and Financing Policy		This is a statement about who should pay for the services provided by Council. The policy outlines who will benefit for each activity and who should pay for it, taking into account fairness and what is practical.
Rohe		A territory or boundary which defines the area within which a tangata whenua group claims traditional association and tangata whenua.
S	Abbreviation	Description
Sense of place		A person's or community's appreciation of the special qualities of their neighbourhood, city or environment that are different from other places.
Service connection		A physical connection to a service provided by, or on behalf of, the Council.
Severe Weather Emergency Recovery (Local Government Act 2002 - Long-term Plan) Order 2023	SWERLA	The 7 September 2023 Order in Council (OIC) suspending the statutory requirement for a ten year LTP for the Council and seven other councils.
Shared spaces		Street spaces in which the traditional segregation between cars, pedestrians and cyclists is minimised, usually through the customisation of street markings and the removal of features such as raised kerbs and footpaths.
Significance		This is the degree of importance of an issue, proposal, decision, or matter as assessed by the local authority in terms of its likely impacts, and or likely consequences. It is measured by its likely impact on the criteria listed in Part 3 of the Kaupapa Whakapāpātanga me te Hiranga / Significance and Engagement Policy 2020. The criteria have been developed based on three key factors: <ul style="list-style-type: none"> • The economic, social, cultural and environmental wellbeing of the district. • Affected people and communities. • Council's ability to perform its role as a local authority and achieve its strategic objectives in the Long Term Plan.
Social Pinpoint		Community engagement online platform for the Council's 'Have your say' website engagement and consultation tool.
Solid waste		Any non-hazardous solid degradable waste from a combination of domestic, commercial and industrial sources. It includes putrescible waste, garden waste, uncontaminated bio- solids and clinical waste.

Spatial planning		A form of planning for cities, regions or countries that seeks to provide long-term direction for development and the achievement of social, economic, cultural and environmental wellbeing.
Special funds / Reserve funds		Money set aside for a specific purpose.
Stop bank		A structure, generally a bank of compacted soil, constructed across or on land that prevents flood flows from inundating defined area.
Stormwater		Artificially channelised rainwater prior to its point of discharge to land or water.
Stormwater infrastructure		Infrastructure intended to manage stormwater, including pipes, drains, streams and channels.
State of Environmental	SOE	
Strategic framework		Consists of Council's vision, purpose, mission, strategic priorities and community outcomes. Sets out the strategic priorities that determine what is important for Council to focus on, invest in and deliver to achieve our community outcomes.
Strategic asset		Strategic assets are defined in LGA as an asset (or group of assets) that needs to be retained so that Council can maintain its capacity to achieve or promote any outcome that Council determines to be important to the current or future well-being of the community.
Strategy		Outlines how the Council is going to undertake particular actions to deliver community outcomes.
Subdivision		Subdivision is deemed to have the same meaning as 'subdivision' under the RMA.
Submission		A written document which details a person's opinion of a draft plan.
Submitter		A person that makes a submission.
T	Abbreviation	Description
Tangata whenua		In relation to a given area, the lwi, hapū or whānau that holds tangata whenua over that area.
Taonga		Treasure, property. Taonga are prized and protected as the sacred possessions of a tribe. The term carries a deep spiritual meaning and taonga may be things that cannot be seen or touched. Examples include language, wāhi tapu, waterways, fishing grounds and mountains.
Targeted rating area		A defined geographical area which attracts a specific rating requirement.
Tairāwhiti Emergency Management Office	TEMO	
Tairāwhiti Resource Management Plan	TRMP	
Te ao Māori		The Māori world.
Te Matapihi		Council's intranet site to resources that will assist Council and its engagement with tāngata whenua in Te Tairāwhiti.
Te Tiriti o Waitangi		The Treaty of Waitangi as set out in English and Māori in the First Schedule of the Treaty of Waitangi Act 1975.
Te reo Māori		The Māori language.
Te Rūma Kaunihera	Chambers	Te Rūma Kaunihera (Chambers) at Gisborne District Council, 15 Fitzherbert Street, Gisborne, 4010.
Te Taiao		The Environment.
Te Tiriti Compass		Council's commitment to Te Tiriti to develop effective and meaningful collaboration with tangata whenua ensuring lwi and hapū have a long-term role in the future planning and decision making for the region.
Three Year Plan	3YP	As a result of the severe weather events in 2023 and under the Severe Weather Emergency Recovery (Local Government Act 2002 - Long-term Plan) Order 2023 (SWERLA), Council has been allowed to prepare an unaudited three year plan for 2024-2027 with a focus on recovery instead of a 2024-2034 ten year LTP.
Tikanga		Correct procedure, custom, lore, method, way, plan, practice, convention, protocol. The customary system of values and practices that have developed over time and are deeply embedded in the social context.

U	Abbreviation	Description
Uniform Annual Charge	UAC	Income to Council for a specific service by a levy of an equal amount on each rateable property. This amount does not vary with the value of the property.
Uniform Annual General Charge	UAGC	A fixed amount charged to each separately used or inhabited part of a rating unit. The contribution to the costs of the activities, works or services, whose costs are not otherwise recovered from separate and special rates and charges and shall be levied in respect of every separately rateable property. This amount does not vary with the value of the property.
Unitary authority		A unitary authority is a territorial authority that has the responsibilities, duties and powers of a regional council conferred on it, either by the provisions of any act, or by an Order in Council giving effect to a reorganisation scheme.
Integrated Catchment Management Plans	ICMP	See Urban Stormwater.
User fees and charges		Fees charged to users of specific services and facilities provided by the Council.
Ultraviolet	UV	
V	Abbreviation	Description
Vested assets		Infrastructural assets and land provided by the developer of a subdivision. Examples of this may be roads, street lights, water and wastewater reticulation, stormwater disposal systems and reserve land. At the completion of the subdivision, the ownership, and hence future maintenance of these assets, passes to Council.
Vision		Council's view of the future state of its community. It is used to inspire people into action, define future direction and implies that what we do now can influence and change the future for the better.
Vulnerable communities		Communities with a limited capacity to anticipate, cope with, resist and recover from the impact of a major negative event.
W	Abbreviation	Description
Waka		Canoe.
Waste Management and Minimisation Plan	WMMP	
Wastewater Treatment Plant	WWTP	
Water by meter		The cost to Council to maintain/supply water.
Whakapapa		Genealogy, lineage, descent.
Whānau		Family, extended family grouping.
Whānaungatanga		Relationship, kinship, sense of family connection. A relationship through shared experiences and working together which provides people with a sense of belonging.
Whenua		Land, country, earth, ground.
Z	Abbreviation	Description
Zero waste		A concept that encourages the imitation of sustainable natural cycles where all discarded materials are designed to become resources for other uses.




HEALING
OUR REGION
FOR OUR FUTURE


TE WHAKARAUORATANGA
OTŌ TĀTAU ROHE
MŌ ĀPŌPŌ

 0800 653 800

 service@gdc.govt.nz

 www.gdc.govt.nz

 @GisborneDC

 15 Fitzherbert Street,
Gisborne 4010, New Zealand



2024-2027 Three Year Plan
Content correct as of 27 June 2024