



Notice of Council Workshop Briefing Session

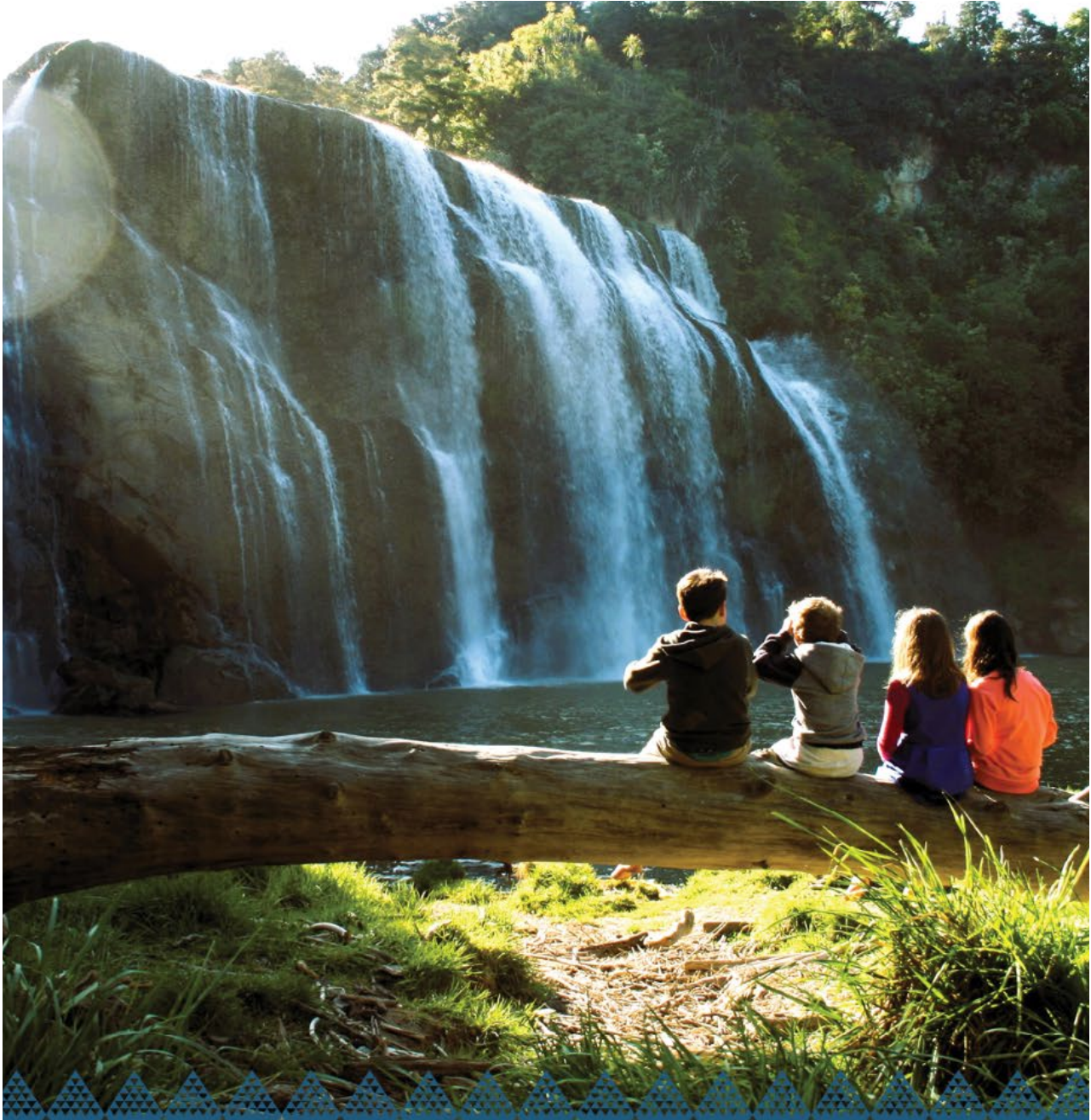
A workshop briefing session of the Tararua District Council will be held in the Council Chamber, 156 High Street, Dannevirke on **Tuesday 21 April 2026** commencing at **1:00pm**.

Corin Haines
Chief Executive

Agenda

- 1. Welcome and workshop opening**
- 2. Reports**
- 2.1 Activity Grouping and Overviews 2**
- 3. Closure**

Note: This workshop briefing session meeting is being held solely for the purpose of information and discussion, and no resolutions or decisions shall be made.



LONG TERM PLAN 2027-37

Activity Grouping and Overviews

21 & 22 April 2026

LTP 2027 Workshop Reader

[LTP 2027 Activity Grouping and Overviews - EM Workshop Presentation - 21 & 22 April.pptx](#)





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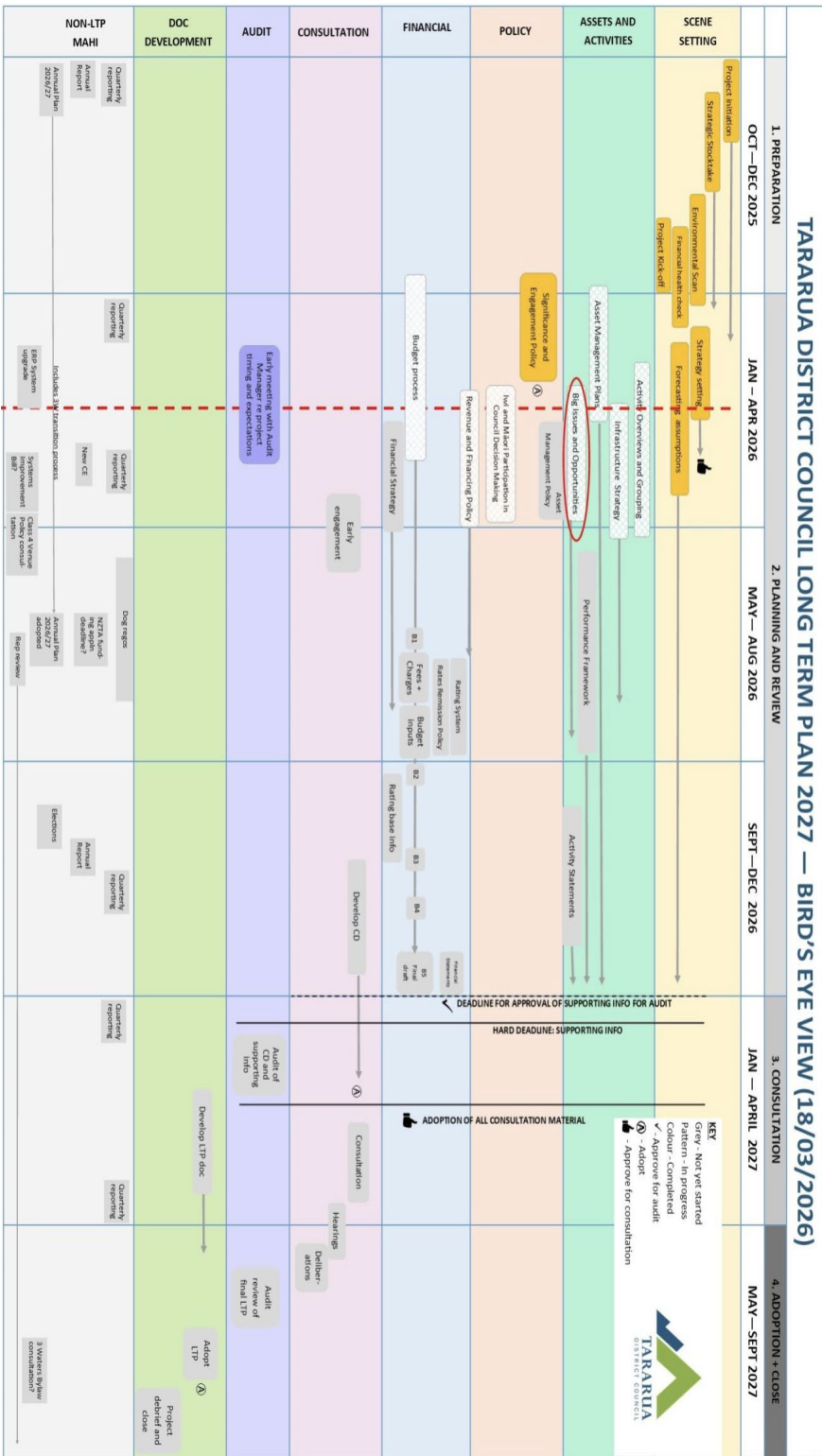
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Timing – where does this discussion sit in the context of the wider project?



Workshop purpose:

The purpose of this workshop is to:

- Recommend an update to the activity Grouping from the 2024 LTP.
- Provide elected members with a full picture of the work of Council activities and provide an understanding the key risks and challenges each are facing for this LTP/

Guidance needed from Elected Members

Management is presenting an updated grouping structure for activities. Council's direction is sought on whether this structure is appropriate for the coming LTP. Management will take this direction, make any modifications needed, then bring the activity Grouping back to Council for formal approval for continued preparation of the LTP.

This workshop is to provide information and seek guidance only. No decisions will be made.

If Elected Members have questions, please submit them via the LTP Question Form question form (link and QR code included below) before 9am Monday and management will attempt to prepare the answers in advance of the workshop. Questions will also be taken during the workshop.

Questions Form Click here: [LTP 2027/2037 - Request for Information](#)

(Full link):

<https://www.cognitoforms.com/TararuaDistrictCouncil/LTP20272037RequestForInformation>



Strategic alignment

Council activities translate strategic direction into operational delivery. Each overview outlines how the activity contributes to Council’s community outcomes.

A future-focused district, backed by a trusted, 'can-do' council.

Our Strategic Pillars

- Affordability/Efficiencies**
We will deliver high quality, affordable, and efficient services by staying focused on what matters most.
- Reputation/Identity**
We will strengthen trust through integrity, accountability, and meaningful engagement with our people and partners.
- Resilience/Growth**
We will drive decisive, future focused development that positions Tararua as a strong, resilient, and forward ready district.

What this means for our community

- Affordable, efficient core services that deliver clear value**
Our district receives reliable core services that are affordable, well-maintained, and delivered efficiently. We will keep rates and charges as low as we can.
- Trusted leadership and meaningful community voice**
Our communities trust Council to lead with integrity, listen early, explain decisions clearly, and reflect local voices.
- A resilient, prosperous district with opportunities for people and business**
Our district is resilient, future-ready, and well connected. It's an attractive place to live, work, and invest, with growth welcomed and affordability, character, and long-term wellbeing is managed.

Related forecasting assumptions and risk

Risk is considered at an activity level including affordability, compliance, capacity, and service expectations.

Different draft assumptions apply to different activities and remain subject to change.

Discussion

Activity Grouping Review - Introduction and purpose

The LGA 2002¹ requires the long-term plan to identify council’s groups of activities and to include, for each group:

- identify the activities within the group,
- identify the rationale for delivery,
- how the group contributes to community outcomes,
- the intended levels of service and performance measures, and
- the forecast operating and capital expenditure.

¹ Schedule 10, clause 2



A structured review of activity Grouping early in the LTP process helps ensure the Long-Term Plan remains compliant with statutory requirements while presenting council services in a logical and transparent way that supports clearer activity statements, improved financial transparency, and more informed decision-making by both elected members and the community.

Current Activity Grouping

In the LTP 2024 – 34, Council’s activities were grouped to align with the Focus Areas in the District Strategy as shown in Table 1.

Table 1: Current activity grouping

Focus Areas	Groups of Activities (Starting p 64, LTP 2024)
Thriving District	Thriving District (Group) Economic Development Community Development
Improving our Environment	Environmental Management (Group) District Planning Emergency Management Waste Management Stormwater Wastewater Water Supply
Connected Communities	Community Facilities and Services (Group) Animal Control Cemeteries Community Buildings Libraries Parks and Reserves Pensioner housing Public Conveniences Swimming Pools Regulatory Compliance (Group) Building Control (previously Health and Safety) Compliance and Monitoring Transportation (Group) Rooding Footpaths
Interactive Council	Governance and Community Engagement (Group) Customer Services Communications Democracy Services



The changes expected under the Systems Improvement Amendment Bill

In undertaking this review, council should also consider the policy direction signalled through the Local Government (System Improvements) Amendment Bill, which emphasises a stronger focus on councils' core purpose, long-term sustainability, and prudent stewardship of public resources.

In our forecasting assumptions we have assumed that the Local Government (System Improvements) Amendment Bill ("the Bill") will be enacted during the LTP period. On this basis, the assessment below includes alignment with the updated purpose of local government and core services set out in the Bill.

Reviewing activity Grouping provides an opportunity to ensure the structure of the LTP aligns with this direction and clearly distinguishes core infrastructure and regulatory responsibilities from discretionary community services.

Purpose of local government [S.10 (proposed LGA (SI) Amendment Bill)]
<p>Under the proposed amendment, the purpose of local government is:</p> <ol style="list-style-type: none"> 1. Democratic local decision-making <ul style="list-style-type: none"> ○ <i>To enable democratic local decision-making and action by, and on behalf of, communities.</i> 2. Core services delivered cost-effectively <ul style="list-style-type: none"> ○ <i>To meet the current and future needs of communities for good-quality, cost-effective, local infrastructure, local public services, and the local performance of regulatory functions.</i> 3. Support for local economic growth and development <ul style="list-style-type: none"> ○ <i>To support local economic growth and development by fulfilling the purpose in paragraph (2).</i>

Core services to be considered in performing role [S.11A (proposed LGA (SI) Amendment Bill)]
<ol style="list-style-type: none"> 1. In performing its role, a local authority must have particular regard to the contribution that the following core services make to its communities: <ol style="list-style-type: none"> a) network infrastructure: b) public transport services: c) waste management and minimisation: d) civil defence emergency management: e) libraries, museums, reserves, and other community and recreational facilities.



Testing the current activity grouping

Observations about the 2024 Grouping:

- The current activities largely align with the proposed update to the purpose of local government, the core services set out in S11A, and Council's newly drafted community outcomes. A small number may require further consideration or adjustment in focus to strengthen their alignment.
- In the LTP document, it is unclear what the groups are (E.g. Pg 65, 77, 127, 179). There is no structure diagram where the groups of activities can be seen at a glance. The four Focus Areas (see table 1) span more than one activity (and vice versa: the activities may relate to more than one Focus Area). Therefore, aligning each activity with a single Focus Area is perhaps not a true representation of the priorities of that activity.
- It is unclear why Animal Control, a regulatory activity, has been grouped with Community Facilities and Services.
- Environmental Management Group: Keeping in mind that the three waters activities will no longer sit within Council's activity grouping structure, the remaining District Planning, Emergency Management, and Waste Management activities do not share a clear functional relationship that would suggest a justifiable grouping.
- The critical functions of strategic planning and policy are not visible.

Consider Legislative and strategic alignment

The strategic and legislative alignment of current activities is presented in Appendix 1.

The alignment assessment includes:

- the updated purpose of local government in the Systems Improvements Bill,
- s11A of the Bill, taking into account the following categories:
 - Core service: Services communities reasonably expect councils to provide (e.g., network infrastructure, waste).
 - Discretionary: Services undertaken by choice where there is clear value and affordability.
 - Enabling / Corporate support: Internal functions that enable democratic decision-making and service delivery.
 - Statutory (must-do): Activities required by law regardless of 'core' status.
- Council's draft community outcomes

It should also be noted that The Bill signals a shift toward nationally standardised (mandatory) activity Grouping, although the mandate will come through regulations, not directly from the Act



itself. Councils are likely to retain limited flexibility around supplementary Grouping. The purpose of mandatory Grouping is to increase transparency and comparability through standardised measures and benchmarked reporting.

Current indications suggest that list of mandatory Grouping may not be released until as late as October 2026. In the meantime, we will need to progress with the information we have available but be prepared to make adjustments as needed when we receive more direction.

Updated grouping – Management Recommendation

The following grouping align with what is currently indicated in the System Improvements Bill and Council’s community outcomes.

Direction is sought from Elected Members on their perspective on this grouping structure, as shown in Table 2.

Table 2: Proposed activity grouping

Group	Key Activities
Transportation	Roading and Footpaths
Waste Management and Minimisation	Waste Management and Minimisation
Emergency Management	Emergency Management
Regulatory Services	District Planning and Consents Compliance and Monitoring Animal Control Building Control
Community and Recreational Facilities	Parks and Reserves Forestry Aeorodrome Public Conveniences Community Buildings Swimming Pools Cemeteries Pensioner Housing
Strategy, Policy, and Governance	Strategic Planning and Policy Democracy Services
Community	Customer Services Libraries Communications Visitor Information Economic Development Community Engagement



Activity Overviews

An overview of each activity has been provided to give full picture of the work of Council activities and provide an understanding of the key risks and challenges each are facing for this LTP.

Activity Overviews are attached as Appendix 2. These will be taken as read at the workshop, and Group Managers will speak to the key points of each activity.

Outstanding items that will be presented to Elected Members in a future session:

- Each activity will need to include consideration for climate change
- The activity overview for Forestry is under review

Elected Members are encouraged to submit questions regarding any activity via the LTP question form by 9am Monday 20th April. There will be opportunities for further questions at the training session.

Community Views

All community feedback known to date has been included in the respective overviews.

Management Recommendation

Management is presenting an updated grouping structure for activities. Council's direction is sought on whether this structure is appropriate for the coming LTP. Management will take this direction, make any modifications needed, then bring the activity grouping back to Council for formal approval for continued preparation of the LTP.

Next steps

The items raised at this workshop will inform further discussion and refinement through subsequent workshops scheduled over the coming months.



Appendix 1 – Activity alignment under the current grouping structure

		Alignment Assessment				Overall alignment
	Purpose of LG (SI Bill)	S11(A)(1) (e)	Community Outcomes			
Thriving District			Affordable	Leadership	Resilient/ Prosperous	
Economic Development	Yes (provisionally)	Needs to be clearly linked as a supporting network infrastructure, public services, regulatory function. Not simply a “district promotion” activity.		✓	✓	Strong (with boundary risk)
Community Development	Best understood as an enabler of democratic decision-making under s10(a), rather than a standalone service activity.	Not an easy fit within the SI Bill framework. Best understood as an enabler of democratic decision-making under s10(a), rather than a standalone service activity.			✓	
Environmental Management						
District Planning and Consents	Yes	Statutory	✓	✓	✓	Very strong
Emergency Management	Yes	Core	✓	✓	✓	Very strong
Waste Management	Yes	Core	✓	✓	✓	Very strong
Stormwater N/A						
Wastewater N/A						
Water Supply N/A						
Community Facilities and Services						
Animal Control	Yes	Statutory	✓	✓		Very strong
Libraries	Yes	Core	✓	✓	✓	Very strong
Cemeteries	Yes	Statutory	✓	✓		Strong
Community Buildings	Yes	Core	✓	✓	✓	Very strong
Libraries	Yes	Core	✓	✓	✓	Very strong

Parks and Reserves	Yes		Core	✓	✓	✓	✓	Very strong
Pensioner housing	Yes? (Public service or private?)	Discretionary. Identified as an opportunity for alternative delivery model in the Big Issues and Opportunities list.	Partial	✓	✓			
Public Conveniences	Yes	Core	✓	✓				
Swimming Pools	Yes	Discretionary? Careful rationale needed to align with s11(A)(e)	✓	✓				
Regulatory Compliance								
Compliance and Monitoring	Yes	Statutory	✓	✓	✓	✓	✓	Very strong
Building Control	Yes	Statutory	✓	✓	✓	✓	✓	Very strong
Transportation								
Roading	Yes	Core	✓		✓	✓	✓	Very strong
Footpaths	Yes	Core	✓		✓	✓	✓	Very strong
Governance and Community Engagement								
Customer Services	Indirect alignment	Enabling	✓	✓	✓	✓	✓	Strong
Communications	Indirect alignment	Enabling	✓	✓	✓	✓	✓	Strong
Democracy Services	Indirect alignment	Enabling	✓	✓	✓	✓	✓	Strong

Appendix 2 – Activity Overviews

Tararua District Council Activity Overviews

For Council workshop 21-22 April 2026



Introduction

These activity overviews have been prepared by activity managers to give Elected Members a broad view of all the work done by Council and to provide important information around risks and challenges that will inform LTP decision making.

The LGA requires that “a long-term plan must, in relation to each group of activities of the local authority,²

- a) identify the activities within the group of activities:
- b) identify the rationale for delivery of the group of activities (including the community outcomes to which the group of activities primarily contributes)...”

In relation to (a), the activity overviews have been grouped according to the draft structure recommended by the Executive Team (see next page). Overviews of the support activities will be presented at a future workshop.

In relation to (b), a rationale for service delivery has been drafted for each group. These may be edited or updated as required.

**A future-focused district,
backed by a trusted,
'can-do' council.**



Our Strategic Pillars

<p>Affordability/Efficiencies</p> <p>We will deliver high quality, affordable, and efficient services by staying focused on what matters most.</p>	<p>Reputation/Identity</p> <p>We will strengthen trust through integrity, accountability, and meaningful engagement with our people and partners.</p>	<p>Resilience/Growth</p> <p>We will drive decisive, future focused development that positions Tararua as a strong, resilient, and forward ready district.</p>
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What this means for our community

<p>Affordable, efficient core services that deliver clear value</p> <p>Our district receives reliable core services that are affordable, well-maintained, and delivered efficiently. We will keep rates and charges as low as we can.</p>	<p>Trusted leadership and meaningful community voice</p> <p>Our communities trust Council to lead with integrity, listen early, explain decisions clearly, and reflect local voices.</p>	<p>A resilient, prosperous district with opportunities for people and business</p> <p>Our district is resilient, future-ready, and well connected. It's an attractive place to live, work, and invest, with growth welcomed and affordability, character, and long-term wellbeing is managed.</p>
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² LGA Schedule 10, s2 (a) and (b).



Recommended Groups of Activities

Transportation

- Roading and Footpaths

Waste Management and Minimisation

- Waste Management and Minimisation

Emergency Management

- Emergency Management

Regulatory Services

- District Planning and Consents
- Compliance and Monitoring
- Animal Control
- Building Control

Community and Recreational Facilities

- Parks and Reserves
- Forestry
- Public Conveniences
- Community Buildings
- Swimming Pools
- Cemeteries
- Pensioner housing
- Aerodrome

Strategy, Policy, and Governance

- Strategic Planning and Policy
- Democracy Services

Community

- Customer Services
- Libraries
- Communications
- Visitor Information
- Economic Development
- Community Engagement



Summary overview of rates revenue per current activity based on 2026/2027 annual plan with 3 waters removed.

Note: The numbers have not had the necessary savings applied to obtain the 4% rates cap

2027	Forecast for 2027/2028 with zero increase in rates	% of rate
Community & Economic Development		
Community Development	636,276	2.1%
Economic Development	902,192	2.9%
Community Facilities & Services	-	0.0%
Cemeteries	539,128	1.8%
Community Buildings	950,142	3.1%
Libraries	1,912,805	6.2%
Parks and Reserves	2,404,361	7.8%
Pensioner Housing	-	0.0%
Public Conveniences	467,364	1.5%
Swimming Pools	1,325,118	4.3%
District Planning	-	0.0%
District Planning	883,046	2.9%
Governance & Community Engagement	-	0.0%
Communication	594,344	1.9%
Customer Services	1,225,775	4.0%
Democracy	2,348,775	7.7%
Improving our Environment	-	0.0%
Emergency Management	343,639	1.1%
Waste Management	2,633,920	8.6%
Regulatory Compliance	-	0.0%
Animal Management	128,574	0.4%
Building Compliance	1,007,006	3.3%
Compliance & Monitoring	587,832	1.9%
Transportation	-	0.0%
Footpaths	537,725	1.8%
Roading	8,435,760	27.5%
Stormwater	-	
Stormwater	-	
Wastewater	-	
Wastewater	-	
Water Supplies	-	
Water Supplies	-	
District & Treasury	-	
District & Treasury	2,834,573	9.2%
Total Rates for all activities	30,698,356	100%



GROUP: TRANSPORTATION

Road network services

Transport services provide and maintain the district's roading network, enabling safe and reliable movement of people, goods, and services across the district. There is only one activity in this group:

- Roothing and footpaths

Rationale for Delivery (draft)

Alignment with the purpose of local government

Transportation is a core service of local government, focused on providing and maintaining essential infrastructure that enables safe and efficient movement of people and goods.

This activity is delivered under a range of statutory requirements, including the Land Transport Management Act and Local Government legislation, and aligns strongly with the System Improvements Bill's emphasis on infrastructure, resilience, and effective stewardship of public assets.

The service also has an enabling role, supporting economic activity, land use, and community connectivity. Overall, this group represents a fundamental responsibility of Council to provide reliable transport infrastructure that underpins the functioning of the district.

Alignment with Council's community outcomes

This activity directly supports Council's community outcomes.

It contributes to **affordable, efficient core services that deliver clear value** by maintaining a safe and reliable roading network and targeting investment through data-driven asset management to maximise value for money.

It supports **trusted leadership and meaningful community voice** by keeping communities informed, responding to service requests, and working collaboratively with iwi, stakeholders, and the public to manage expectations and prioritise investment.

It underpins **a resilient, prosperous district with opportunities for people and business** by enabling access for agriculture, forestry, tourism, and freight, supporting growth, and strengthening the network to withstand natural hazards and climate impacts while maintaining critical lifeline routes.



Activity Overview – Transportation

1. What do we have to do?

- Operate and maintain the district’s roading network in accordance with legislative requirements, including the Land Transport Act 1998, Land Transport Management Act 2013, Local Government Act 1974 and Local Government Act 2002, Resource Management Act 1991, Civil Defence and Emergency Management Act 2002 and the Health and Safety at Work Act 2015. We are also required to align with the Government Policy Statement for Land Transport and NZTA requirements as they administer the National Land Transport Fund.
- As part of the LTP process, every three years we are required to write a Transportation Activity Management Plan to demonstrate how we are managing transport infrastructure and services in an effective, cost-efficient and sustainable manner. This document also serves as our business case for investment from the National Land Transport Programme, which currently funds 73% of our roading activity.
- We are also required to adopt a Transport Procurement Strategy under the Land Transport Management Act 2003 and NZTA’s Procurement Manual. Section 25 of the LTMA requires us as an approved organisation to document how we will procure transportation activities in a way that delivers best value for money. Strategies are usually reviewed every three years or when significant changes occur in procurement policy or market conditions, and require NZTA approval before we can claim subsidies for transport projects.

2. What else do we do?

- Provide safe, reliable access across ~2,000km of roads, including pavements, bridges, drainage, footpaths, signage and traffic services.
- Support local economic development by maintaining access for residents, agriculture, forestry, tourism, and rural businesses.
- Respond to community needs and concerns through Customer Requests for Maintenance and Customer Feedback Surveys.
- Provide technical advice for land development, road corridor access, and infrastructure coordination within the road corridor.

3. Who do we do it with?

Under the Tararua Alliance (being the unincorporated joint venture between Tararua District Council and Downer) we work closely with NZTA as our co-funding partner, alongside contractors who deliver maintenance, renewals, and emergency works.

Internally, we collaborate with several other Council departments, including planning, three waters and finance.

Externally, we rely on strong relationships with our iwi partners, Horizons Regional Council, neighbouring local authorities, and our communities.

4. What feedback have we received about what we do?

- NZTA as our co-funding partner have demonstrated confidence in our ability to effectively manage our roading network; through our current Funding Assistance Rate (FAR) of 73%, good funding acceptance levels (based on what we request vs what gets



approved for our key roading activities through our Activity Management Plan every three years), and good results from NZTA Investment, Technical and Emergency Works Procedural Audits.

- We also perform well through various other audits and assurance activities including the recent ISO55001 accreditation for Asset Management (with Tararua Alliance and TDC being the first Road Controlling Authority or contractor to achieve this milestone).
- The most recent community survey report highlights that satisfaction with overall roads is improving with satisfaction levels up 11% from 42% in 2024 to 53% in 2025. Satisfaction levels still remain below our LTP target of 75% for Urban and 60% for Rural. Residents predominantly raise concerns with roads being too narrow or lacking maintenance - including potholes for sealed roads, metaling and grading requests for unsealed roads, and a need for better vegetation control.

5. What budget challenges do we have?

- The cost of maintaining a large, low volume rural network continues to challenge our ability to meet our asset needs and community expectations.
- Rising construction costs and ageing infrastructure are putting increasing pressure on maintenance and renewals budgets across the network.
- With our roading activity being heavily reliant on government funding, national funding constraints and policy decisions can limit our ability to plan long term and to maintain high quality infrastructure.
- Without sufficient investment in the right areas, we risk further decline in asset condition, higher long-term costs, and we will be forced to make significant level of service trade-off decisions.

Funding splits below, and performance against R&F policy

Roading Ngā Mahi Huarahi



Footpaths Ngā Ara Hīkoi



Footpath – Town Centre Refurbishments

Ara Hīkoi – Ngā Whakapaitanga o Te Pokapū



Compliance & Monitoring	50.0%	67.0%
Transportation		
Footpaths	72.9%	77.3%
Footpaths	25.0%	37.3%
Town Centre Refurbishments	100.0%	100.0%
Roading	35.0%	31.3%

6. What are the top three risks to the successful delivery of our activity?

- Subsidies and grants received from central government are critical to council delivering expected service levels – due to our small local ratepayer base relative to the size of our roading network, currently we are heavily reliant on National Land Transport Fund subsidies administered through NZTA (our current funding assistance rate of 73%).
- Historic design of our core infrastructure and network has resulted in form and /or capacity that has vulnerabilities and is unlikely to meet future demands. This results in high operating and maintenance costs as well as significant capital investment needs to bring infrastructure in line with modern standards.
- A number of our bridges are reaching the end of their original design life, and replacing them all at once is simply not affordable. To make good decisions, we need to build a clearer picture of each bridge’s condition and how quickly it is deteriorating. This helps us understand which parts can be repaired, which can be renewed in stages, and which genuinely need full replacement. By taking an element by element renewal approach—rather than replacing whole bridges—we can stretch budgets further, improve resilience, and keep the network safe. However, this will mean accepting reduced levels of service on some lower priority bridges so that we can focus investment where it delivers the greatest benefit for the whole network.

7. How are we tracking based on the last LTP?

Overall, we are tracking well with delivery of the activities we were funded for. This has included:

- Setting a higher than ever reseal target to address previous shortfalls and improve overall asset condition.
- Continuing to deliver a large Emergency Works programme to recover from Cyclone Gabrielle, we are now able to return our focus to core maintenance, operations and renewals.
- Additional funding has been secured to allow us to complete resilience work to reduce our vulnerability to storm events – through improving drainage infrastructure and undertaking erosion protection at known risk areas.

However, reduced investment from NZTA in other areas such as bridges, minor safety improvements, footpaths, retaining walls and signage is resulting in the deterioration of these assets and the level of service provided for these assets through this LTP period.

- Changes in Annual Plan 2025/26:

No significant changes.

- Changes in Annual Plan 2026/27 (expected):

No significant changes expected, however we do face increased uncertainty around ability to deliver planned programmes with external factors such as fuel cost and supply.



8. Strategic alignment

Draft community outcomes	This activity contributes to this outcome by...
Affordable, efficient core services that deliver clear value	Delivering a safe, reliable roading network that supports daily travel, freight, and rural access while prioritising cost effective maintenance and renewals. Using data driven asset management to target investment where it delivers the greatest value.
Trusted leadership and meaningful community voice	Keeping communities informed around road closures and maintenance programmes. Working towards providing clear explanations of constraints and achievable service levels, and working collaboratively with communities, iwi, and stakeholders to determine best solutions.
A resilient, prosperous district with opportunities for people and business	<p>Enabling economic activity by maintaining appropriate access (within funding constraints) for agriculture, forestry, freight, tourism, and rural businesses.</p> <p>Supporting growth areas and ensuring the transport network does not constrain development across the district.</p> <p>Strengthening the network to withstand storms, slips, and climate impacts. Ensuring lifeline routes remain open and supporting emergency response and recovery. Planning long term investment to adapt to changing land use and transport demands.</p>

9. Is there anything else Council needs to know about our activities?

The scale and rural nature of Tararua’s network means we face high per -km costs and vulnerability to weather events compared to many districts. Without the right levels of investment, we will face overall network decline, affecting safety, economic productivity, and community wellbeing. The upcoming LTP is a critical opportunity to reset expectations, prioritise investment, and ensure the network remains fit for purpose.



GROUP: WASTE MANAGEMENT AND MINIMISATION

Waste and environmental services

Waste Management & Minimisation services provide waste collection, disposal, and waste minimisation systems that protect public health and support environmental stewardship. There is only one activity in this group:

- Waste Management and Minimisation

Rationale for Delivery (Draft)

Alignment with the purpose of local government

Waste Management and Minimisation is a mix of core service and statutory function, delivered to meet Council's obligations under the Waste Minimisation Act and Health Act.

This service aligns strongly with the purpose of local government under the System Improvements Bill, particularly in providing essential environmental and public health infrastructure, managing the effects of waste, and supporting sustainable resource use.

The service also has an enabling role in influencing behaviour change and supporting waste reduction across the community. Overall, this group reflects Council's responsibility to ensure safe, efficient, and environmentally responsible management of waste across the district.

Alignment with Council's community outcomes

This activity directly supports Council's community outcomes.

It contributes to **affordable, efficient core services that deliver clear value** by providing accessible recycling and waste services, including transfer stations and kerbside collections, while seeking to manage costs and reduce landfill reliance.

It supports **trusted leadership and meaningful community voice** through the development and ongoing implementation of the Waste Management and Minimisation Plan, community engagement on waste practices, and efforts to reduce contamination and improve recycling outcomes.

It also underpins **a resilient, prosperous district with opportunities for people and business** by enabling efficient waste disposal for households and businesses, reducing environmental impacts such as fly-tipping, supporting local employment, and positioning Council to adapt services to future needs.



Activity Overview – Waste Management and Minimisation

The Waste Management and Minimisation activity includes the management of Council’s four transfer stations, kerbside recycling and Drop Off Centre (DOC) bins across the district (all these services were previously contracted to a supplier).

In 2023, the council assumed responsibility and brought ‘in-house’ the four Transfer Stations to reduce costs. Kerbside recycling collection and the servicing of the town DOC bins remained contracted. In 2024, the kerbside recycling and glass collection service was also brought in-house, in addition to the servicing of the town DOC bins throughout the district.

Contracts are in place for the bulk transport of all waste streams to material processing and/or disposal facilities in neighboring districts. Tararua is one of two councils in New Zealand (PNCC is the second) who are operating a kerbside recycling collection service in-house.



Town Drop off Centre (DOC) Bin – On TDC Hook Truck

Significant Changes to the Solid Waste Activity - Timeline

2022

- June – rollout of kerbside recycling & glass receptacles in the four main towns
- October – purchased land for the Woodville Transfer Station site
- November – closed the Pahiatua Recycling Centre (as a manned facility)

2023

- October - in-housing of the four major town Transfer Station operations



2024 - August

- Contract hired a kerbside collections side loader truck for recycling
- Leased a future proofed Hook Truck to service district DOC bins
- In-housed the kerbside recycling collection services including glass
- In-housed transportation of town DOC bins and solid waste from the two southern Transfer Stations to Landfill

2025

- April – closed the Norsewood town DOC bin centre
- November – ceased kerbside recycling collection services in Norsewood and Ormondville (once contract expired)
- November - in-housed Ormondville town DOC bin service
- November- purchased side loader truck for Kerbside Recycling Collections

2026

- March – rollout of kerbside recycling receptacles in Norsewood and Ormondville
- April – construction commenced on recycling diversion bays at Dannevirke Transfer Station

1. What do we have to do? -

Local Authorities must (Waste Management Minimisation Act 2008 and Health Act 1956):

- Promote effective and efficient waste management and minimisation within the district.
- Adopt a Waste Management & Minimisation Plan (WMMP) which must provide:
 - objectives and policies for achieving effective and efficient waste management and minimisation within the territorial authority's district:
 - methods for achieving effective and efficient waste management and minimisation within the territorial authority's district,
 - how implementing the plan is to be funded:
 - if the territorial authority wishes to make grants or advances of money – the framework for doing so
- Provide sanitary works including works for the collection and disposal of refuse, nightsoil, and other offensive matter

Changes to Solid Waste

2. What else do we do? (What are all the other important but non statutory things we do? Includes Council priorities and projects)

Council operates one major (Dannevirke) and three minor (Woodville, Pahiatua and Eketāhuna) Transfer Stations to collect:

- Solid Waste – from both residential and commercial customers delivered to our transfer stations by private waste operators and residents. Council also manages a landfill at Pongaroa (consent expires in 2030).
- Recycling – collected from urban kerbsides or dropped off by residents at one of the nine town recycling DOC bin locations. We also accept other recyclable items at the four Transfer Stations,



such as: E-Waste, green waste, gas bottles, household and car batteries, whiteware and scrap steel. Clean fill is only accepted at the Dannevirke and Pahiatua Transfer Stations.

Service the recycling DOC bins located in the four main towns as well as Ormondville, Weber, Herbertville, Pongaroa and Ākitio.

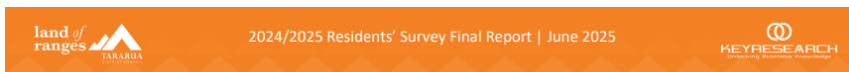
3. Who do we do it with?

- Transfer Station Users – private, commercial, rural ratepayers
- Ministry for Environment (MfE) - provides funding
- External Contractors – Primarily Bulk Transport
- Disposal Facilities – Landfill and Recycle
- Iwi and other Community Groups
- Neighbouring Councils
- Privately Owned Industry Operators

4. What feedback have we received about what we do?

Surveys, consultations, and stakeholder relationships. See the [2025 Key Research Survey Report](#)





Satisfaction with Waste Disposal

- Satisfaction with **The recycling services** has significantly increased since 2024 (74% vs 68%).



- Satisfaction levels with other waste disposal measures, such as **The kerbside recycling services** (70%) and **Landfills/transfer stations** (64%), have also increased since 2024.



% 6-10	2025	2024	2023	2022	2021	2020
The recycling services	74%▲	68%▼	76%▲	63%▼	79%	80%
The Kerbside recycling services	70%	67%▼	76%	-	-	-
Landfills / transfer stations	64%	60%	67%	62%▼	81%	79%

% 6-10	18-29*	30-49	50-64	65+	Male	Female
The recycling services	63%	69%	75%▲	83%▲	75%▲	73%
The Kerbside recycling services	40%	70%	67%	85%	66%	74%
Landfills / transfer stations	59%	62%	61%	72%	63%	65%

% 6-10	Māori	Non-Māori	Northern	Southern
The recycling services	75%▼	74%▲	77%	70%
The Kerbside recycling services	65%▼	71%▲	72%	67%
Landfills / transfer stations	68%	63%	69%	57%

% 6-10	Urban	Semi-urban	Rural	5 years or less	6-10 years	Over 10 years
The recycling services	81%	59%	69%▲	66%	71%	76%▲
The Kerbside recycling services	80%	39%	29%	61%	67%	72%
Landfills / transfer stations	66%	63%	61%	71%	59%	64%

Since in-housing the Transfer Stations and Recycling in 2023/2024, the Solid Waste Team has received positive feedback from the community relating to improvements in the services provided.

5. What budget challenges do we have?

Current and anticipated. Are we sticking to our budget year to year? What is the public/private split for funding this activity? What is causing budget pressures (be specific)? In the coming years, what do we expect in terms of budget increase/decrease?

Factors impacting the cost of refuse disposal to landfill:

- Wet Refuse – rain increases the weight of refuse that came into transfer stations dry.
- Contaminated Recycling – 50 ton of refuse was manually removed from district & kerbside collected recycling in 2024/2025 with no associated revenue.



- Refuse dumped at DOC bin sites and other locations by the public which has no associated revenue.

The ongoing monitoring of both closed and open landfills including:
 (Dannevirke, Pahiatua, Woodville, Eketāhuna, Ormondville, Pongaroa)

- Annual Resource Consent Fees
- Leachates testing twice a year for each site
- Annual Reporting to Horizon Regional Council

Operational costs impacting all waste streams incoming & outgoing our Transfer Stations:

- Cost of bulk transportation of material to processing / disposal sites
- Cost of fuel – impacting our local transport of both hook container bin movements and kerbside collections.
- Cost of Landfill disposal charges increasing year on year

Waste Management - Transfer Station

Ngā Mahi Para – Te Teihana Para



Waste Management - Refuse Ngā Mahi Para - Para



Waste Management - Recycling Ngā Mahi Para - Hangarua



Emergency management	100.0%	100.0%	✓
Waste Management	88.3%	60.2%	✓
Recycling	100.0%	100.0%	✓
Refuse	0.0%	0.0%	
Transfer Station	80.0%	32.1%	✓



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk 1 – Key person dependency and capacity risk

Description: The expertise to manage the solid waste activity is largely held by one person creating a single-point-of-failure. Specifically contract and contractor management, stakeholder relationships – other councils and private industry operators, compliance and financial administration. Loss of, or reduced availability of this individual would constrain the council’s ability to deliver this activity effectively.

Consequence:

- Disruption to kerbside recycling services and operation of transfer stations
- Missed or delayed compliance with statutory responsibilities
- Delayed response to maintenance issues
- Loss of institutional knowledge
- Increased pressure on the Solid Waste Team and other council staff

Likelihood: Medium - High

Mitigation: development of a succession plan and with appropriate transfer of knowledge to and development of other staff.

Risk 2 - Solid Waste – Council Charges v Costs Balance

Description: Because the delivery of this activity is totally reliant on in-house and bulk transport, rapidly rising fuel costs coupled with increasing refuse disposal costs is making it difficult to balance the charges to dump refuse at council transfer stations v landfill disposal costs.

Consequence:

- Charges for refuse at Transfer Stations does not cover cost of landfill disposal
- Council increases charges for disposal of solid waste at Transfer Stations
- Increased fly-tipping across the district

Likelihood: Medium - High

Mitigation: close monitoring of in-house fuel costs, the bulk transport contract and external landfill charges; closely monitor the volume of fly-tipping; investigate the feasibility of council providing a kerbside refuse service in consultation with the community.

Risk 3 – Antiquated IT and Data Collection Systems

Description: antiquated technology and supporting data collection systems restrict the quality and quantity of data council captures

Consequences

- Lack of data to inform decision making
- Unscheduled outages impacting operation of transfer stations
- When eftpos systems fail Transfer Stations are required to accept cash
- Debt collection necessary if customers don’t have cash



Likelihood: Medium

Mitigation: development of a data management strategy including collection methods and repository, investment in resource planning and asset management tools, review of SOPs and processes.

7. How are we tracking based on the last LTP?

There were several changes to Year 2 of the LTP 2024-34:

- Pahiatua Weighbridge: \$288K deferred. Now part of a larger project.
- Purchase Side Loader Truck: \$496K (unplanned)
- Glass Trailer: 23K reallocated from recycling bays
- Ormondville DOC Site: \$44K reallocated from recycling bays

The only planned change to year 3 of the of the LTP 2024-34:

\$321 has been allocated for Urban Kerbside Refuse Bins in 26/27 - TBC.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	<p>Council delivers a kerbside recycling service alternating weekly with glass to six of the larger towns and provides multipurpose recycling DOC bins in nine locations across the district.</p> <p>Four Transfer Stations provide free drop-off for gas bottles, household and car batteries, some whiteware and scrap steel. In addition, the gate fee on greenwaste is discounted because it is mulched and converted into compost.</p>
Trusted leadership and meaningful community voice.	<p>Council demonstrates trusted leadership by providing reliable, well managed solid waste services that optimise collections, enabling consolidation and transport for processing and disposal.</p> <p>Consultation with the community occurred during the development of the Waste Management Minimisation Plan in 2024 and continues: reducing contamination, increasing diversion from landfill, and improving awareness and knowledge of recycling opportunities.</p>
A resilient, prosperous district with opportunities for people and business	<p>Dispersed Transfer Stations and recycling DOC bins minimises transport for ratepayers and reduces fly-tipping. Competitive pricing is available for commercial businesses disposing of large volumes of solid waste. Local people employed.</p> <p>Not renewing legacy contracts when they expire has enabled consistency of service delivery across the district. The procurement of specialist vehicles and the in-house delivery of these services has increased flexibility and positioned council to provide additional refuse services in the future.</p>

9. Anything else Council needs to know about our activity.



GROUP: EMERGENCY MANAGEMENT

Civil defence and resilience services

Emergency Management supports community preparedness, response, and recovery during emergencies affecting the district. There is only one activity in this group:

- Emergency Management

Rationale for Delivery (Draft)

Alignment with the purpose of local government

Emergency Management is a core service and statutory function, delivered to meet Council's obligations under the Civil Defence Emergency Management Act.

This service aligns directly with the purpose of local government under the System Improvements Bill, particularly in protecting communities, managing risk, and ensuring the continuity of essential services during and after emergency events. It is fundamentally focused on resilience and public safety, requiring Council to plan for, respond to, and support recovery from natural hazards and other emergencies.

While it includes enabling elements through community preparedness and education, it is primarily a mandatory function essential to the wellbeing and functioning of the district.

Alignment with Council's community outcomes

This activity directly supports Council's community outcomes.

It contributes to **affordable, efficient core services that deliver clear value** by focusing resources on essential emergency management functions required by legislation and delivering value through effective response when events occur.

It supports **trusted leadership and meaningful community voice** by coordinating agencies, working closely with communities and iwi, and enabling local input into preparedness and response planning.

It underpins **a resilient, prosperous district with opportunities for people and business** by reducing the impacts of emergencies, supporting recovery, protecting infrastructure and livelihoods, and building long-term community resilience to increasing natural hazard risks.



Activity Overview - Emergency Management

1. What do we have to do?

Council is responsible for delivering civil defence emergency management in accordance with the Civil Defence Emergency Management Act 2002, ensuring the district is able to effectively reduce risk, be ready for, respond to, and recover from emergency events.

This includes operating in accordance with the Group Plan, which is overseen by the Manawatū-Whanganui Regional Emergency Management Group — a body governed by the region's Mayors and administered by its Chief Executives.

Under section 64 of the Civil Defence Emergency Management Act 2002:

- (1) A local authority must plan and provide for civil defence emergency management within its district
- (2) A local authority must ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency.

Under section 13 CDEMA,

- (1) Every local authority must be a member of a Civil Defence Emergency Management Group.

Reduction

- Participate in regional hazard and risk assessments to understand local risks
- Work collaboratively with partner agencies to manage natural hazard impacts
- Support risk-informed planning and decision-making across Council functions
- Deliver public education initiatives to increase community awareness of hazards
- Encourage communities to take proactive steps to minimise potential impacts

Readiness

- Maintain trained personnel, equipment, and systems to respond effectively to emergencies
- Ensure Emergency Operations Centre (EOC) capability is operational and fit-for-purpose
- Maintain resilient and reliable communication systems
- Participate in regular training, exercises, and simulations
- Strengthen relationships and coordination with iwi and partner agencies
- Support community preparedness through education programmes
- Assist communities, businesses, and organisations to develop emergency plans

Response

- Coordinate the local emergency response through the Emergency Operations Centre (EOC)
- Ensure clear communication with emergency services, partner agencies, and the community
- Lead and support multi-agency coordination structures
- Enable timely decision-making during emergency events
- Facilitate effective information sharing to support response activities

Recovery

- Coordinate recovery efforts following an emergency event
- Provide and support welfare services for affected individuals and communities
- Work with partner agencies to restore access to essential services
- Support community-led recovery initiatives and local leadership



- Contribute to recovery planning to enable efficient and effective recovery
- Build resilience to reduce the impacts of future events

2. What else do we do?

Nil

3. Who do we do it with?

Emergency management requires coordination across a wide range of organisations. Council works closely with partner agencies to ensure effective planning, response, and recovery arrangements are in place.

Key partners include:

- Emergency services such as Fire and Emergency New Zealand, New Zealand Police, and Hato Hone St John
- Health agencies including Health New Zealand and District Health Boards
- Lifeline utilities such as electricity, telecommunications, transport, and water infrastructure providers
- Community organisations, volunteer groups, and rural communities
- Local iwi and Māori organisations
- Other local authorities within the Manawatū–Whanganui Civil Defence Emergency Management Group

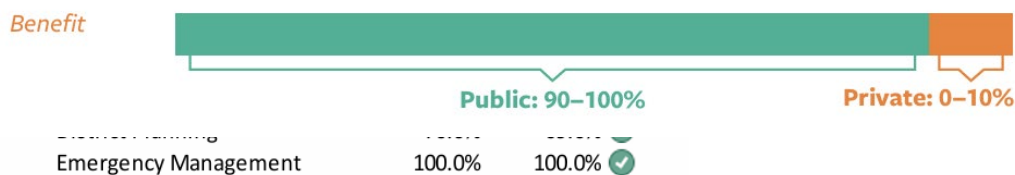
Council also works with central government agencies and the National Emergency Management Agency, to ensure local arrangements align with national frameworks and best practice.

4. What budget challenges do we have?

- Emergency management is a core statutory Council function requiring sustained investment to maintain trained personnel, operational readiness, and effective response capability.
- Ongoing costs include maintaining and upgrading essential infrastructure such as communications networks and Emergency Operations Centre (EOC) equipment, placing continued pressure on operational budgets.
- The frequency and complexity of emergency events—particularly severe weather—are increasing, driving higher demand on Council resources.
- Council must continue to invest in response capability, community preparedness, and regional coordination, while balancing these needs against other competing priorities.
- While the operational budget supports day-to-day activities, there is currently no dedicated funding for response and recovery costs during emergency events, creating financial uncertainty and potential risk.
- Legislative changes and evolving national expectations will introduce additional requirements and costs to Council, including:-
 - Increased engagement with communities that may be disproportionately affected by emergencies
 - Formalised partnerships with iwi, including supporting capacity building
 - Enhanced monitoring, assurance, and reporting to demonstrate appropriate levels of capability
- Under the new Manawatū–Whanganui Regional Emergency Management Group Plan, Council must strengthen delivery of the four Rs (reduction, readiness, response, and recovery), including maintaining a robust response framework and ensuring recovery is appropriately planned and resourced.
- These combined pressures are expected to increase demand on Council capacity over the Long Term Plan period impacting resilience and preparedness.



Emergency Management Te Whakahaeretanga Ohotata



5. What are the top three risks (or uncertainties) to the successful delivery of our activity?

1. Increasing frequency and severity of natural hazard events

Climate change and changing weather patterns are increasing the likelihood and intensity of natural hazard events such as severe storms, flooding, drought, and coastal hazards. More frequent and complex events place increased pressure on Council resources, response capability, and recovery coordination. Multiple or prolonged events may also impact the ability of agencies and communities to respond and recover effectively.

2. Limited capacity and resources during large-scale emergencies

Significant emergency events place substantial pressure on staff, partner agencies, volunteers, and response systems. In a small district such as Tararua, there is a real risk of insufficient trained personnel and specialist capability to sustain complex or prolonged emergency responses, particularly if multiple events occur at the same time, during sustained regional or national emergencies, if the district is isolated, or during periods of high organisational demand. E.g. LTP process.

Maintaining trained staff and operational readiness is critical to ensure the Emergency Operations Centre and response capability can be effectively activated when required.

3. Community preparedness and resilience

The ability of communities to respond effectively to emergencies is strongly influenced by their level of preparedness. If households, businesses, and communities are not adequately prepared, emergency events can place greater pressure on response agencies and support services.

Rural isolation, communication disruptions, and varying levels of preparedness across the district can also create challenges during emergency events. Prolonged periods without an event in an area, can cause complacency. Continued investment in community engagement, education, and resilience initiatives is required to help communities better prepare for and manage emergencies.

6. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

- **Changes in Annual Plan 2025/26:**
No change
- **Changes in Annual Plan 2026/27 (expected):**
No change



7. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	The emergency management function undertakes only core services required by legislation and group plan and are resourced on that basis to ensure the service remains as affordable as possible. Value is visible during an emergency response.
Trusted leadership and meaningful community voice.	Council provides leadership in emergency management by coordinating agencies and working with communities to strengthen preparedness and resilience. Community engagement, relationships, and local planning help ensure residents have a voice in how their communities prepare for and respond to emergencies.
A resilient, prosperous district with opportunities for people and business.	<p>Effective emergency management helps protect local businesses, infrastructure, and communities from the impacts of disasters. By reducing disruption and supporting recovery, Council helps maintain economic stability and community wellbeing following emergency events.</p> <p>Emergency management supports a resilient district by helping communities understand risks, prepare for hazards, and respond effectively to emergencies. Ongoing planning and coordination ensure the district can adapt to changing risks such as severe weather and natural hazards.</p>

8. Anything else Council needs to know about our activity.

Emergency management is a medium-frequency (frequencies are increasing), but high-impact activity. While severe significant emergency events may occur infrequently, when they do occur the consequences for communities, infrastructure, and the local economy can be substantial. Maintaining preparedness and response capability is therefore essential even during periods when no major emergencies occur.

Emergency management is also a highly collaborative function that relies on strong relationships with partner agencies, community organisations, and regional authorities. Council’s ability to effectively respond to emergencies depends not only on its own capability but also on coordinated planning, training, and information sharing with these partners.

Climate change, increasing severe weather events, legislative change and the rural and geographically dispersed nature of the district are expected to place increasing demands on emergency management capability over time. Continued investment in preparedness, communication systems, and community resilience will help ensure the district remains well positioned to manage future emergencies.

The district Planning role is really key in risk reduction for emergencies and also community development. Relationships with community as a pillar of importance, connecting across agencies.



GROUP: REGULATORY SERVICES

Regulation and compliance services

Regulatory services administer and enforce the rules that guide safe development, responsible land use, and community standards. Activities in this group are:

- District Planning and Consents
- Compliance and Monitoring
- Animal Control
- Building Control

Rationale for Delivery (Draft)

Alignment with the purpose of local government

Regulatory Services is a mix of core services and statutory functions, delivered to meet Council's legal obligations under a wide range of legislation including the Resource Management Act, Building Act, Dog Control Act, and associated bylaws.

These activities are fundamental to the purpose of local government under the System Improvements Bill, particularly in delivering regulatory services, protecting public health and safety, enabling sustainable land use, and supporting orderly development.

While some elements (such as planning advice and education) have an enabling role, the majority of this group reflects mandatory responsibilities that Council must carry out to ensure a safe, functional, and well-managed district.

Alignment with Council's community outcomes

This group directly supports Council's community outcomes.

It contributes to **affordable, efficient core services that deliver clear value** by delivering timely, compliant, and cost-effective regulatory processes that protect public safety without unnecessarily burdening ratepayers.

It supports **trusted leadership and meaningful community voice** through transparent decision-making, consultation processes (particularly in planning), and consistent enforcement of rules.

It also underpins a **resilient, prosperous district with opportunities for people and business** by enabling development through clear planning frameworks, ensuring buildings and environments are safe, and managing risks such as natural hazards, environmental effects, and public health issues.



Activity Overview – District Planning

1. What do we have to do?

Core Business

The District Plan, currently a legal requirement under the Resource Management Act 1991 (the RMA), controls the use, subdivision, and development of land in our district. It identifies where activities can take place, how land can be developed, and which features of our district require protection. The District Planning Activity will continue to process land use and subdivision consents in accordance with the rules and policy framework and statutory obligations under RMA.

Tararua District Council’s planning team manages and processes all resource consents for land use and subdivision in accordance with the District Plan and as per the requirements of the RMA.

The District Planning team also carries out the RMA policy function.

Policy Requirements – Plan Change, Growth Planning under Resource Management Reform

Tararua District Council’s planning & policy environment is undergoing significant transformation as a result of ongoing national reforms to New Zealand’s resource management system. As part of a broader transition, we are moving toward the Planning Bill and the Natural Environment Bill (refer to Figure 1).

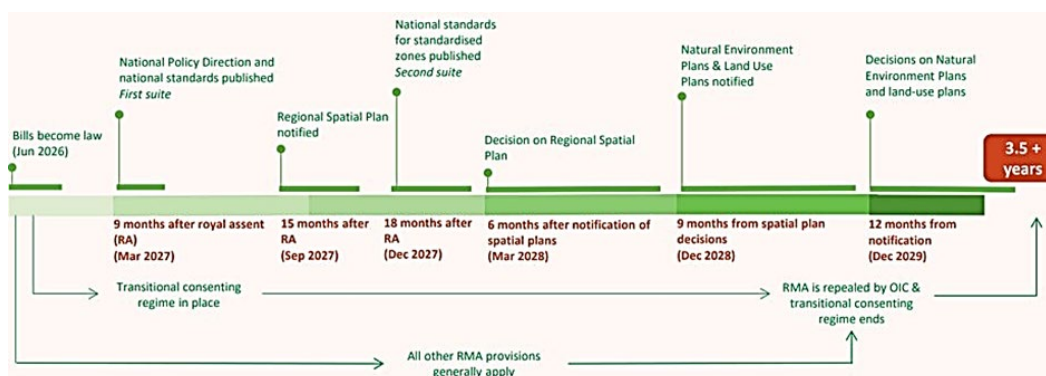


Figure 1: Indicative timelines for transition Planning and Natural Environment Act

The Planning and Natural Environment Bill are tracking to become law in June 2026 and this is imposing legal requirements on councils to implement and transition to the new system over the next three years. This is adding a significant volume of work that is complex in nature to the planning and policy work programme to implement over a short period of time.

Plan Change Work Programme for Growth Rezoning and Designations Update

We have submitted two plan stop exemption applications to the Minister for approval which, once approved, will generate a significant amount of work under Schedule 1 of the RMA. One exemption application is to provide for growth across our town centers through rezonings, and the second is to update Designations.



Schedule 1 Workload Generated by Plan Changes:

If Ministerial plan change exemption is approved, Council must run a full **Schedule 1 RMA process**. This is labor-intensive, technical, and costly. It includes:

- Drafting the plan change and gathering evidence
- Consulting with iwi, affected parties and stakeholders
- Preparing a comprehensive Section 32 evaluation report
- Public notification and submissions
- Further submissions
- Hearings led by qualified independent commissioners
- Decisions and responding to appeals
- Making the plan change operative once appeals are resolved

This is a **significant workload** for a small planning team and will require additional resourcing, budgeting, and careful sequencing.

Transition Reform Implications to the Planning & Policy Work Programme

Over the next 36 months during the transition to the new Planning and Natural Environment system, councils must operate under both the RMA and the emerging legislation while preparing for the new combined Land Use and Natural Environment Plans. This requires building the evidence base for regional planning and updating District Plan provisions to comply with Clause 14, of the National Planning Act. **Clause 14** defines which effects Council is *not allowed* to consider under the Planning Bill. Clause 14 excludes—such as visual amenity, retail distribution, internal design, and minor effects.

Along with keeping pace and up to date with rapidly evolving national direction such as new National Policy Statements NPS and National Environmental Standards (NES) requirements. Councils must also contribute to the development of the 30-year Regional Spatial Plan by providing data, staff input, and governance support. Overall, the transition demands continuous monitoring, policy updates, and strong regional collaboration to ensure local growth and environmental priorities are properly reflected in the new system.

Councils must:

- Work under both RMA rules and new Bills during a multi-year transition.
- Prepare data, evidence, and mapping for the new combined regional plans (Land Use Plan (LUP) and Natural Environment Plan (NEP)).
- Update District Plans to comply with Clause 14 and new national direction.
- Track and implement new (NPS) National Policy Statements /NES National Environmental Standards (NES) instruments, many of which are already in force.
- Participate heavily in forming the Regional Spatial Plan.
- Build internal capability to interpret and apply rapidly changing laws and standards.

I. In June 2026 Council must give effect to Clause 14 of the Planning Bill immediately.

Clause 14 Implementation



Defines which effects Council is *not allowed* to consider under the Planning Bill. Its purpose is to narrow the scope of regulation to effects that materially impact others or the environment.

All councils must update their District Plan provisions, so they do **not** regulate based on effects that Clause 14 excludes—such as visual amenity, retail distribution, internal design, and minor effects. This requires a legal and policy review of all current plan rules.

II. Monitor new and amended National Policy Statements (NPS) and National Environmental Standards (NES)

Ten national direction instruments were updated or introduced in late 2025, all now in force as of January 2026.

Key areas councils must keep updated include:

- Natural hazards
- Infrastructure
- Indigenous biodiversity
- Freshwater
- Highly productive land
- Renewable electricity
- Electricity networks
- Detached minor dwellings (new national standard).

These changes directly affect council consenting and policy development.

III. Track upcoming National Policy Direction under both Bills

Under the new Planning and Natural Environment Bills:

- National direction will sit at the top of the system.
- Councils must apply it directly and consistently.
- Local discretion will be far more limited.

Councils must maintain a continuous “watching brief” for updates.

IV. By September 2027, 15 months after royal assent, the Regional Spatial Plan (RSP) must be notified.

What is a Regional Spatial Plan?

Under the Government’s new planning system—created through the Planning Bill and Natural Environment Bill—a Regional Spatial Plan (RSP) is a mandatory 30-year strategic plan that every region in New Zealand must prepare.

The RSP will guide where and how a region grows, how infrastructure is delivered, how natural hazards are managed, and how environmental priorities are integrated. It is one of the most important components of the new system.



The purpose of an RSP is to:

Set a long-term, region-wide strategy for land use, infrastructure, transport, and environmental outcomes.

Identify growth areas, infrastructure corridors, and areas needing protection (e.g., high natural values, hazards).

Integrate planning across councils to deliver “one regional direction” rather than each district operating separately.

Provide the strategic foundation for the two new regional plans:

- Land Use Plan (LUP)
- Natural Environment Plan (NEP)

The Government describes RSPs as key tools to simplify the system and ensure long-term integrated planning.

While the Bills set the framework, regulations will define the specifics however, RSPs are expected to include:

- 30-year growth pattern (housing + business land)
- Infrastructure sequencing (transport, 3 waters, energy, community facilities)
- Natural hazard mapping and resilience planning
- Environmental priorities and areas that must be protected
- Corridors for regionally significant infrastructure
- Spatial representation (GIS map layers)

These functions align with the Government’s direction for fewer plans, stronger national direction, and more integrated regional planning.

Whilst TDC’s 2023-2053 Growth Strategy will help inform this, new calculations for 30-year housing and business growth will need to be understood across the region and in a local context. We will need to allocate budget and resourcing to inform the RSP.

Why does RSP matter for Councils:

- Becomes the **highest-level spatial plan** for a region.
- Directly guides the new **Land Use Plan** and **Natural Environment Plan**.
- Influences infrastructure funding via LTPs, AMPs, and government investment. The timing and development of Regional Spatial Plans is outside of this AMP/LTP funding round.
- Requires significant **staff time, evidence gathering, GIS mapping, iwi engagement, and political coordination**.

To meet deadlines, the region must:

1. Formalise the Planners Working Group
2. Appoint an independent project coordinator
3. Begin forming an interim Joint Committee
4. Begin formal discussions with mana whenua



V. Land use plan (LUP)/ Natural Environment Plan (NEP) combined plans and keeping up to date with national direction.

Prepare evidence, datasets, and spatial information for the upcoming LUP and NEP
Under the new system, each region will have two combined plans:

- **Land Use Plan (LUP)** – covers zoning, subdivision, land-use rules.\
- **Natural Environment Plan (NEP)** – covers environmental limits, water, soil, biodiversity.

The plans must integrate with the **Regional Spatial Plan (RSP)**, which becomes the top-level 30-year strategy. Councils must start preparing inputs—growth data, hazard information, infrastructure capacity, biodiversity mapping—so they can feed into these regional-level documents

2. What else do we do?

Planning Advice

District Planning provides a free service to both internal and external customers for planning advice on their projects. The team responds to general planning enquiries which are managed through our planning inbox. The Team provides clear information and guidance to applicants, developers, and community members on the resource consent process, District Plan provisions, and the regulatory requirements relevant to their proposals.

Pre-application advice:

For more complicated or larger scale development, we provide more detailed pre-application advice to help applicants understand planning constraints early, refine development concepts, and ensure applications are complete and well-informed. Pre-application advice is on-charged to the customer and is multi-disciplinary in nature. Planning will co-ordinate response to development from various internal departments such as roading, land development engineering and rates(?).

This includes:

- Explaining relevant District Plan rules, objectives, and policies
- Determining whether consent is required and identifying activity status
- Identifying necessary technical reports and assessments
- Outlining timeframes, fees, and likely processing pathways
- Highlighting opportunities to avoid, remedy, or mitigate potential adverse effects

Managing and developing our relationship with our Iwi Partners:

The planning team works closely with our iwi partners, Rangitāne Tāmaki nui-a-Rua and Ngāti Kahungunu Tāmaki nui-a-Rua, to manage our relationship and give effect to our memorandum of understanding for resource consent processing across the district. The MoU recognises both the Resource Management Act and each iwi's Crown settlement legislation, including their statutory acknowledgements.



In addition the planning team is guided by Council's Memoranda of Partnerships in its interactions with each iwi.

We meet quarterly to discuss District Plan matters and wider resource management issues, and these meetings give us valuable opportunities to refine our processes together. Strengthening this partnership remains a priority, and we are committed to building trust and working collaboratively as we move forward.

The planning team complete the Territorial Authority Certification Checks and Approvals:

Regulatory function for TA Certification. When someone wants to subdivide land, the council (as the Territorial Authority) must check that the subdivision meets all the rules and conditions set under the Resource Management Act and the council's District Plan. This "sign-off" process is called TA certification.

It has two main steps:

- Section 223 certification – Council confirms that the subdivision layout shown on the survey plan is exactly what was approved in the resource consent.
- Section 224(c) certification – Council checks that all the conditions of the subdivision consent have been completed. This includes things like new vehicle crossings, water and sewer connections, easements, land covenants, or any required engineering works.

Only when both certificates are issued can the subdivision move to the Land Registry.

The Planning Services Manager prepares Fast-Track comments on behalf of Council, which involves:

- assessing proposals under the Fast-Track legislative framework,
- Identifying key planning issues, and ensuring Council's interests and statutory responsibilities are clearly represented in Fast Track decision-making processes,

Planning Team assesses and determine other applications and Certificates under RMA 1991 and LGA(1974) such as right of way approvals, designations works such as modifications to existing or outline plans or waivers.

- Processing other applications under relevant legislation including preparing detailed assessments, coordinating internal and external experts, and ensuring statutory timeframes are met.

Process any objections to decisions under Section 357 (RMA) and appeal and mediation processes for matters before the Environment Court

- Managing objections to decisions and applying any necessary actions,
- Managing appeal and mediation processes for matters before the Environment Court, including preparing planning evidence, participating in negotiations, and supporting robust and defensible decision-making.



RMA Compliance:

The planning team ensures compliance with RMA and resource consent conditions of consent.

Prepare and submit NMS survey report to the Ministry for the Environment (MfE)

Each year, councils must submit detailed information on almost every part of their planning and consent functions. MfE's 2025/26 guidance sets out the main areas, which include:

- **Planning processes** – all work on District Plans and plan changes, including timeframes, staffing, and progress.
- **Iwi and hapū involvement** – how councils are engaging with mana whenua.
- **Resource consents** – every application received and processed, including costs, processing times, and decisions.
- **Compliance and enforcement** – all monitoring work, complaints, site visits, abatement notices, infringement fines, and prosecutions.
- **Certificates and other approvals** – certificates of compliance, existing use certificates, deemed permitted activities.
 - **Notices of requirement** – for designations (territorial authorities only).
 - **Budgets and staffing levels** – how each council resources its policy, consenting, and enforcement work.
 - **Customer satisfaction information** – where councils collect this.

MfE receives the raw data, publishes national statistics, and updates its public dashboards each year.

3. Who do we do it with?

- Public
- Landowners
- Developers
- Contractors
- MfE
- Iwi
- Internal stakeholders
- Regional Council and adjoining Territorial Authorities

We are dependent on:

- Central Government (changing legislation)
- External Contractors
- Trained and experienced staff

4. What feedback have we received about what we do?

We do not receive a lot of feedback in general. We base our activity on service performance measures, and we consistently exceed our KPIs. TDC is 1 of 13 councils in the country that achieves 100% for processing their resource consents in statutory timeframes.



5. What budget challenges do we have?

The planning activity faces significant budgeting pressures in this 2027-2037 LTP round due to the scale and complexity of work required under national resource management reform.

Current situation

- The team has 5 FTE staff. Due to the upcoming statutory requirements, the team requires stronger skills in policy planning capability
- With the upcoming mandated resource demands, it is predicted there will be a need for two new roles to enable us to meet our statutory requirements: a Senior Policy Planner and a Team Leader for Planning Services
- These two appointments predicts the freeing up of the Planning Services Manager to focus on strategic reform response and Regional Spatial Plan (RSP) work

Key cost pressures

- Reform work is not cost-recoverable—Council bears the full expense
- Heavy reliance on external consultants is flagged as expensive and potentially undermining internal resilience. More work is to be undertaken to quantify this assumption.

Mandatory workstreams driving the pressure

- i. Schedule 1 plan changes (legal review, hearings, appeals),
- ii. Regional Spatial Plan contributions (data, GIS, coordination costs),
- iii. Keeping pace with new National Policy Statements and National Environmental Standards,
- iv. Legal and compliance risk from Clause 14 and heightened scrutiny,
- v. Fast-Track consenting and appeals requiring specialist input,
- vi. Data, GIS, and evidence upgrades for the new system.

Bottom line: The reforms introduce a substantial increase in workload that is likely to place pressure on current capacity, and may require additional resourcing, specialist support, and technical investment beyond business-as-usual budgets.

Large increase in workload from national reform

The transition to the new Planning and Natural Environment system adds several major, mandatory workstreams over the next three years. None of these are optional and all require significant staff time, technical inputs, and project management.

A. Schedule 1 plan changes (if exemptions approved)

Plan Change A and Plan Change B will trigger full Schedule 1 processes. These are expensive and require legal review, specialist consultants, hearings commissioners, iwi engagement, and potentially appeal participation. This may be a significant unbudgeted cost pressure for the current sized team.



B. Regional Spatial Plan (RSP) contributions

Councils must contribute data, GIS work, modelling, planning staff time, and potentially share the cost of regional coordination and external expertise. Budget will be needed for both internal and external resourcing.

C. Keeping pace with national direction

New NPS/NES instruments require updated technical reports, environmental data, hazard mapping, plan rule updates, and legal review. These updates create ongoing operational and consultancy costs.

D. Capability and staffing pressures

The scale and technical complexity of reform work exceeds current staffing capacity. Additional planners, policy analysts, project management support, or contracted specialists may be required to meet statutory deadlines.

E. Increased legal and compliance risk

Clause 14, new national standards, and higher scrutiny mean greater need for legal advice and risk management. This adds legal expenditure.

F. Fast-Track and Appeal/Objections

Appeals, objections, and Fast-Track assessments require specialised planning evidence and legal support, which can be costly when external experts are needed.

G. Data, GIS, and evidence upgrades

The new system relies heavily on spatial data and technical evidence. Budget is needed for GIS capability, modelling, environmental surveys, and updated datasets.

In short, the upcoming legislative reforms significantly expand the planning workload and introduce mandatory processes that will require investigations into budgetary requirement for increased staffing, consultancy support, legal input, and technical evidence— beyond current business-as-usual capacity.

6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk 1 – Planning Capacity and Reform Delivery Description: The current planning structure has limited capacity and depth to respond to the scale and complexity of ongoing resource management reform and associated statutory requirements.

Key programmes, including Clause 14 implementation, Regional Spatial Plan (RSP) input, and plan change processes, are placing increasing demands on the function. The current delivery model is signalling constraints in its ability to sustain these requirements alongside business-as-usual activities.

Consequence: There is a risk that Council may not be able to consistently meet statutory obligations, deliver plan changes, or participate effectively in RSP development within required



timeframes. This may result in delays, reduced service levels, and increased exposure to compliance and implementation risk.

Likelihood: High

Mitigation: A range of approaches are being considered to support sustainable delivery, including reprioritisation of workloads, review of team structure, improved programme and project management of reform work, and use of targeted specialist support where required.

Risk 2 – Escalating consultancy and legal costs due to lack of internal capability

Description: Without strengthening the in-house team, especially policy capacity, Council will need to contract out volumes of work including plan drafting, evidence preparation, legal review, Schedule 1 processes, and support for appeals. Consultant and legal costs are high and unpredictable, and none of the reform work is cost-recoverable, meaning the full cost sits with Council.

Consequence: Difficult to predict significant financial impact on LTP budgets, reduced ability to forecast costs, and long-term dependence on external consultants, rather than building predictable internal resilience and capability.

Likelihood: High

Mitigation: Stabilise the intention to invest in permanent Senior Policy Planner and Team Leader roles; build internal skills; outsource only highly specialised or peak-demand tasks; improve financial planning for consultant expenditure tied to reform.

Risk 3 – Increased legal, compliance, and reputational risk

Description: High legislative complexity, tight statutory deadlines, and new national direction increase the risk of errors if the team remains under-resourced. Incorrect implementation of Clause 14, inadequate policy analysis, or delays in processing mandatory reform tasks raise the likelihood of legal challenge and appeals.

Consequence: Exposure to Environment Court processes, increased legal costs, reputational damage, reduced trust from iwi, the public, and central government, and impacts on district growth outcomes.

Likelihood: Medium to High

Mitigation: Secure dedicated policy capability; ensure regular access to legal advice; implement internal quality assurance processes; maintain active engagement with iwi and regional partners; allocate budget for appeal and legal contingencies.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

In Year 2 of the current LTP (Annual Plan 2025/26) it was anticipated that the proposed district plan review would have been notified and adopted. However, this was stopped under the Government's Plan Stop policy.



In Year 3 of the LTP (Annual Plan 2025/26) it was anticipated that we would be potentially completing two plan changes and preparing for Regional Spatial Strategy and we had factored this into the budgets of the 2025/26 Annual Plan however, this was a reduced amount compared to the full district plan review budget.

Based on current forecasts, expenditure in this area is expected to be below budget for the 2025/26 financial year. It is proposed that unspent funding be carried forward into the 2026/27 financial year to support delivery of deferred and upcoming planning work.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	<p>Protects and enhances the quality of the district’s natural and physical environment to ensure it is managed sustainably and any environmental impacts of development are minimised.</p> <p>We process resource consents efficiently within statutory timeframes and recover actual and reasonable costs, ensuring ratepayers aren't subsidising private development activities.</p>
Trusted leadership and meaningful community voice.	<p>We engage communities through plan change consultations and consent notification processes, ensuring local input shapes development decisions and environmental management.</p>
A resilient, prosperous district with opportunities for people and business.	<p>We provide clear planning frameworks and timely consent processing that enable sustainable economic development while protecting environmental values and community wellbeing.</p> <p>We integrate climate adaptation and natural hazard management into district planning, ensuring growth and development is appropriate for future communities.</p>

9. Anything else Council needs to know about our activity.

This activity benefits both individual applicants and the wider district through well-planned, sustainable development enabled by plan changes that support population and economic growth.

We're managing an exceptionally high and complex workload over a compressed timeline. With the Natural Environment Bill and Planning Bill replacing the RMA in mid-2026, we must update our planning framework and prepare for the new system, including developing the Regional Spatial Plan where Tararua's voice must be adequately represented. Simultaneously, we're maintaining business as usual planning requirements while completing plan changes to upzone residential and industrial areas, ensuring the district can accommodate future population and economic growth. We are also managing all of this change and competing demands without a dedicated Policy resource with Tararua District Council.



Activity Overview – Compliance and Monitoring

Council provides regulatory services to administer a range of government legislation and District Bylaws. The service focuses on Council's role to ensure legislative compliance which is primarily focused on public safety. Legislation enforced includes but not limited to;

- Amusement Device Regulations 1978
- Litter Act 1979
- Resource Management Act 1991
- Building Act 2004 and Regulations
- Food Act 2014 and Regulations
- Camping-Grounds Regulations 1985
- Freedom Camping Act 2011
- Sale and Supply of Alcohol 2012 and Regulations
- Health Act 1956
- Land Transport Act 1998
- Land Transport (Road User) Rule 2004
- Local Government Act 1974 and 2002
- Tararua District Council Bylaws

1. What do we have to do?

- **Environmental Health and Alcohol Licensing** – manage applications for businesses that provide food and alcohol to the public. To protect health and control the sale, supply and consumption of alcohol to the public. Inspect regulated premises. Monitor compliance of regulations and bylaws to address public complaints, inspect and monitor premises under the Food Act
- **Compliance and Monitoring** respond to customer complaints relating to dumped rubbish in public places, parking and abandoned vehicles, noise,

2. What else do we do?

The service focuses on Council's role to ensure legislative compliance which is primarily focused on public safety and to use the additional powers provided within the bylaws to address nuisance, health and safety and offensive behaviour in our district.

We also provide:

- 24 hours service covering dog control, wandering stock and noise complaints
- public advice and education relating to legislation and bylaw compliance
- Inspections of amusement devices and mobile traders
- carry out complaint sourced general inspections



- Follow up rubbish dumped in public places and seek enforcement under the Litter Act
- Hazardous substances response
- Resource consent monitoring

3. Who do we do it with?

- Public
- Property and business owners
- Contractors
- Internal stakeholders

We are dependent on:

- Contractors
- Trained and experienced staff
- Central Government (changing legislation)
- Appropriate compliance and safety equipment

4. What feedback have we received about what we do?

We do not receive a lot of feedback in general.

5. What budget challenges do we have?

We need to be able to cover costs and regularly review our fees and charges. There is a public benefit to the activity which requires contribution from rates.

Ensuring appropriate revenue is in place for compliance activities.

6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

- We must retain experienced staff and ensure staff safety in a difficult role.
- We must retain competent contractors for after-hour services.

Community Facilities & Services

Animal Management 15.0% 17.1% ❌

Compliance and Monitoring Te Tautuku me te Aroturuki

Benefit



Compliance & Monitoring 90.0% - 84.0% ✔️



Compliance & Monitoring is made up of Environmental Health, Alcohol Licensing, and Noise & Nuisance activities of Council

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

We are tracking well based on the last LTP. Services are demanding and there is an argument for an additional Animal Control Officer position due to the large area our district covers and the workload the team experiences.

Additional funding to combat rising costs for fuel, general equipment and salaries.
 Additional funding for increased contractor after-hour services for dog control and noise control.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	We provide compliance and monitoring services to protect the community from unsafe food, health issues from the abuse of alcohol, dog safety, litter and other regulatory functions
Trusted leadership and meaningful community voice.	
A resilient, prosperous district with opportunities for people and business.	Long term wellbeing relates to adequate dog control, food and alcohol control and other regulatory functions to keep the community safe.

9. Anything else Council needs to know about our activity.

The Compliance and Monitoring activity is a core role of council. It is a demanding role for staff as compliance activities hold an inherent risk. The operational costs of the activity will rise over the next few years as new stab jackets, radios and other compliance equipment are implemented for staff safety.



Activity Overview – Animal Control

1. What do we have to do?

The service focuses on Council's role to ensure legislative compliance which is primarily focused on public safety.

Dog Control Act 1996 – Carry out all requirements of the Act to promote responsible dog ownership and protect the safety of the public, including -

- Maintenance of annual registration database for all known dogs in the district - Investigate nonregistration - gain compliance by education, infringement and seizure of unregistered dogs
- Response, investigation and enforcement for dog attacks, uncontrolled and roaming dogs
- Dangerous and Menacing dogs - Monitoring, follow-up and enforcement of the requirements of classification of dogs.
- Disqualified / Probationary dog owners – Monitoring non-compliant dog owners to address continued offending by enforcing disqualification or probationary owner status
- Response, investigation and enforcement of dog nuisance complaints including barking
- Seizure and impounding of dogs from non-compliant dog owners
- Provide containment and care of impounded dogs

Impounding Act 1955 – Manage impounding of stock including

- 24-hour service to investigate and impound roaming stock from roads and public spaces.
- Containment and disposal of impounded stock and maintenance of impound register under the requirements of the Act.

Tararua District Council Bylaws - Local Government Act 2002 – Response, investigation and enforcement of local bylaws relating to animal control and public safety including -

Dog Control Bylaw 2022

Keeping of Animals Bylaw 2024

2. What else do we do?

- Provide 24-hour response services for dog control and wandering stock
- Maintain pound facilities in accordance with the Ministry of Primary Industries Codes of welfare
- Provide public advice and education relating to safety around dogs, legislation and bylaw compliance
- Assist Police attending properties where dogs are located
- Assist SPCA and MPI monitoring welfare concerns within Tararua District

3. Who do we do it with?



External - Public, Property and Dog owners, Contractors, Police, MPI, SPCA, Welfare Organisations’

Internal stakeholders

Dependent on - Trained and experienced staff, Contractors, Appropriate compliance and safety equipment, Central Government (changing legislation).

4. What feedback have we received about what we do?

Limited direct feedback; compliance rates exceed 98% for dog registrations.

5. What budget challenges do we have?

Balancing user charges and rates funding while managing increasing operational costs.

Animal Control Ngā Here Kararehe



6. What are the top three risks to the successful delivery of our activity?

Risk description	Likelihood	Implication	Mitigations / controls
Non-compliant, insecure pound facilities	Medium	Breach of legislation and animal welfare risks. Theft/damage to animals/property	Maintain and upgrade facilities
Loss of experienced staff	High	Reduced service capability and safety risks	Retention strategies and training
Contractor availability	Medium	Reduced after-hours service coverage	Maintain contractor relationships

7. How are we tracking based on the last LTP?

Tracking well; increasing demand may require additional staffing and facility upgrades.



8. Strategic alignment

Council has drafted its new strategic framework (see last page of this template). Council will seek community feedback on this as part of its early engagement on the LTP.

Consider the draft community outcomes. How does your activity contribute to each?

Draft community outcomes	This activity contributes to this outcome by...
Affordable, efficient core services that deliver clear value	Supports safe communities and efficient core services.
Trusted leadership and meaningful community voice	
A resilient, prosperous district with opportunities for people and business	

9. Is there anything else Council needs to know about our activities?

Animal Control activity is a core role of council.

It is a demanding role for staff as compliance activities hold an inherent risk.

With the rising cost of living, the level of noncompliance rises, putting more pressure on the team for investigation and enforcement. Aggression and abuse from dog owners are becoming more common and raising the associated risks of staff safety when carrying out enforcement actions.

Pound facilities require upgrading for continued compliance and maintaining the safety of staff and impounded animals and prevent risks of theft /harm to impounded animals and property.

The operational costs of the activity will rise over the next few years as health and safety equipment is implemented and upgraded for staff safety.



Activity Overview – Building Control

1. What do we have to do?

To maintain building quality and protect the community from unsafe buildings.

The Building Act 2004 requires Council to control building work to ensure buildings are safe and healthy for people to use, provide for people with disabilities, enable escape from fire, and promote sustainable development. Illegal building work and unsafe buildings are a significant public safety risk, with the potential to cause serious harm to people in and around buildings and damage to other property.

2. What else do we do?

Building Control staff provide public advice relating to enquiries and process consents, inspect building developments and carry out complaint sourced general inspections. The service focuses on Council's role to ensure legislative compliance primarily focused on public safety. Tasks include building warrant of fitness compliance, compliance schedule compliance, swimming pool fencing compliance and earthquake prone building compliance.

3. Who do we do it with?

- Public
- Building owners
- Contractors
- MBIE
- Iwi
- Internal stakeholders

We are dependent on:

- Contractors
- Trained and experienced staff
- Central Government (changing legislation)

4. What feedback have we received about what we do?

We do not receive a lot of feedback in general. We base our activity on service performance measures which show well over 95% compliance within statutory timeframes when processing consents.

5. What budget challenges do we have?

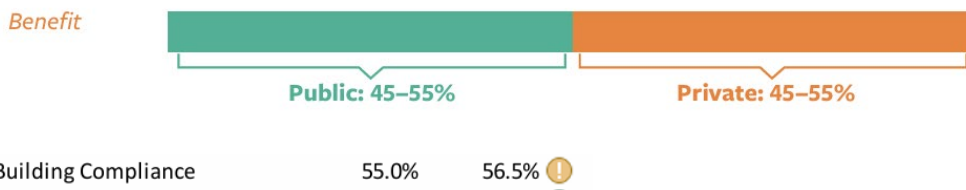
We need to be able to cover costs and regularly review our fees and charges. There is a rates contribution for this activity. The increase in consents due to economic recovery and interest rates means more staff required to process and inspect consents.

Retaining staff remains a high risk as the industry is competitive. We outsource consent processing to external contractors and any overflow of inspections. Costs are recovered through the consenting process. Our fees must remain competitive with our



neighbouring councils. Applications do not necessarily have to be lodged with our council so there is a limit to how high we can charge for services. This is why the activity is subsidised by rates as there is a public benefit.

Building Control Ngā Here Waihangā



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

- Council must retain accreditation under the Building Act to continue to operate as a Building Consent Authority. No accreditation means no more acting as a Building Authority which would then require locals to use out of district services if available.
- The market for qualified and experienced building control staff is limited, creating a risk to Council’s ability to maintain capability and continuity of service, with retention and workforce sustainability approaches under consideration.
- The pool of qualified and competent contractors is limited, creating a risk to delivery continuity, quality, and resilience, with approaches to strengthen and sustain the contractor market currently under consideration.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

It is likely as the NZ economy rebounds, that more consents will be lodged. We may need to build capacity in either our internal team or through robust contracted services to ensure we can deliver within statutory deadlines at different demand levels.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome. <i>(1 – 2 sentences is sufficient for each).</i>
Affordable, efficient core services that deliver clear value.	We provide building services to protect the community from unsafe buildings. We provide a friendly, efficient and timely service.
Trusted leadership and meaningful community voice.	



A resilient, prosperous district with opportunities for people and business.	We ensure earthquake prone buildings are identified and made safe in our district, adapting to legislative change. We stay up to date with other legislative changes and ensure our processes are compliant and our community is kept safe and new buildings are resilient.
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9. Anything else Council needs to know about our activity.

The Building Activity operates within a highly regulated environment and is subject to regular accreditation audits by International Accreditation New Zealand (IANZ), with failure to maintain accreditation resulting in Council being unable to perform its building control functions.

Demand for building consents is cyclical and influenced by economic conditions, and the current delivery model has limited flexibility to respond to increases in demand. This creates a risk to maintaining statutory timeframes, service levels, and ongoing accreditation requirements during peak periods.

Consideration is required to ensure the function can be delivered sustainably across fluctuating demand, while maintaining compliance and performance standards.



GROUP: STRATEGY, POLICY, AND GOVERNANCE

Strategic stewardship services

Strategy, Policy, and Planning guide long-term decision-making and ensure the council's services, infrastructure, and regulatory responsibilities are planned and managed effectively.

- Strategic Planning and Policy
- Democracy Services

Rationale for Delivery (Draft)

Alignment with the purpose of local government

Strategy, Policy, and Governance is primarily an enabling service with core statutory functions, delivered to meet Council's obligations under the Local Government Act and related legislation.

This group underpins the purpose of local government under the System Improvements Bill by enabling democratic decision-making, providing strategic direction, and ensuring integrated, long-term planning across all Council functions. It supports elected members to make informed decisions, ensures compliance with legislative requirements, and provides the framework that guides infrastructure, service delivery, and investment.

While not a frontline service, it is fundamental to the effective governance, accountability, and overall performance of Council.

Alignment with Council's community outcomes

This activity directly supports Council's community outcomes.

It contributes to **affordable, efficient core services that deliver clear value** by providing the strategic and policy framework that guides investment decisions, integrates planning and funding, and supports informed trade-offs between cost, service levels, and risk.

It supports **trusted leadership and meaningful community voice** by enabling transparent decision-making, supporting elected members, and facilitating community engagement through statutory planning and democratic processes.

It underpins **a resilient, prosperous district with opportunities for people and business** by providing clear long-term direction, supporting coordinated growth and development, and ensuring Council is well positioned to respond to change, manage risk, and plan for future challenges and opportunities.



Activity Overview - Strategic Planning and Policy

1. What do we have to do?

Local Government Act 2002

- Enable democratic local decision making and accountability on behalf of the Tararua community
- Take a sustainable, long-term approach to decision making, including consideration of social, economic, environmental, and cultural wellbeing
- Prepare and adopt a Long-term Plan, including financial and infrastructure strategies
- Undertake strategic and policy planning to guide Council activities and investment
- Provide high quality policy advice to elected members to support informed decisions
- Act consistently with the principles of Te Tiriti o Waitangi
- Integrate financial, infrastructure, and community outcomes into a coherent planning framework.
- Supports Council to respond proactively to legislative reform, climate impacts, demographic change, and economic shifts

Iwi partnerships

- Engage with iwi and hapū in policy, strategy, and planning processes

2. What else do we do?

- **Long-term Plan and strategic framework development**
Council undertakes statutory long-term and annual planning processes to set priorities, funding, and service levels.
- **Districtwide policy and strategy development**
Development and review of Council strategies and policies, including growth planning, and service strategies, to ensure alignment with national direction and local priorities.
- **Governance support and central government reform response**
Providing advice, analysis, and submissions in response to local government reform, legislative change, and new national policy direction, and supporting elected member induction and ongoing governance capability.

3. Who do we do it with?

- Governance and elected members
- Infrastructure, asset management, and service delivery teams
- Corporate, legal and finance
- Iwi and hapū
- Local communities and stakeholders
- Neighbouring councils and regional partners
- Central government agencies

4. What feedback have we received about what we do?

No feedback received.



5. What budget challenges do we have?

No challenges identified.

6. What are the top three risks to the successful delivery of our activity?

Risk description	Likelihood	Implication	Mitigations / controls
The scale, complexity, and volume of statutory planning and policy reform, exceeds available staff capacity and requires specialist capability.	Medium	High	<ul style="list-style-type: none"> - Prioritise statutory and high-risk work programmes through clear, Council-endorsed prioritisation - Use targeted external expertise where required to supplement internal capability, while retaining strategic oversight in-house - Build internal capability by sharing expertise across teams and improving documentation and institutional knowledge - Sequence and stage work programmes to match available resourcing and funding - Maintain strong relationships with regional and sector partners to share knowledge and resources where appropriate
Frequent changes in central government policy and legislative reform create uncertainty, rework, and shifting priorities.	Medium	High	<ul style="list-style-type: none"> - Design strategies and policies to be flexible and adaptive, allowing for adjustment as national direction evolves - Monitor legislative and policy changes closely and provide early advice to elected members on implications and options - Stage major planning work to allow alignment with confirmed national frameworks and timeframes - Coordinate responses across Council to reduce duplication and ensure consistent messaging - Use scenario-based planning to inform decisions under uncertainty



Policy and strategy, infrastructure, and financial planning are not sufficiently integrated across the organisation.	Low	Medium	<ul style="list-style-type: none"> - Strengthen integration between policy, infrastructure, finance, and service planning through coordinated planning cycles - Use cross-functional working groups for major strategic initiatives to ensure alignment early in the process - Provide clear strategic direction through the Long-Term Plan that links outcomes, investment, and risk - Regularly review and update strategies to ensure they remain aligned and relevant
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7. How are we tracking based on the last LTP?

Changes in Annual Plan 2025/26:

No changes identified.

- Changes in Annual Plan 2026/27 (expected):

No changes identified.

8. Strategic alignment

Council has drafted its new strategic framework and will seek community feedback on this as part of its early engagement on the LTP.

Consider the draft community outcomes. How does your activity contribute to each?

Draft community outcomes	This activity contributes to this outcome by...
Affordable, efficient core services that deliver clear value	<ul style="list-style-type: none"> - Provides the long-term policy and strategic framework that guides infrastructure investment, service levels, and funding decisions, helping avoid short-term fixes that increase costs over time - Integrates planning, financial, and infrastructure strategies so resources are targeted to the highest priorities and duplication is avoided - Supports sound decision-making on trade-offs between affordability, service levels, and risk - Helps Council comply with legislation efficiently, reducing the risk of rework, delays, or legal challenge that can increase costs to ratepayers



<p>Trusted leadership and meaningful community voice</p>	<ul style="list-style-type: none"> - Provides clear, accessible policy advice to elected members, supporting informed and accountable decisions - Leads statutory and strategic planning processes that involve early and meaningful engagement with communities, iwi and hapū, and stakeholders - Translates complex legislation and reform into clear local choices, helping communities understand why decisions are made - Supports elected members to lead confidently through change by providing robust evidence and options.
<p>A resilient, prosperous district with opportunities for people and business</p>	<ul style="list-style-type: none"> - Develops and maintains planning and policy frameworks that support appropriate growth while protecting affordability and district character - Provides clarity and certainty around land use, development expectations, and long-term infrastructure planning - Supports coordinated planning with neighbouring councils, iwi and hapū, and government to unlock opportunities and manage growth impacts - Ensures economic development and growth decisions are aligned with long-term wellbeing and resilience outcomes. - Embeds resilience considerations into land-use planning, asset management, and long-term investment - Supports Council to respond proactively to legislative reform, climate impacts, demographic change, and economic shifts - Helps communities and Council plan for future hazards and change in a deliberate and structured way.

9. Is there anything else Council needs to know about our activities?

While the Policy and Strategy activity does not directly deliver frontline services, it enables every other Council function to operate effectively:

- Decisions about infrastructure, service levels, affordability, growth, and risk rely on clear strategic direction
- Poor or under-resourced strategic planning increases long-term costs, service risks, and exposure to legal challenge
- Early investment in policy and planning capability often avoids significantly higher costs later

The scope and complexity of policy, climate, and strategic planning expectations on councils are increasing, driven by legislative and regulatory reform, and growing expectations for transparency, engagement, and evidence-based decision-making. This growth in expectations is not always matched by funding or staffing, particularly for small, rural councils.



Policy and strategic planning often involves balancing affordability vs service levels. The role of this activity is not to remove trade-offs, but to ensure they are explicit, evidence-based, and clearly communicated.

The effectiveness of this activity depends on clear direction from elected members, early engagement on strategic priorities, and shared understanding of risks, constraints, and statutory obligations.



Activity Overview – Democracy Services

1. What do we have to do?

The Tararua District Mayor and Councillors deliver a governance role that involves representing the community, setting direction and monitoring and reviewing Council performance. As elected members, the Mayor and Councillors set the strategic direction for the Tararua District and ensure responsible financial management of public funds. The service seeks to enable democratic local 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.

The Local Electoral Act 2001 sets out the electoral processes that allow communities within the district to choose the leaders who will represent them and their interests through democratic decision making. These processes include triennial local authority elections, polls and referenda, and representation reviews.

The Local Government Act 2002 provides the framework for establishing terms of reference and delegations for community boards, committees, council organisations, and other decision-making bodies, as well as the appointment of the Chief Executive. This Act also regulates the conduct of decision-making meetings and sets requirements for publishing an annual Pecuniary Interests Register.

The Local Government Official Information and Meetings Act 1987 ensures public access to local authority meetings and associated information—such as reports, agendas, and minutes—to promote open and transparent decision making. Democracy Services also holds the function of LGOIMA officer, responding to requests for official information.

The Privacy Act 2020 promotes and protects privacy of individuals by providing a framework for protecting an individual's right to privacy of personal information, and also giving effect to internationally recognized privacy obligations and standards in relation to personal information. Democracy Services holds the function of Privacy Officer, responsible for responding to requests for personal information, reviewing processes and products to ensure compliance with the Act and responding to any breaches of Privacy.

2. What else do we do? (What are all the other important but non statutory things we do? Includes Council priorities and projects)

Not applicable.

3. Who do we do it with?

As well as the formal Council team made up of nine elected Councillors and the Mayor, Tararua District Council has two Community Boards, one in Dannevirke and one in Eketāhuna. Council staff provide support to elected members to ensure transparent democratic decision-making at meetings that are open to the public. We do this as a statutory



obligation under the Local Government Act 2002, the Local Government Official Information and Meetings Act 1987, to provide opportunities for community participation in decision-making.

Democracy Services undertakes Electoral Official duties for Electoral activities, Representation Reviews and Māori Ward establishment processes under the Local Electoral Act 2001.

4. What feedback have we received about what we do?

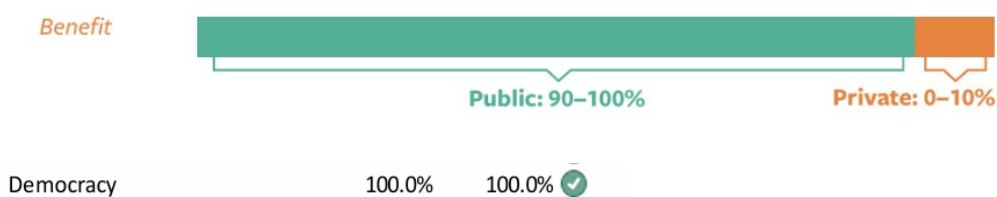
Surveys, consultation, stakeholder relationships. See the [2025 Key Research Survey Report](#)

New performance measures were introduced in the 2024-27 Long Term Plan to tangibly measure the level of service provided to the community. The measure for providing transparency of decision-making by the elected members is measured by ensuring all agendas and meeting papers are available on Council’s website at least two clear working days ahead of the meeting day. 100% compliance was achieved with this measure in the 2024-25 financial year. The measure for providing the community with access to minutes from decision-making meetings is measured by ensuring minutes from meetings are published to Council’s website within five working days of the meeting. 88% compliance was achieved in the 2024-25 financial year, with two sets of minutes taking longer than five working days to publish. One set took six days, and the other seven days. On average however minutes were published on Council’s website within three days. The performance results for the 2025-26 financial year to date show both measures tracking at 100% compliance, with the minutes from meetings being published on Council’s website within an average of two working days.

5. What budget challenges do we have?

The Democracy Services function is funded entirely from rates. The salary levels for the Mayor and Councillors are set by the Remuneration Authority. The Authority is currently doing its preparatory work for the determination to come into effect from 1 July 2026 and seeking views from the Mayors and Chief Executives on any matters they believe should be taken into account in setting the determination.

Democracy Services Ngā Ratonga Manapori



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

There are no identified risks or uncertainties that would impact the successful delivery of the democracy services activity. All required resources, timelines and responsibilities are clearly defined.



7. How are we tracking based on the last LTP?

We are tracking consistently with the direction set in the last Long Term Plan. No new budgets or projects have been added, and none have been removed, meaning our current programme of work remains fully aligned with the previously approved plan.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	Democracy Services supports affordable, efficient core services by enabling open, transparent decision-making via livestreamed meetings and publishing agendas, reports and minutes on Council’s website.
Trusted leadership and meaningful community voice.	Elected members contribute to trusted leadership by making decisions openly and transparently, showing their communities how local priorities are represented and acted on. Through their representative role, they amplify meaningful community voice by bringing diverse perspectives into formal decision-making and ensuring people see their concerns reflected in council outcomes.
A resilient, prosperous district with opportunities for people and business.	<p>Elected members help create a prosperous district by making transparent, strategic decisions that attract investment, support local enterprise, and enable sustainable growth. Through their advocacy and community connection, they champion opportunities that allow people and businesses to thrive and share in the district’s success.</p> <p>Elected members help build a resilient, future-ready district by making transparent, forward-looking decisions that balance immediate needs with long-term community wellbeing. Through their leadership and advocacy, they guide the district to adapt to change, seize opportunities, and plan confidently for the future.</p>

9. Anything else Council needs to know about our activity.



GROUP: COMMUNITY AND RECREATIONAL FACILITIES

Community spaces and facilities services

Community and Recreational Facilities provide shared public spaces and community assets that support recreation, learning, connection, and local amenity. The activities in this group are:

- Parks and Reserves
- Forestry (currently under review)
- Public Conveniences
- Community Buildings
- Swimming Pools
- Cemeteries
- Pensioner housing
- Aerodrome

Rationale for Delivery (Draft)

Alignment with the purpose of local government

Alignment with Council's community outcomes



Community And Recreation Facilities – Summary Of Activity Overviews

Community and Recreation Facilities represent an integrated portfolio of assets that support everyday wellbeing, safety, dignity, connection, and resilience across the district. This portfolio includes swimming pools, community buildings, parks and reserves, public conveniences, cemeteries, pensioner housing, and the Dannevirke Aerodrome. While these activities are managed and funded separately, they operate collectively as a system of community infrastructure that enables recreation, social participation, emergency response, and essential services for residents and visitors.

Many of these facilities were established incrementally over time and now comprise an ageing and diverse asset base with increasing compliance, safety, and renewal obligations. Once facilities are provided, whether discretionary or non-discretionary, they carry enduring responsibilities for maintenance, renewal, and risk management regardless of changes in usage or demand. Council currently manages this portfolio with a strong focus on statutory compliance, public safety, and continuity of service, often supported by community partnerships and volunteers. While this approach delivers significant social value, it also exposes Council to growing affordability pressures and heightened risk where assets are safety-critical or where maintenance has historically been deferred.

The key challenge for the Community and Recreation Facilities activities is not day-to-day delivery, but long-term sustainability. This requires elected members to consider the portfolio collectively: how many facilities Council can afford to retain, where service levels should be maintained or adjusted, and how investment should be prioritised to achieve the greatest community benefit. Clear, deliberate decisions about asset retention, investment, consolidation, or change need to be made to manage risk, maintain public confidence, and ensure Community and Recreation Facilities remain safe, affordable, and fit for purpose over the long term.



Activity Overview - Parks and Reserves

1. What do we have to do?

Council's Parks and Reserve Activity comprises 79 Parks spread across 470 hectares including:

- 13 Playgrounds
- 4 Campgrounds – Dannevirke Holiday Park, Woodville, Pahiatua Carnival Park and Eketāhuna Motor camp.
- 8 Sports grounds including sports fields, turf, courts and changing rooms
- Outdoor courts and skate parks
- 21 Reserves
- Walking tracks
- Tree Assets
- Park furniture
- Cenotaphs, memorials and Monuments
- Carparks
- Ponds and wildlife parks
- Land and Building leases / Licenses
- Public convenience and changing room facilities located in parks and reserves are captured under public convenience and community buildings.

Council manages its parks and reserves under the statutory framework of the Reserves Act 1977, Local Government Act 2002, Resource Management Act 1991, and supporting legislation such as the Health Act 1956, Public Bodies Leases Act 1969, and Property Law Act 2007. These statutes collectively require Council to protect reserve purpose, ensure public access, manage leases lawfully, and consult the community and mana whenua on material changes to reserve use.

Council has significantly strengthened its compliance position through adoption of the TDC Omnibus Reserves Management Plan in 2025, which now provides a single statutory framework for council's parks and reserves.

2. What else do we do?

Operational delivery model

- The Facilities team delivers day-to-day parks and reserves maintenance primarily through:
 - **District-wide external maintenance contract**, implemented in 2025. The contract includes mowing, gardens, walking tracks, playground and furniture inspections, rubbish collection, and some toilet cleaning, as well as maintenance of gardens and lawns in urban road reserves.
 - Campground Management Service Level Agreement (SLA)

In addition to contractors, council partners with:

- Sports and recreation organisations (e.g., Manawatū Sports)
- Community and volunteer groups (e.g., Bush Multisport Inc, Tararua Bird Club)
- Lease and license holders (sports clubs, grazing tenants)
- Iwi, regional council (Horizons), and government agencies where applicable



- External contractors
- Domain Boards

Asset Planning

Council has an extensive Tree Asset portfolio of Significant Trees listed in the District Plan, Street Trees in urban areas in addition to its Parks and Reserves spaces. Historically, like many rural councils, TDC's parks asset data has been incomplete. Over the last two years, the Facilities team has:

- Initiated a Tree Asset Register and GIS mapping
- Begun pest plant mapping and management planning. Under the Biosecurity Act 1993, Council has a responsibility to manage pest plants on land it owns or administers, including parks and reserves
- Completed Level 3 playground inspections district-wide

Accurate data collection and management will transition the activity from reactive to data led parks management through an improvement pathway that often precedes upward budget pressure in subsequent LTPs once true renewal liabilities are visible.

Additionally, condition and performance audits are scheduled to identify priority maintenance and inform renewals plans, insurance and asset management plans.

Campgrounds

Council owns four campgrounds that are subject to Health Act 1956 and Camping Grounds Regulations 1985 compliance requirements. While campgrounds are a discretionary service, once provided they create ongoing, non-negotiable obligations around sanitation, potable water, wastewater, safety, and cleanliness. The Facilities team is responsible for oversight of each campground and conducted an Electrical Warrant of Fitness (EWOFF) inspection in 2025, which identified a large number of defects for remediation. EWOFF inspections are required to be completed every 4 years. Previous EWOFF expired in 2019.

Community Facilities and Recreation Bookable spaces

Council administers all enquires and booking requests for use/hire of Parks green space, sports ground and facilities. This task is managed by the Customer Engagement and Facilities team. Efficiencies and promotion of bookable spaces will be created with the implementation of an online booking system already underway.

Property Leases and Licenses

Council's Facilities team manages leases and licenses on reserve land to support community and compatible uses in accordance with the Reserves Act 1977 and the Tararua District Omnibus Reserves Management Plan, while protecting public access and minimising financial and operational risk. The team also manages leases and licenses on non-reserve land across the district.

Playground Equipment

Where a playground is located on land classified under the Reserves Act 1977, Council must ensure:



- The playground use aligns with the purpose of the reserve classification, typically recreation or local purpose
- Facilities support the use and enjoyment of the reserve by the public
- Development and structures are consistent with the adopted Reserve Management Plan.

The Act enables playgrounds—it does not require them.

Council audits the condition and performance of playground equipment including playground equipment owned by domain boards. The Facilities team manages the maintenance of TDC owned equipment and consults with relevant communities regarding replacement and design plans. All upgrades and design plans are executed by the Project Management Office.

NZS 5828:2015 is New Zealand’s recognised playground safety standard. While it is not directly legislated, it is widely accepted as the benchmark for what is considered “reasonably practicable” safety management under the Health and Safety at Work Act 2015 (HSWA).

Councils are expected to:

- Design, install, and renew playgrounds to NZS 5828 standards
- Maintain impact-attenuating surfacing beneath equipment
- Undertake routine, operational, and annual detailed safety inspections
- Address known non-compliances within reasonable timeframes

Failure to align with NZS 5828 can expose councils to legal, financial, and reputational risk following injury or incident.

Community owned playgrounds on reserve land

- Baines Domain
- Ballance Reserve – community owned by domain board
- Carnival Park – Board of management
- Bush Multi Bike Park
- Coast Road Pongaroa
- Akitio County Memorial Hall

Council owned playgrounds:

- Coast Road Pongaroa
- Coronation Park Dannevirke
- Eketāhuna Recreation Grounds
- Eketāhuna Playground and Skate Park *
- Fontaine Square *
- Harvard Park *
- Norsewood Waterwheel Park
- Ormondville Domain
- Akitio County Memorial Hall
- Upper Domain Dannevirke *
- Skate Bowl Dannevirke



Dog Park

Council has supported community requests to develop dog parks on reserve land by permitting the activity under a Memorandum of Understanding i.e., Rotary Dog Park Pahiatua. The Dog Control Act 1996 sets out councils' responsibilities for managing dogs, requiring territorial authorities to adopt and enforce a Dog Control Policy and bylaws that balance public safety with the exercise and recreational needs of dogs while minimising nuisance and risk to the community. Importantly, the Act does not require councils to provide dedicated or fenced dog parks.

Wildlife Park

Council operates and manages a deer park as part of its parks and reserves portfolio, with day-to-day operations delivered by a part-time casual staff and oversight provided by the Facilities Manager. Council is responsible for meeting animal welfare, biosecurity, and public safety obligations, including compliance with the Animal Welfare Act 1999, the Health and Safety at Work Act 2015, the Reserves Act 1977, and the National Animal Identification and Tracing Act 2012 (NAIT). This includes maintaining appropriate husbandry and veterinary care, secure fencing, accurate animal identification and movement records, and safe public access to ensure the facility operates responsibly and compliantly for community enjoyment.

Council provides a public bird aviary at the Lower Domain Dannevirke, with day-to-day bird care and display services delivered by the Tararua Bird Club under a minor service agreement supported by a small operational grant of \$5,400 per annum. Council retains responsibility for the facility, public safety, and compliance with the Reserves Act and the HSWA, while the Tararua Bird Club is responsible for animal care and husbandry in accordance with the Animal Welfare Act 1999 and relevant biosecurity requirements, enabling the aviary to operate as a low-cost community amenity for public enjoyment.

Domain Boards

Tararua District Council continues to enable Domain Boards to undertake delegated local management and operational functions for specific reserves, in accordance with the Reserves Act 1977 and approved Reserve Management Plans. While Domain Boards manage day-to-day reserve activities within agreed delegations, Council remains the administering authority and retains ultimate responsibility for statutory compliance, health and safety, financial control, and risk assurance, ensuring that all Domain Board activities align with Council policy, approved budgets, and legislative obligations.

This area of the parks and reserves portfolio requires a significant level of time invested to fully understand how well these Boards operate and what additional support council needs to provide to not only maintain statutory compliance obligations but support and recognise the significant work volunteers deliver on behalf of council.

Pests and Pest Plants Management Plan (under development)

Council delivers pest and pest plant management across parks and reserves through a combination of direct operations, contracted control, volunteer community groups (i.e., Norsewood Lions Club) and its iwi partners. This approach meets Council's obligations as a land occupier under the Biosecurity Act 1993 and the Horizons Regional Pest Management Plan 2017–2037, while applying a risk-based prioritisation framework that focuses available resources on public safety, environmental protection, and good-neighbour outcomes. Council retains oversight, accountability, and compliance responsibility for all pest management activity on reserve land.



Pest and pest plant control is mandatory but the scale and intensity which Council addresses this is discretionary and constrained by funding and practicality.

Reserve Management Plan (RMP)

The Council adopted Omnibus RMP is led by the Facilities team, which use the RMP as the primary operational framework for managing parks and reserves, including routine maintenance, asset renewals, leases and licences, contractor engagement, and statutory compliance under the Reserves Act 1977. The team implements the RMP through a risk-based, prioritised work programme that aligns reserve purpose, usage, and condition with available funding, while supporting delegated local management arrangements with Domain Boards and community organisation and retaining Council oversight of health and safety, financial control, and legal compliance. Delivery of the Omnibus RMP is constrained by staffing capacity and affordability, and implementation is staged and prioritised within existing resources and LTP funding envelopes, with not all desired improvements able to be progressed at the same time.

3. Who do we do it with?

Council delivers parks and reserves services in partnership with a mix of contractors, leaseholders, community groups, iwi partners and agencies. Formal relationships, such as sports clubs and reserve lease holders, are engaged at least annually for lease management, seasonal planning, and maintenance coordination. Informal community and volunteer groups are engaged on a project or issue-specific basis, particularly where improvements, events, or environmental works are proposed.

Horizons Regional Council's Biodiversity team provide limited pest management in our reserves and provides educational training on pest plant identification for council staff and community groups, volunteers, at no cost.

4. What feedback have we received about what we do?

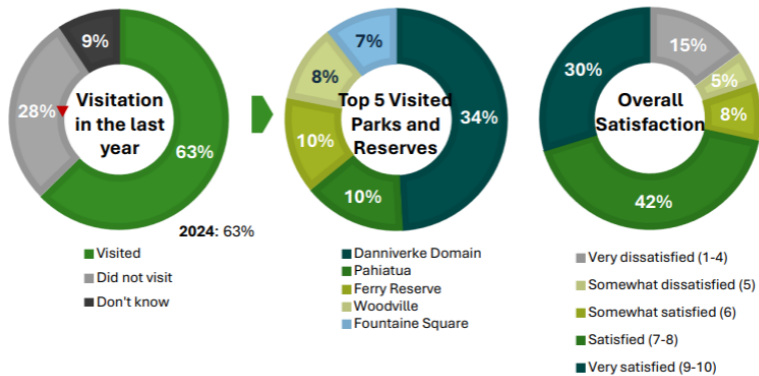
Community feedback during the development of the Play and Recreation Strategy (PARS) which involved extensive engagement with the community highlighted the importance of parks, playgrounds, sports grounds, and open spaces for local wellbeing, recreation, and community identity. Positive feedback is commonly received informally through direct correspondence, social media comments, and feedback following events or facility upgrades, particularly where facilities are clean, safe, and fit for purpose.

Most negative feedback relates to maintenance standards, safety concerns (such as playground equipment or trees), or expectations that exceed available funding. Feedback reflects the ongoing challenge of balancing service expectations with affordability across a large and diverse asset portfolio.



Council maintained Parks and reserves

- 63% of residents have visited **Council maintained park or reserve** in the past year.
- Among these visitors, 34% went to **Dannevirke Domain**, while 10% visited **Pahiatua** and **Ferry Reserve**.
- Eight in ten visitors (80%) are satisfied with the **Overall parks and reserves**, however, satisfaction with **Maintenance** of parks and reserves has significantly declined, from 86% in 2024 to 78% in 2025.



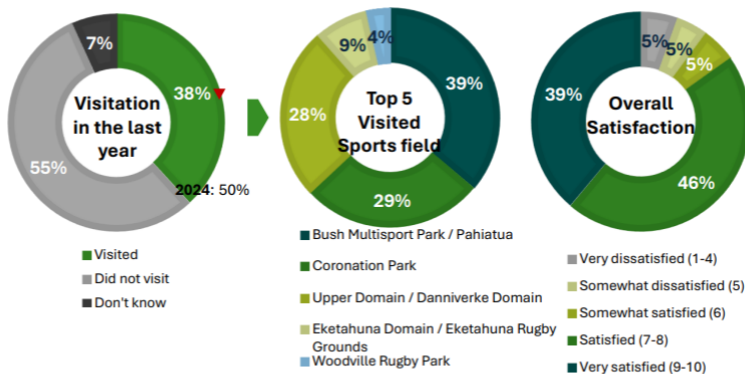
% 6-10	2025	2024	18-29*	30-49	50-64	65+
Overall satisfaction with parks and reserves ¹	80%	-	41%	84%	84%	86%
Maintenance	78% ▼	86%	34%	81%	82%	86%
Cleanliness and tidiness	80%	-	41%	85%	84%	86%

% 6-10	Male	Female	Māori	Non-Māori	Northern	Southern
Overall satisfaction with parks or reserves	79%	82%	71%	83%	74%	88%
Maintenance	76% ▼	81%	67% ▼	81%	72% ▼	86%
Cleanliness and tidiness	79%	81%	73%	82%	77%	85%

% 6-10	Urban	Semi-urban	Rural	5 years or less*	6-10 years	Over 10 years
Overall satisfaction with parks or reserves	78%	86%	80%	97%	82%	78%
Maintenance	76% ▼	82%	79%	90%	76% ▼	77%
Cleanliness and tidiness	78%	87%	80%	92%	83%	78%

Council maintained Sports fields

- Visitation of **Council maintained Sports fields** has significantly declined year-on-year from 50% in 2024 to 38% in 2025.
- **Bush Multisport Park/Pahiatua** (39%) and **Coronation Park** (29%) are among the most visited **Sports fields** in the district.
- Almost all visitors are satisfied with the **Sports fields overall** (90%), as well as their **Maintenance** (92%) and **Cleanliness** (90%).



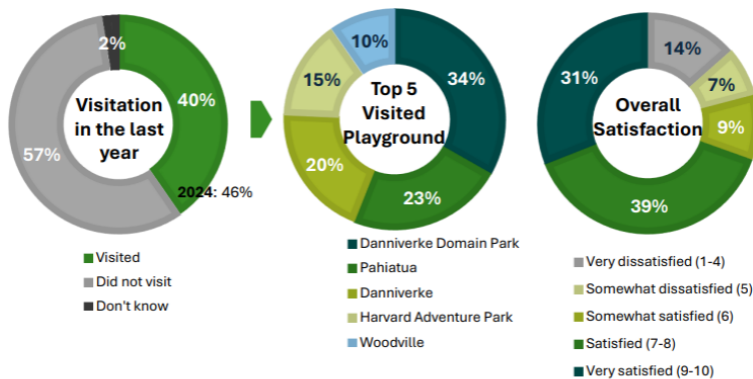
% 6-10	2025	2024	18-29*	30-49	50-64	65+
Overall satisfaction with sports fields	90%	-	55%	93%	90%	96%
Maintenance	92%	87%	55%	96%▲	92%	96%
Cleanliness and tidiness	90%	-	55%	95%	88%	96%

% 6-10	Male	Female	Māori*	Non-Māori	Northern	Southern
Overall satisfaction with sports fields	90%	89%	91%	90%	92%	87%
Maintenance	93%▲	90%	97%	90%	93%	90%
Cleanliness and tidiness	91%	89%	97%	88%	92%	88%

% 6-10	Urban	Semi-urban	Rural	5 years or less*	6-10 years*	Over 10 years
Overall satisfaction with sports fields	89%	93%	90%	93%	70%	93%
Maintenance	88%	93%	97%▲	82%	70%	96%▲
Cleanliness and tidiness	86%	93%	94%	79%	70%	94%

Council maintained Playground

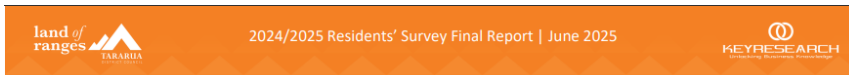
- Four in ten residents (40%) have visited a **Council-maintained Playground** in the past year.
- The most frequented playgrounds were **Dannevirke Domain Park** (34%) and **Pahiatua** (23%).
- Nearly eight in ten visitors (79%) are satisfied with **Playgrounds**.



% 6-10	2025	2024	18-29*	30-49	50-64	65+
Overall satisfaction with playground	79%	-	54%	79%	91%	85%
Maintenance	82%	87%	63%	81%	89%	92%
Cleanliness and tidiness	85%	-	54%	90%	92%	93%

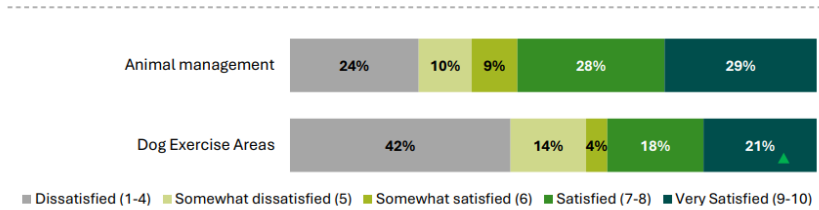
% 6-10	Male	Female	Māori*	Non-Māori	Northern	Southern
Overall satisfaction with playground	79%	79%	73%	81%	74%	85%
Maintenance	79%	84%	77%	84%	79%	85%
Cleanliness and tidiness	88%	82%	88%	83%	83%	87%

% 6-10	Urban	Semi-urban*	Rural	5 years or less*	6-10 years*	Over 10 years
Overall satisfaction with playground	72%	93%	85%	85%	69%	81%
Maintenance	76% ▼	97%	86%	83%	66%	86%
Cleanliness and tidiness	81%	93%	87%	79%	73%	88%



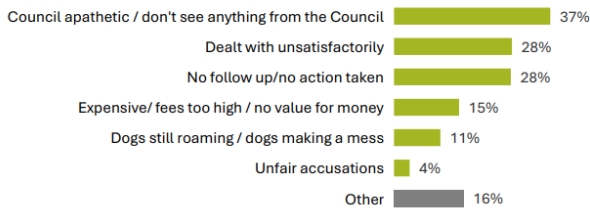
Animal Management¹ and Dog Exercise Areas

- Among those who contacted the Council for **Animal management**, 65% are satisfied with the service they received.
- Over four in ten residents (44%) are satisfied with the **Dog exercise areas** within the district.

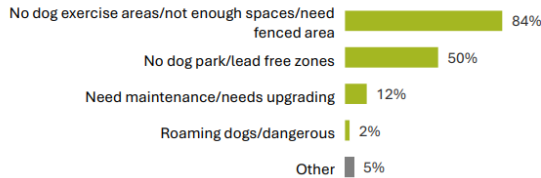


% 6-10	2025	2024	2023	2022	2021	2020	Northern	Southern
Animal management ¹	65%	-	-	-	-	-	63%	69%
Dog Exercise Areas	44%	47%	52%	47% ▼	88%	-	50% ▼	36%

Dissatisfaction Animal management*



Dissatisfaction Dog Exercise Areas



5. What budget challenges do we have?

Large asset portfolios, weather impacts, and rising maintenance costs place ongoing pressure on budgets, particularly for renewals and upgrades and previously deferred maintenance and management of tree assets, pests and pest plants and erosion.

13 Playgrounds consisting of 78 assets, require extensive certified playground surfacing to meet compliance standards driving up the costs of providing community playgrounds.
 Tree maintenance priority list. This is ongoing, requiring annual budget provisions to transition from reactive to proactive scheduled maintenance and effective management of Tree Assets.
 Cenotaphs and Memorials condition assessments will require external contractor expertise to identify preventative maintenance needs to avoid unplanned major repairs/renewals.

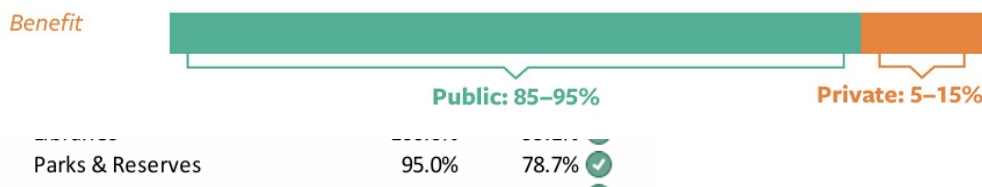


Current Facilities team capacity is increasingly constrained, creating a risk to Council’s ability to consistently meet statutory obligations, manage compliance and asset risks, and sustain service delivery, with options to address this being assessed as part of the LTP.

District urban berm mowing and street gardens are listed within the top 4 highest cost services within this contract. Council could consider consulting with the community to rationalise berm mowing limits and the number of street gardens in each main centre. Further investigation is needed to provide a view.

Service	% of Total Monthly Cost
Cemetery Services (combined)	32.86%
Berm Mowing	22.48%
Garden Maintenance	10.72%
Garden Maintenance – Street	10.10%
Sports Field Mowing	7.62%
Amenity Mowing & Ground Maintenance	6.26%
Playground Equipment & Park Furniture	5.82%
Refuse Collection	2.56%
Refuse Collection – Garden Waste	1.12%
Pensioner Housing (combined)	0.35%
Refuse Collection (minor / extra line)	0.11%
Total	100.00%

Parks and Reserves Ngā Papa Tākaro me ngā Papa Rāhui
 (excluding domain boards Kāua ngā papa takiwā)



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk 1. Statutory Non-Compliance

Description -

Failure to meet statutory obligations across parks and reserves, including health and safety, reserve management, biosecurity, playground standards, cemeteries, and animal welfare, due to constrained funding, ageing assets, or deferred works.

Consequences -

Enforcement action, asset closures, injury or harm incidents, legal liability, reputational damage, and unplanned expenditure.

Likelihood – Likely

Impact - High

Mitigation -



Maintain minimum compliance funding, prioritise risk-based inspections and renewals, and reduce or retire assets where compliance costs exceed affordable service levels.

Risk 2. Structural Affordability Pressure from the Asset Footprint

Description

The size, dispersion, and complexity of the parks and reserves portfolio drive ongoing operating and renewal costs that exceed sustainable long-term funding capacity.

Consequence

Upward pressure on future LTP budgets, deferred renewals, reduced service flexibility, and crowding out of other Council priorities.

Likelihood - Almost Certain

Impact High

Mitigation

Make explicit governance decisions on asset retention, service levels, and coverage; rationalise low-use assets; and align community expectations with long-term affordability.

Risk 3. Deferred renewal liabilities creating future funding shocks

Description

Deferral of renewals for playgrounds, structures, fencing, paths, and drainage results in compounding liabilities that emerge abruptly in future LTP periods.

Consequence

Sudden capital funding spikes, loss of asset functionality, increased safety risk, and reduced ability to prioritise investment.

Likelihood - Likely

Impact - Medium–High

Mitigation

Improve asset condition data, bring forward critical renewals where feasible, transparently disclose deferred liabilities, and proactively remove or downgrade assets before failure.

All three critical Parks and Reserves risks have a high likelihood of materialising within the 2027–2037 LTP period. None can be materially mitigated through operational efficiency alone; they require explicit governance decisions around asset retention, service levels, and funding tolerance which will be presented as part of the LTP discussions.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

Most services have been maintained, but renewals and upgrades may have been deferred in previous LTPs in some areas. These would require increased investment in future LTPs.

- Playground renewals



- Paths and walking tracks – Mangatoro Reserve
- Erosion controls – Mangatoro Reserve and Lower Domain Dannevirke
- Drainage –Lower Domain Dannevirke, Waterwheel Park Norsewood
- **Changes in Annual Plan 2025/26:**
 - o District wide grounds maintenance contract commenced in 2025 creating a positive financial impact.
 - o Tree Asset Register and Mapping data capture to prioritise maintenance plans
 - o TDC Omnibus Reserve Management Plan adopted
 - o Pest Plant Management plan and Mapping data capture started 2026
 - o Level 3 playground inspections completed district wide, defect work is planned
- **Changes in Annual Plan 2026/27 (expected):**
 - o Online booking process of parks and open spaces
 - o Field map applications implemented for tree maintenance and pest plant eradication scope of work
 - o Playground Compliance issue addressed
 - o Erosion control measures in place at Dannevirke Holiday Park and Mangatoro Reserve.
 - o Bush Aquatic Indoor Pool opened

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	The Parks and Reserves activity delivers essential public open space and recreation services that support community health and wellbeing. Council focuses on prioritising maintenance and renewals, targeting investment where it delivers the greatest community benefit, and managing a large and diverse asset portfolio efficiently to provide clear value within available funding.
Trusted leadership and meaningful community voice.	Council demonstrates trusted leadership through transparent management of parks and reserves and by engaging with communities, user groups, iwi, and volunteers on planning, design, and improvement initiatives. Community feedback helps shape service levels, amenity priorities, and future investment to ensure open spaces reflect local needs and values.
A resilient, prosperous district with opportunities for people and business.	Well-maintained parks, playgrounds, and campgrounds enhance the attractiveness and functioning of the district, supporting tourism, local events, and community activity. Quality open spaces contribute to place-making, encourage visitation, and support local businesses while improving the overall wellbeing of residents.



	Parks and reserves support district resilience by providing flexible spaces that respond to changing recreation needs, population growth, and climate impacts. Long-term planning for asset condition, tree management, drainage, and open space connectivity helps ensure parks remain safe, accessible, and fit for purpose as conditions change.
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9. Anything else Council needs to know about our activity.

Parks and reserves is a values-driven activity with compliance-driven risk and asset-driven cost. Key strategic levers sit at the governance level, not the operational level.

The most consequential decisions for this term are:

- how many assets Council continues to own,
- what service levels are consciously retained or reduced,
- where future growth or retreat is accepted,
- and how risk tolerance is defined.

Council leases reserve land for grazing where appropriate. While leasing reserve land can trigger rates obligations and does not always achieve full cost recovery, it offsets maintenance costs by providing grass control that would otherwise be met by Council.

Council's parks and reserves comprise a diverse portfolio of assets, from playgrounds and sports facilities to cenotaphs and memorials, tracks, campgrounds, and park furniture, all with finite lifespans and varying renewal and investment needs.

Under the Dog Control Act 1996, Council is not required to provide dedicated or fenced dog parks. Most councils meet this obligation by designating suitable areas within existing parks and reserves for off-leash use, rather than creating purpose-built facilities. Decisions on dog parks are therefore discretionary and considered alongside affordability, competing community needs, and reserve purpose.

The Facilities team is committed to strengthening engagement with Domain Boards, community organisations and committees and iwi to support the management and maintenance of parks and reserves; however, current staffing capacity limits the extent and effectiveness of this engagement.



Activity Overview – Public Conveniences

1. What do we have to do?

No single Act explicitly requires councils to provide public toilets, but once a council does provide them, extensive statutory obligations apply to design, access, safety, health, and operation. Under the Local Government Act 2002 (LGA), councils are empowered to provide services and facilities to promote community wellbeing, including amenities such as public conveniences, but this is a discretionary service, not a mandated one.

Council provides 26 public conveniences across the district, therefore it must ensure that these facilities are planned, delivered, operated, and maintained in a way that is safe, accessible, hygienic, and fit for public use.

Legislation and Regulations that council must meet are:

Building Act 2004 & Building Code (Accessibility is mandatory)

This is one of the most critical statutory obligations: under section 118 and Schedule 2 of the Building Act 2004, public toilets are explicitly classified as buildings that must be accessible to persons with disabilities, meaning that all new public toilets must provide reasonable and adequate access, and any alterations or upgrades trigger a duty to improve accessibility as reasonably practicable. These accessibility requirements cannot be waived by councils and apply regardless of where the public toilet is located – whether in a town centre, a park, a reserve, or a remote area.

Health Act 1956 & Public Duties

While the Health Act does not require councils to provide public toilets, once they are provided councils must ensure they are not insanitary, offensive, or noxious to health. In addition, they must actively manage public health risks through regular cleaning, effective waste disposal, pest control, and appropriate odour and sewage management.

Resource Management Act 1991 (RMA) (under reform)

The Resource Management Act 1991 applies where new public toilets are constructed, located in sensitive environments such as coastal areas, reserves, near rivers, or where earthworks, discharges, or infrastructure upgrades are required. It requires councils to avoid, remedy, or mitigate adverse environmental effects, including those related to wastewater, visual impact, and access.

Reserve Act 1977

Under the Reserves Act 1977, councils administering reserve land have a duty to manage and maintain facilities, including public conveniences, in a manner consistent with the reserve's classification and purpose, and for the benefit, use, and enjoyment of the public. This includes ensuring public conveniences are appropriately provided, safely maintained, and accessible, while protecting reserve values and complying with the management objectives set out in the Act.

Mandatory service responsibilities for Councils include:



- Provide clean, safe, and accessible public toilet facilities in areas of regular community and visitor activity, including town centres, parks, reserves, and sports facilities.
- Ensure facilities are accessible to all users, including people with disabilities, parents with children, and older persons.
- Maintain public conveniences to an appropriate standard of hygiene and safety, including regular cleaning, waste removal, and response to vandalism or damage.
- Operate facilities in accordance with approved service levels, including managing hours of operation (24-hour facilities as designated).
- Manage health and safety risks for both the public and contractors through inspection, hazard management, and safe systems of work.
- Ensure wastewater and sanitation systems operate effectively, including septic tanks and dry-vault toilets in remote locations, with regular servicing and pump-outs as required.
- Own, fund, and manage public convenience assets responsibly, including lifecycle planning for maintenance, renewal, and replacement.
- Engage and manage contractors to deliver maintenance and cleaning services while retaining overall accountability for performance and compliance.
- Locate and manage facilities in a way that avoids environmental harm, including preventing pollution, odour, or waste discharge issues.

Asset Management Obligation

Council must actively manage public convenience assets by:

- Planning for ongoing maintenance and renewal
- Monitoring condition, usage, and performance
- Ensuring facilities remain functional, compliant, and fit for purpose over time

2. What else do we do?

Public convenience facilities support both residents and visitors by enhancing the overall experience of using parks, reserves, and community amenities. They also contribute to economic development and tourism by encouraging visitors to stop in main centres and make use of recreational destinations across the district.

All public conveniences are owned and funded by Council and maintained by contracted service providers, with dry vault toilets or septic systems used in remote locations and regularly serviced to maintain hygiene and safety standards.

The facilities team supports the enforcement of council bylaws and public place controls. Local bylaws and public place controls regulate matters such as hours of operation, behaviour and misuse, vandalism and damage, interactions with freedom camping, and once a public toilet is provided councils must apply and enforce these bylaws consistently.

Contract Management: The facilities team coordinates the management of all contracts related to public conveniences such as:

- Cleaning contracts
- Ad hoc repairs and maintenance



- Scheduling routine maintenance
- Renewals planning

All the public conveniences across the district are listed below with 24 hour and accessible facilities noting the number of Dry Vault facilities (these are waterless facilities) that are utilised in remote locations servicing freedom camping and coastal spaces.

		Location	Operate 24 hours per day	Accessible Facility	Dry Vault Facility
1	Norsewood	Anzac Park	*	Y	N
2		Waterwheel Park	*	N	N
3		War Memorial Hall (on side)	*	Y	N
4	Dannevirke	Barraud Street Public Toilets		Y	N
5		Coronation Park Changing Rooms		Y	N
6		High Street Exceloos	*	Y	N
7		Sports Centre (on side)		Y	N
8		Domain Grandstand Changing Rooms		N	N
9		Upper Domain		Y	N
10		Lower Domain		N	N
11		Aerodrome	*	Y	N
12	Eketāhuna	Domain toilets	*	N	N
13		Main street Public Toilets	*	Y	N
14	Woodville	Vogel St Public Toilets		Y	N
15		Fontaine Square		Y	N
16		Ferry Reserve	*	Y	Y
17	Balance Reserve	Balance Domain	*	N	Y
18	Mangatainoka	Mangatainoka Reserve	*	Y	Y
19	Pahiatua	Harvard Park Playground			N
20		Main Street Public Toilets	*	Y	N



21		Bush Multisport Park Grandstand		Y	N
22	Pongaroa	Public Toilets	*	Y	Y
23		4 Mile Bush Reserve	*	N	Y
24	Waihi Falls Reserve	Public Toilets	*	Y	Y
25	Akitio Reserve	Public Toilets	*	N	N
26	Herbertville	Public Toilets	*	Y	N

Image of the Dry Vault facility at Mangatainoka Reserve



Council’s Facilities Team takes a proactive and disciplined approach to managing public toilet assets, underpinned by regular condition assessments across the network. These assessments provide elected members with assurance that investment decisions are evidence-based and forward-looking, enabling renewals and upgrades to be planned and prioritised before assets fail. By focusing on durable, fit-for-purpose materials and designs that deter vandalism, the team reduces lifecycle costs, improves asset resilience, and extends the useful life of facilities, resulting in less reactive maintenance and more predictable expenditure.

Efficiency and value for money are central to how this activity is delivered. The team leverages bulk procurement of consumables and cleaning supplies to achieve economies of scale, reducing operational costs while maintaining service quality. Proactive initiatives such as water-use monitoring, water-saving measures, and the systematic upgrade to LED lighting during renewals lowers ongoing operating costs and support Council’s environmental objectives. Collectively, these practices demonstrate strong asset stewardship, delivering tangible benefits including reduced operational and unplanned spending, improved understanding of facility usage, enhanced user experience, and sustained service delivery. This approach reflects prudent management of ratepayer funds and a strong commitment to maintaining essential community infrastructure efficiently and sustainably.



Asset Data:

Building	Date Built	Cladding	Roof	Window Joinery	Building Area (m ²)
Anderson Street	1980	Conc. Block	Corr. Iron	N/A	30
Aerodrome	1970	Conc. Block	Corr. Iron	N/A	20
Barraud Street	1951	Stucco over Brick	Corr. Iron	Aluminum	30
Chevelos	2001	Stucco	Corr Iron	Nil	24
Fountain Square	1980	Conc. Block	Corr. Iron	Aluminum	
13 Vogel St	2004	Iron	Corr. Iron	N/A	8.5
Hahiatua	1980	Brick	Corr. Iron	Aluminum	40
Hahiatua Playground	1980	Concrete Block	Corr. Iron	N/A	24
Hakētāhuna	1990	Concrete Block	Corr. Iron /Skylight	N/A	30
Hongaroa	2001	Thermo panel	Corr. Iron /Skylight	N/A	14
Hokitio Toilets/ Changing Rooms	1950's	Conc. Block /Stucco	Corr. Iron	N/A	44
Hurbertville Toilets	2005	Thermo panel	Corr. Iron	N/A	14
Mangatainoka Reserve – Dry Vault	2022	Precast Concrete w Hardwood timber battens	Concrete mono-pitch	Aluminum	
Merry Reserve – Dry Vault	2017	Precast Concrete	Concrete mono pitch	Aluminum	
Maihi Falls – Dry Vault	2024	Precast concrete	Concrete mono pitch	Aluminum	

3. Who do we do it with?

The provision of public conveniences depends on exceptional external contractors such as cleaning companies and when required:

- Regulatory
- Internal Project Management Office
- Procurement
- Regional Council One Plan
- External contractors
- Community organisations
- Iwi partners

Additional support for asset renewals from

- Manawatu Sports
- Sports NZ
- Community Boards & Committees
- MBIE
- Domain Boards

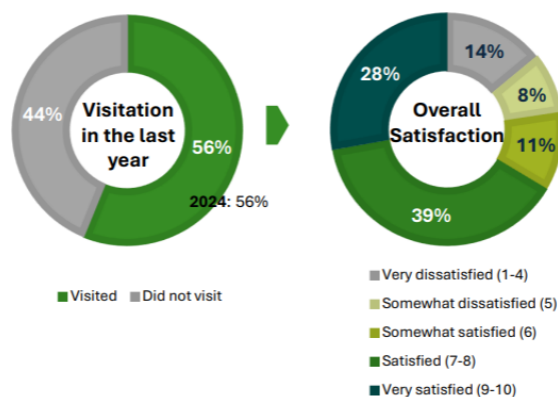


4. What feedback have we received about what we do?

land of ranges TARARUA 2024/2025 Residents' Survey Final Report | June 2025 KEYRESEARCH

Public Toilets

- Public Toilets have a visitation rate of 56%.
- Overall, 77% are satisfied with the facility, a 6%-point increase since 2024 (71%), while 74% of visitors are satisfied with the **Cleanliness** of the facility.



% 6-10	2025	2024	18-29*	30-49	50-64	65+
Overall satisfaction with public toilets	77%	71%	63%	75%	81%	86%
Cleanliness and tidiness	74%	-	44%	75%	77%	87%

% 6-10	Male	Female	Māori*	Non-Māori	Northern	Southern
Overall satisfaction with public toilets	78%	76%	76%	78%	74%	81% ▲
Cleanliness and tidiness	75%	73%	65%	77%	69%	79%

% 6-10	Urban	Semi-urban	Rural	5 years or less*	6-10 years	Over 10 years
Overall satisfaction with public toilets	76%	71%	82%	98%	77%	75%
Cleanliness and tidiness	72%	66%	79%	98%	79%	70%

5. What budget challenges do we have?

Four public conveniences have been identified for upgrading to dry vault facilities to address environmental impact, accessibility, water supply and conservation as well as building code compliance. These are listed below in order of priority and CAPEX funding has been requested in this LTP:

- Akitio
- Herbertville
- Anzac Park Norsewood
- Water wheel Park Norsewood

Current operational budgets for 2025-2026 are adequate to meet council’s current commitments for planned and scheduled works. Officers have been proactive to identify operational efficiencies and

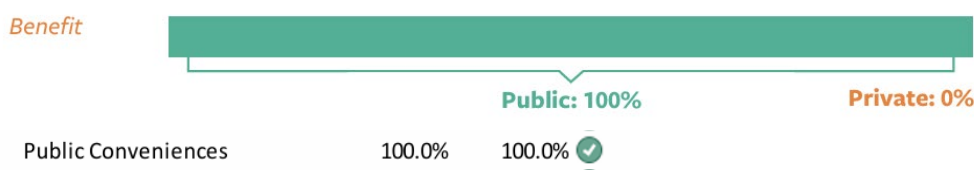


have made significant financial savings by redesigning existing service contracts with external providers.

This activity currently does not incur any water consumption charges, however, it is not clear how this might impact operational budgets once the new Waters CCO becomes operational on 1 July 2027. Mitigation strategies being considered to future proof public convenience assets, such as:

- Dry Vault
- Asset renewal planning for water conserving products / fittings / systems
- Robust anti-theft/vandalised fittings
- Proactive asset management planning

Public Conveniences Ngā Ratonga Tūmatanui



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk 1 – Water supply and consumption charges (uncertainty)

Description Water charges by the new Waters CCO

Likelihood High

Mitigation asset planning and staged upgrades prioritising water conservation and where appropriate replace with dry vault facilities.

Risk 2 – Vandalism / theft and anti-social behaviour

Description Unfortunately, TDC public conveniences are not immune to undesirable or illegal activities. Vandalism of fittings, fixtures and theft of consumables causes nuisance and impacts budgets. Illegal activities pose significant risk to the general public, contractors and expose children and young people to potential harm.

Likelihood Medium

Mitigation Officers to reduce opening hours in problem areas to daylight hours only and work with community groups to access facilities outside of these times when required. Continue monitoring and reporting in collaboration with cleaning contractors and community groups.

Risk 3 - Loss of Water supply

Description Public conveniences are at risk of unexpected loss of water supply, due to unplanned repairs, low impound supply, or supply source removed i.e. Anzac Park water supply is sourced from neighboring property while Akitio experiences higher visitor numbers during the summer months increasing pressure on the water supply impacting the public toilets and can expose visitors to unsanitary conditions.



Likelihood Medium

Mitigation officers to track potential external funding for facility upgrades such as the Tourism and Infrastructure fund in collaboration with community groups to reduce impact to rates funding.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

- **Changes in Annual Plan 2025/26:**

- **Changes in Annual Plan 2026/27 (expected):**

Current LTP

- Completed refurbishment of Barraud Street toilets
- Installation of new Dry Vault facility at Waihi Falls, supported by external TIF funding.
- Pahiatua Carnival Park new ablution block with accessibility installed

Deferred to next LTP

- Ākitio toilets upgrade project deferred to next LTP. Akitio ratepayers association indicated their preference to focus funds on the upgrade/improvement to the community water supply.

Changes to AP 2026/2027

- Reduce cleaning contract cost
- Improving asset conditions



8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	Public conveniences deliver a high-impact service by meeting a basic community need in a cost-effective way, supporting everyday use of town centres, parks, and reserves. When well-managed and maintained, they reduce reactive spending, protect asset value, and demonstrate responsible use of ratepayer funds through efficient service delivery.
Trusted leadership and meaningful community voice.	The provision and upkeep of public conveniences reflect Council’s responsiveness to community and visitor needs, reinforcing trust through visible, practical outcomes. Decisions about location, hours, and service levels provide opportunities to listen to community feedback and demonstrate leadership that balances expectations with affordability.
A resilient, prosperous district with opportunities for people and business.	Well-located and well-maintained public conveniences encourage visitors to spend more time in main centres, parks, and recreational areas, supporting local businesses and tourism. By enabling comfortable access to public spaces, they help create vibrant places that attract economic activity, events, and community life. Public conveniences support resilience by enabling continued use of public spaces as population patterns, visitor numbers, and recreation demands change over time. Investment in durable, accessible, and adaptable facilities ensures essential infrastructure remains fit for purpose in anticipation of future growth, climate, and usage pressures.

9. Anything else Council needs to know about our activity.

When considering investment in public toilets, elected members are encouraged to view them as enabling infrastructure that underpins tourism, protects other public assets, and maximises the value of Council’s wider investment portfolio. Clean, accessible, and well-located toilets are a fundamental expectation for visitors and directly influence whether people stop, stay longer, and spend money in town centres, parks, reserves, and event locations. At the same time, well-maintained public conveniences reduce pressure on surrounding assets by discouraging inappropriate use of buildings, reserves, and waterways, limiting environmental degradation, vandalism, and remedial clean-up costs. Seen in this context, public toilets are not a stand-alone amenity, but a practical, preventative investment that supports tourism, preserves the condition of other Council assets, and delivers long-term community and economic benefit.



Activity Overview – Community Buildings (asset and activity management level)

1. What do we have to do?

Council’s community and administrative buildings asset list includes (*Solid Waste and 3 Waters Buildings are excluded from this activity*):

Location	Asset	Age	Heritage Status	CD Centre	EQ Prone
Dannevirke					
	Civic Centre	1963		Y	
	Dog Pound				
	42 Denmark St – IT Bunker	1944		Y	
	Library	1994			
	Carnegie Centre	1907	Y		
	Town Hall	1911	Y		
	Anderson Park Sports Stadium	1955		Y	
	Anderson Park Sports Pavilion	1953			
	Brass Band				
	Domain Grandstand	1935			
Woodville					
	Library/iSite/Service Centre				
	Sports Stadium	1983		Y	
	Rinitawa Art Museum	1956			Y
	Pioneer Museum	1970			
Pahiatua					
	Service Centre	1929	Y	Y	
	Library / Town Hall	1962		Y	Y
	Sports Stadium	1984			
	Cultural Centre	1894	Y		
	Grandstand	1935			



Eketahuna					
	War Memorial Hall	1945	Y		
	Medical Centre	1956			
	Library/ Service Centre	1975			
	Community Centre	1965		Y	
	Grandstand	1913	Y		
Norsewood					
	War Memorial Hall	1980	Y		
	Pioneer Museum	1942	Y		
Pongaroa	Akitio War Memorial Hall	1953	Y	Y	
Rural Fire Stations					
	Akitio	1978			
	Herbertville	2012			
	Weber	2006			
	Te Uri	2005			
Commercial Buildings	Dannevirke Rural Bus Depot				
	Woodville Vogel St – NZ Post				
Domain Halls	Hamua				
	Waione				
	Woodlands				
	Papatawa				
	Kohinui				
	Mangatainoka				
	Tiratu				
	Ormondville				



	Nireaha				
	Te Uri				
	Kaitawa				
	Kumeroa				

Legislative and regulatory obligations for this activity are:

Local Government Act 2002 – ss 10, 11, 14

The Local Government Act 2002 requires Council to deliver and operate community buildings as lawful local public services, aligned with adopted plans, budgets, and levels of service, and managed sustainably over their full life.

Building Act 2004 & Building Code

Council must ensure community buildings remain legally occupiable and accessible at all times by maintaining ongoing Building Act 2004 compliance, including Code Compliance Certificates, compliance schedules, and specified system maintenance. In addition, councils are required to ensure accessible routes, entrances, amenities, and means of escape are provided and maintained so buildings remain suitable for inclusive public use throughout their life. Building (Earthquake – prone Building System Reform) Amendment Bill introduced in December 2025.

Health and Safety at Work Act 2015 - ss 36–38 (primary duty of care; duty of PCBU who manages or controls a workplace) apply directly to councils controlling public buildings.

Council must ensure, so far as reasonably practicable, that community buildings are safe for workers, contractors, volunteers, and the public, by managing risks arising from the building, its condition, and its use, and by coordinating with other PCBUs.

Fire and Emergency New Zealand Act 2017 - requires approved evacuation schemes for certain buildings and ongoing compliance.

Council must ensure all fire safety and evacuation requirements are met for the life of each community building, including maintaining fire safety systems, implementing and maintaining evacuation schemes where required, and complying with Fire and Emergency New Zealand obligations.

Resource Management Act 1991 (under reform)

ss 9, 15, 16, 17 (controls on land use, discharges, noise, and effects management) apply to councils as building owners and operators as well as regulators.

Council must ensure community buildings are used in accordance with district plan rules and resource consent conditions, and must manage effects such as noise, hours of operation, events, traffic, lighting, and neighbour impacts, addressing any intensified or changed use.

Community occupancy and shared-use buildings – Building Code

Council retains control over statutory compliance in community-occupied and leased buildings, and life-safety systems and compliance responsibilities remain with Council as building owner.



Planned maintenance and asset management – LGA alignment

Council must actively manage the condition and lifecycle performance of community buildings through planned maintenance, renewal, and condition assessment to ensure assets remain safe, compliant, and fit for service delivery.

Heritage New Zealand Pouhere Taonga Act 2014

Council must protect heritage buildings from inappropriate use, development and comply with the Building Act 2004, recognising that heritage status does not remove buildings safety obligations, while allowing for appropriate flexibility through alternative solutions where strict compliance would unreasonably compromise heritage values.

Reserves Act 1977

Where a council community building or domain board halls are located on reserve land, the Reserves Act 1977 applies and requires that the building and its activities are aligned with the reserve's classification and purpose (for example, recreation or local purpose), and support public benefit and enjoyment. This means council must obtain and manage appropriate permissions (such as leases or licences) and ensure the building use does not unduly restrict public access or conflict with the values the reserve is legally protected for.

2. What else do we do?

In addition, this activity includes

- Manage and maintain an **Asbestos Register** for TDC assets
- Manage and maintain TDC Community and Recreation **Asset Register**
- Conduct annual **Condition and Performance** assessments
- Coordinate responsive **repairs and maintenance** issues
- Develop and execute **asset plans**
- Coordinate and manage **external contractors** for scheduled and planned maintenance, minor renewals and compliance schedules.
- Implement, manage and maintain **bookable spaces** for community use including developing processes and procedures for users
- Analyse and evaluate the **level of usage** of bookable spaces

Council administers the bookings of facilities and equipment (e.g. play trailer) and sets **minimal fees and charges** to encourage community usage.

Commercial building **leases and licences** to occupy, and leases and licences of council buildings by community groups are managed by the Facilities team.

3. Who do we do it with?

The community buildings activity provides places and spaces for the community to connect, facilitate and participate in organised events and contribute to the social connections that benefit the entire community and economy.



Council engages the services and expertise of:

- Sport Taraua/Manawatu
- Sports NZ
- Local sports Clubs
- Domain Boards
- Community organisations i.e. Bush Multisports Inc (BMS), Tararua Aquatic Community Trust (TACT)
- FENZ
- Heritage New Zealand
- Regulatory agencies
- External contractors
- Recreation Aotearoa
- Property Group
- Property agencies
- NGOs / Volunteers

Council has a number of key strategic partners that directly own and deliver similar services to the community. These include the BMS and TACT. Council fund grants and major renewals to supplement external grants and fees charged by these organisations.

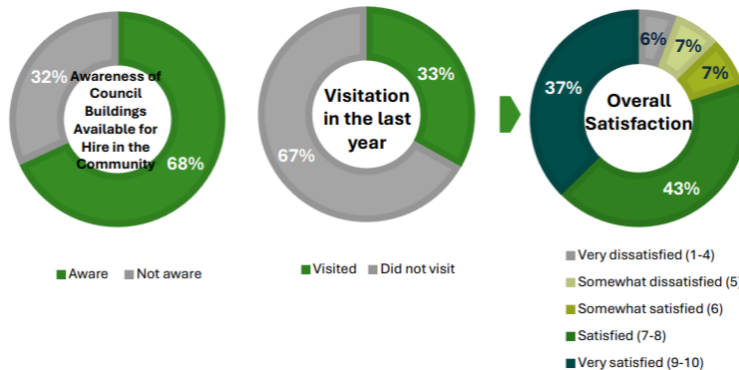
Internally, the activity is delivered with support from finance, contracts, building and planning and the legal function.

4. What feedback have we received about what we do?



Community Buildings

- Nearly seven in ten residents (68%) are aware of the **Council buildings available for hire within the community.**
- A third of residents (33%) have visited a **Community building** in the past year.
- Among those who visited, 87% are satisfied with the facility, while 92% believe the community buildings are **Suitable for the activities they use them for.**



% 6-10	2025	2024	18-29*	30-49	50-64	65+
Overall satisfaction with community buildings	87%	87%	70%	90%	85%	97%
Cleanliness and tidiness	93%	-	85%	92%	94%	97%
Suitability for the activities it is used for	92%	-	85%	95%	89%	97%

% 6-10	Male	Female	Māori*	Non-Māori	Northern	Southern
Overall satisfaction with community buildings	81%	93%	100%	84%	87%	88%
Cleanliness and tidiness	89%	96%	100%	91%	94%	92%
Suitability for the activities it is used for	88%	96%	100%	90%	92%	92%

% 6-10	Urban	Semi-urban*	Rural	5 years or less*	6-10 years*	Over 10 years
Overall satisfaction with community buildings	85%	86%	92%	63%	74%	91%
Cleanliness and tidiness	92%	85%	97%	100%	74%	94%
Suitability for the activities it is used for	91%	90%	95%	100%	74%	94%

Communities have told us during the Play and Recreation Strategy (PARS) engagements that community buildings are central to social connection, wellbeing, and local identity, but that many facilities, particularly indoor stadiums, older halls and heritage buildings are cold, inaccessible, and no longer suited to modern use. While some heritage buildings are highly valued symbolically, feedback shows that actual usage does not always align with the cost of retention i.e. Pahiatua Cultural Centre and Dannevirke Carnegie Centre.

5. What budget challenges do we have?

- **Aged** community buildings are often not fit for modern activities because they struggle to meet current expectations for accessibility, warmth, safety, digital connectivity, and flexible multi-use layouts, limiting who can use them and how. As a result, these buildings constrain participation and service delivery, require disproportionate maintenance and compliance effort, and prevent Council from responding effectively to evolving community needs and priorities.

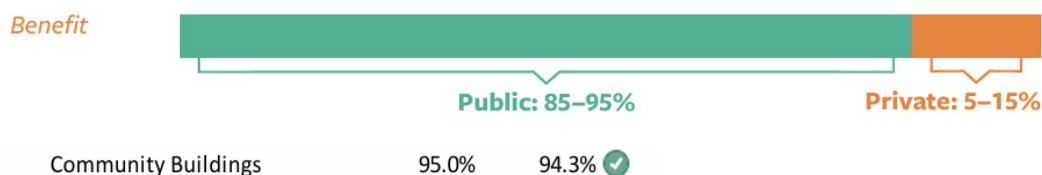
Under utilised community buildings are not financially self-sustaining, with fees and charges insufficient to cover the cost of operation, maintenance, and compliance. This results in an ongoing subsidy from ratepayers, while also absorbing staff time and limiting Council’s ability to invest in higher-use facilities that deliver greater community benefit.

Maintaining low-use assets in this way increases the risk of asset deterioration, safety issues, and unplanned closures, and can lead to higher long-term renewal costs. Without active management of under-utilisation, the portfolio becomes increasingly unaffordable and less aligned with community outcomes.

Targeted work is underway to actively manage under utilisation across the portfolio and to develop options that improve financial sustainability, reduce risk, and better align the network with current and future community outcomes.

- **Earthquake Prone Buildings (EPB)**
 Central Government is resetting the EPB system to be leaner, more affordable, and risk-focused, signalling strong policy support for councils to prioritise safety and community outcomes over preserving every building, particularly where costs are disproportionate to benefit. This direction materially strengthens the case for asset rationalisation and strategic community buildings planning.

Community Buildings Ngā Whare Hapori



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk 1. Safety and Compliance Council has a long list of ageing, earthquake-prone, and under-maintained buildings. Although central government policy change is pending, heritage and EPB buildings present a high compliance and safety risk where under investment has occurred. Carnegie Centre has heritage and EPB status, and was closed for public use, Pahiatua Cultural Centre, a heritage building that is under utilised and in very poor condition requires significant investment to bring it back up to code and Eketāhuna Library Service Centre currently has EPB status requiring reassessment in light of the relaxed requirements and consultation with neighboring property owners.

Consequences: under investment increases deterioration beyond viable repair, leading to forced closures (Carnegie Centre) disruption to community activities, loss of heritage value, escalating seismic and safety liabilities, and unplanned urgent works, significant reputational damage from failing to protect people and irreplaceable community assets.



Likelihood High

Mitigation: Rationalising the community buildings portfolio and focusing investment on a smaller number of central, high-value assets mitigates financial, safety, and service delivery risks by concentrating resources where they achieve the greatest community impact. This approach future-proofs key facilities, improves quality and resilience, and ensures ratepayer funding supports sustainable, well-used assets rather than maintaining low-value or declining buildings.

Risk 2. Financial Sustainability and Affordability

Spreading limited funding across too many under-utilised buildings inflates lifecycle costs, accelerates asset decline, and reduces Council's ability to invest effectively in high-use, fit-for-purpose facilities.

This creates financial inefficiency, drawing resources away from high-demand facilities (Dannevirke Sports Centre, Bush Multisport) and reducing Council's ability to meet community expectations that honor social connection, wellbeing and local identity.

Consequence Retaining under-utilised buildings locks Council into ongoing cost (rates and insurance), safety, and compliance liabilities that erode affordability, divert resources from higher-value community services, and increase the likelihood of asset failure, unplanned closures, and reputational harm.

Likelihood High

Mitigation Rationalisation and development of centralised hubs, concentration of capital and operational budgets creating long-term savings, improving asset conditions and clearer budget prioritisation.

Risk 3. Service Quality and Community Outcomes

Constrained resources and delayed decision making about assets increase the risk that Council appears reactive rather than strategic, weakening public confidence and trust in long-term asset stewardship.

Consequences

- **Declining service standards** as preventative maintenance and planned renewals are deferred, leading to increased service interruptions and complaints.
- **Reduced community confidence and trust**, particularly if asset failures or service reductions appear avoidable or are poorly communicated.
- **Higher long-term costs** due to reactive repairs, emergency works, and accelerated asset deterioration.
- **Missed community outcomes**, including reduced safety, accessibility, and wellbeing where infrastructure underpins social and economic activity.
- **Reputational risk** for elected members, particularly where the public perceives short-term decision-making over long-term stewardship.

Likelihood Medium to High

- Financial constraints and competing priorities increase pressure to defer decisions.
- Ageing infrastructure portfolios amplify the impact of delayed investment.



- Community expectations for service reliability continue to rise.
- Without clear prioritisation frameworks, decision-making risks becoming reactive rather than strategic.
- The likelihood increases if long-term plans, levels of service, and funding trade-offs are not clearly understood or consistently applied.

Mitigation

Focus on preventative, not reactive, maintenance

- Protect funding for critical preventative maintenance to avoid higher future costs and service failures.
- Use condition data and performance trends to justify targeted investment even within constrained budgets.

Incremental improvement rather than deferral

- Where full renewal is unaffordable, consider staged renewals, life-extension treatments, or alternative delivery models that maintain acceptable service levels.
- Pilot lower-cost or innovative solutions where appropriate, while managing risk.

These mitigations support elected members to make informed, transparent decisions that balance affordability with service quality, helping maintain public confidence and demonstrate responsible long-term asset management even in a constrained fiscal environment.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

Since the last LTP, overall facility usage and bookings have increased, demonstrating strong reliance on community buildings and reinforcing their role in supporting wellbeing and connection. However, condition assessments and operational experience confirm that heritage and underutilised buildings are increasingly absorbing a disproportionate share of resources, limiting Council’s ability to improve service quality across the network.

While progress has been made in identifying surplus assets and prioritising assessments, the underlying challenge remains without targeted investment and decisive portfolio management, Council risks falling further behind community expectations. Addressing heritage constraints and underutilisation is essential to sustaining a thriving district, protecting the Council’s reputation, and ensuring that limited resources deliver the greatest possible benefit to current and future generations.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	Community buildings enable multiple services to be co-located and shared, reducing duplication, operating costs, and long-term maintenance liabilities. High-use, facilities improve affordability and efficiency by reducing duplication and spreading fixed costs, helping



	Council manage rate impacts while focusing resources on core services.
Trusted leadership and meaningful community voice.	Well-designed community buildings provide accessible, neutral spaces where residents can engage with council, participate in decision-making, and connect with local organisations. Their visibility and everyday use support transparency, trust, and ongoing two-way communication between council and community. The community has a say in which building we invest in?
A resilient, prosperous district with opportunities for people and business.	Community buildings act as local anchors that increase activity, foot traffic, and time spent in town centres, supporting nearby businesses. They also enable access to learning, digital services, and support programmes that underpin workforce participation and local enterprise. Flexible community buildings can be repurposed over time to respond to demographic, social, or economic change, including during emergencies. By supporting learning, connection, and service access, they strengthen community resilience and reduce reliance on costly reactive interventions.

9. Anything else Council needs to know about our activity.

Elected members are encouraged to consider the concept of Community Hubs, where civic, social, cultural, learning and economic functions are deliberately combined to emerge as a place-based response to constrained funding pressures, dispersed population, increasing expectations to deliver wellbeing and economic outcomes simultaneously. Where hubs are intentionally integrated rather than simply co-located, they support local economic growth, workforce participation, and town centre vitality while also reducing long-term operational costs.

Where community-owned buildings are located on Council land, there is a risk that Council may be deemed the legal building owner under the Building Act 2004 unless ownership is clearly transferred, and this is currently being investigated to confirm obligations and inform future lease and asset management arrangements.



Activity Overview – Swimming Pools

1. What do we have to do?

Council owns four community swimming facilities across the district and supports operation of the Tararua Aquatic Community Trust – Wai Splash pool in Dannevirke.

The five swimming pool facilities across the district, Dannevirke, Woodville, Pahiatua, Eketāhuna, and Wimbledon, are currently managed under two different delivery models.

The Dannevirke Swimming Pool facility (Wai Splash) is an indoor, year-round facility owned and operated by the Tararua Aquatic Community Trust (TACT). Tararua District Council (TDC) provides TACT with an annual operational grant for services delivered under a Service Level Agreement (SLA). The SLA expires on the 2 May 2033.

Council also owns and operates three outdoor swimming pools during the summer season only, working in partnership with local community organisations under separate SLAs.

In addition, Council supports the community-managed Wimbledon WWII Memorial Baths with Pool Quality compliance.

For the 2025/2026 financial year, Council has provided an annual operational grant of \$456,642 to the Dannevirke Wai Splash facility (TACT).

Council is the core principal for the swimming facilities and has the following statutory obligations it must meet:

- **Health Act 1956** – public swimming pools are expressly defined as ‘sanitary works’ under section 25 of the Act, establishing council’s responsibility to ensure public pools do not pose a public health risk.
- **Local Government Act 2002 (LGA)**- The LGA provides the governance and accountability framework under which councils operate public facilities, including swimming pools.
- **Water Quality and Operational Standards NZ5826:2010** - NZS 5826:2010 is the national standard for public pool water quality and is referenced by:
 - Public health bylaws
 - Medical Officers of Health
 - Aquatic Facility Guidelines
 - NZQA unit standards for pool operators

Requirements include:

- Chemical limits (chlorine, pH, clarity)
- Testing frequency
- Contamination response (e.g. faecal incidents)
- Pool closure thresholds



- **Aquatic Facility Guidelines (Sport NZ / Recreation Aotearoa)** - While not legislation, these guidelines are widely treated as industry best practice and are frequently relied upon in enforcement and incident investigations.
They cover:
 - Risk management
 - Lifeguard supervision levels
 - Emergency Action Plans (EAPs)
 - Plant operation and maintenance
 - Asset management responsibilities
 - Failure to follow them may expose councils to liability under HSWA.
- **Health and Safety at Work Act 2015 (HSWA)** - Under HSWA, councils are defined as the Persons Conducting a Business or Undertaking (PCBUs), even when services are delivered by contractors.
- **Hazardous Substances and New Organisms Act 1996**
- **Health and Safety at Work (Hazardous Substances) Regulations 2017** - Pool chemicals (chlorine, acids) are hazardous substances and must be managed accordingly.
Requirements include:
 - Correct storage and segregation
 - Staff training and certification
 - Emergency spill procedures
 - Safety Data Sheets (SDS)
- **Building Act 2004 (public pool structures)**
- **Privacy Act 2020**
- **Vulnerable Children Act 2014**
- **Reserves Act 1977**
- Where a council or community owned swimming pools is located on reserve land, the Reserves Act 1977 applies and requires that the building and its activities are aligned with the reserve's classification and purpose (for example, recreation or local purpose), and support public benefit and enjoyment. This means council must obtain and manage appropriate permissions (such as leases or licences) and ensure the building use does not unduly restrict public access or conflict with the values the reserve is legally protected for.

2. What else do we do?

The Facilities team is responsible for:

- Development and management of SLAs including variations and renewals.
- Development and maintenance of Site-Specific Operation Plans and Risk Management Plans
- Maintaining asset data records and developing Asset Management Plans with renewals program.
- Supporting community operators with funding applications for capital renewals and tracking funding opportunities to maximise access to external funding while reducing the financial burden on ratepayers.
- Conduct monthly audits for water testing, SLA compliance, and Pool Safe accreditation.
- Conducting annual condition and performance assessments to ensure the pool complex remains safe, compliant, and fit for purpose, while identifying emerging maintenance or



operational issues early. Regular assessments support informed decision-making on renewals and investment, help priorities expenditure, reduce unplanned failures, and extend the life of the asset, ensuring the facility continues to meet community needs and service expectations.

- Engaging local contractors for general maintenance and repair work, supporting and strengthening the wider local economy.
- Networking with other councils, regional and national bodies to share operational insights that enhance TDC facilities and operations.

Council funds operational and renewal costs and depreciation in conjunction with external funding where applicable. It also supports community groups with large capital projects such as the Bush Aquatic Trust to develop and build a new indoor pool for the Pahiatua community.

Beyond operating facilities, Council plays an essential governance and equity role by supporting system-wide access to swimming and water safety facilities regardless of income, location, or whether individuals personally pay user charges. While Council does not directly set user charges for all facilities (e.g. Wai Splash), it influences affordability and access through funding arrangements, partnership with community trust-led providers, enabling delivery models and long term planning. This includes supporting external fundraising, coordinating training, and planning for long-term sustainability as facilities age and regulatory compliance increases.

If Council did not perform this broader role, access to water safety would become inconsistent and fragile, particularly in smaller rural communities. The impact would fall most heavily on children and young people, many of whom would lose their only opportunity to learn to swim safely—an unacceptable outcome in a district with significant river, rural, and open-water environments. This reinforces why swimming pools are appropriately rate-funded as a public good, similar to libraries and museums or footpaths, even if not every ratepayer is a regular user.

3. Who do we do it with?

Council delivers aquatic services through SLAs with

- Tararua Aquatic Community Trust (TACT) at Wai Splash in Dannevirke,
- Woodville Recreation and Play (WRAP) in Woodville,
- Pahiatua Swimming Baths Management committee and Bush Aquatics in Pahiatua,
- Eketahuna Swimming Baths Committee in Eketāhuna and;
- Wainui Valley Educational Trust in Wimbledon.

These partners provide local staffing, day-to-day operations and external fundraising for capital investment, while Council retains responsibility for funding, asset management, and regulatory oversight. Collectively they contribute a significant number of volunteers' hours that have been difficult to quantify.

While this partnership model delivers strong community ownership, it also carries risk: volunteers and trustees are managing high-risk, compliance-intensive assets.

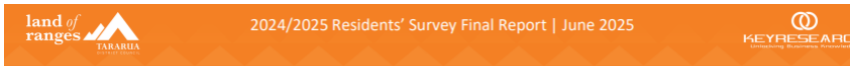
In addition to community organisations and volunteers, we are dependent on:

- Aquatic specialists at Pool Safe provide the industry with best practice guidance for safe aquatic facilities and operation.
- External contractors for preventative maintenance and plant renewals
- Trained and qualified lifeguards
- External funders



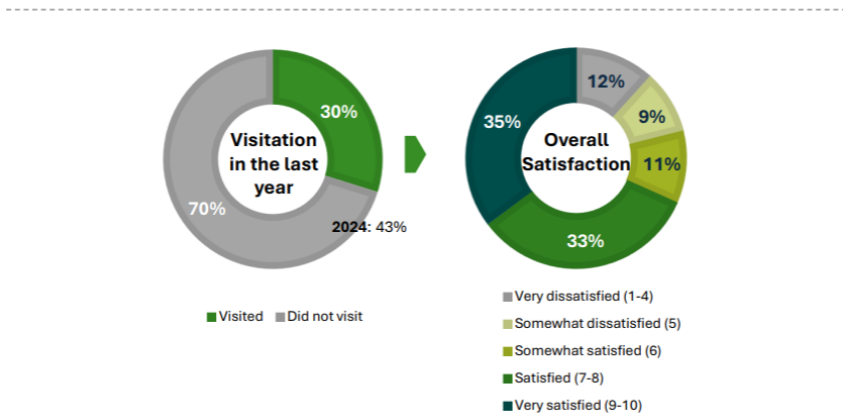
- Clear Site-Specific Operating Procedures and expectations, and ongoing funding support is essential to reducing the safety, legal, and reputational risks that would otherwise arise if community capability or capacity declined.

4. What feedback have we received about what we do?



Public Swimming Pools

- Among the 30% of residents who visited a **Public swimming pool**, 79% are satisfied with the facility.
- Almost all visitors are satisfied with the **Cleanliness** of the facility, with a satisfaction rating of 92%.



% 6-10	2025	2024	18-29*	30-49	50-64	65+
Overall satisfaction with public swimming pools	79%	73%	74%	73%	88%	88%
Cleanliness and tidiness	92%	-	74%	96%	95%	96%
The opening hours of swimming pools are fit for purpose	78%	-	74%	75%	84%	87%

% 6-10	Male	Female	Māori*	Non-Māori	Northern	Southern
Overall satisfaction with public swimming pools	74%	82%	73%	81%	82%	71%
Cleanliness and tidiness	93%	91%	100%	88%	91%	93%
The opening hours of swimming pools are fit for purpose	74%	82%	79%	78%	79%	76%

% 6-10	Urban	Semi-urban*	Rural	5 years or less*	6-10 years*	Over 10 years
Overall satisfaction with public swimming pools	78%	82%	79%	65%	72%	81%
Cleanliness and tidiness	91%	97%	91%	100%	72%	93%
The opening hours of swimming pools are fit for purpose	79%	69%	84%	70%	45%	83%

Council completed a section 17A review of its swimming pool activity in 2024. The review confirmed Council owned pools are high impact, high risk services where under investment quickly leads to failure rather than savings. The strongest message from the review is that early, planned investment and support is significantly less costly, financially and socially, than reactive intervention after service failure.

For many children, especially those from lower-income households, public pools are the only pathway to water confidence and safety education. The community understands that while higher service levels are desirable, the absence of safe, accessible pools would have far greater long-term social and safety costs. This is a key message that needs to be communicated to ratepayers as paying for swimming pools is one of the most challenged rate costs.



5. What budget challenges do we have?

The swimming pool activity is facing significant budget pressures in the 2027–2037 Long Term Plan.

The key budget challenge is balancing rising operating and renewal costs with affordability for ratepayers, while continuing to rely on community operators who contribute significant volunteer hours and secure external capital funding. Across the district, pool committees and trusts routinely fundraise from lotteries, community trusts, gaming trusts, and sponsors to deliver capital upgrades that Council could not otherwise afford, such as plant renewals, accessibility improvements, solar installations, and amenity upgrades, effectively stretching ratepayer investment much further.

However, this model places increasing strain on volunteers who are already managing safety-critical infrastructure, regulatory compliance, and public expectations. At the same time, minimum wage and living wage increases are driving sustained upward pressure on operating costs, particularly lifeguarding and supervision, which are non-discretionary. While Council provides operational grants, such as the annual grant to Wai Splash (TACT) a community owned asset, and budgets for depreciation reserves to support long-term asset sustainability, these pressures reduce the capacity of community operators to absorb costs without either increasing fees or seeking additional Council support.

In response, it is proposed that the new operating model for the Pahiatua indoor pool could create a Hub-and-Spoke service to support the outdoor seasonal pools. This would deliver an enhanced level of professional, technical, and administrative support, addressing compliance and operational efficiencies to ensure safe aquatic service delivery across the district.

LTP renewal estimates

Eketahuna

		REPLACEMENT VALUE SEARCH							
		SEARCH VALUE	\$92,500						
FACILITY	ASSET DESCRIPTION	Earliest Replacement Year	Latest Replacement Year	Estimated Replacement Cost	Renewal Prioritisation	Condition %	REMAINING LIFE (RUL)	Renewal Year	
stādhuna Swimming Pool	Pressure Water Filter Media	2026	2026	\$ 7,500	20	10%	1	1	
stādhuna Swimming Pool	Circulation Pump	2026	2028	\$ 7,500	20	10%	3	1	
stādhuna Swimming Pool	Hair and Lint Strainer	2031	2034	\$ 3,500	15	25%	9	6	
stādhuna Swimming Pool	Dosing System	2027	2028	\$ 12,500	6	35%	3	3	
stādhuna Swimming Pool	Pressure Water Filter Housing	2026	2028	\$ 10,000	25	5%	3	2	
stādhuna Swimming Pool	Pressure Water Filter Media	2025	2026	\$ 2,500	25	5%	1	0	
stādhuna Swimming Pool	Circulation Pump	2026	2028	\$ 2,500	20	10%	3	1	
stādhuna Swimming Pool	Learners Pool - Dosing System	2025	2026	\$ 7,500	15	5%	1	0	
stādhuna Swimming Pool	Distribution Board	2026	2028	\$ 10,000	25	5%	3	3	
stādhuna Swimming Pool	Circulation Flow Valves x 6	2029	2030	\$ 5,000	15	25%	5	4	
stādhuna Swimming Pool	Chlorine Pump	2027	2028	\$ 2,000	6	35%	3	2	
stādhuna Swimming Pool	Acid Pump	2027	2028	\$ 2,000	6	35%	3	2	
stādhuna Swimming Pool	Solar System Heating Circulation Pump	2028	2030	\$ 2,000	4	55%	5	3	
stādhuna Swimming Pool	Security Fence	2031	2034	\$ 15,000	15	25%	9	8	
stādhuna Swimming Pool	Security Cameras	2029	2031	\$ 3,000	6	35%	6	4	
	15			\$ 92,500.00			15		



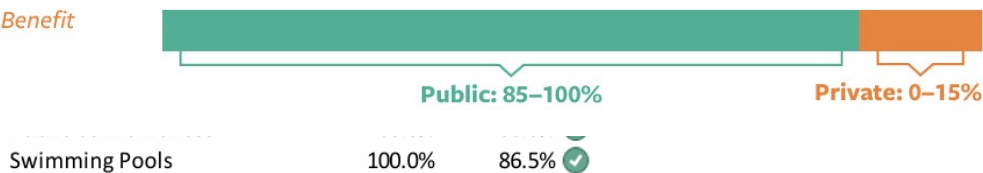
Woodville

REPLACEMENT VALUE SEARCH	
SEARCH VALUE	\$82,500

FACILITY	ASSET DESCRIPTION	Earliest Replacement Year	Latest Replacement Year	Estimated Replacement Cost	Renewal Prioritisation	Condition %	REMAINING LIFE (RUL)	Renewal Year
Woodville Swimming Pool	Pressure Water Filter Housing	2031	2034	\$ 25,000	15	25%	9	10
Woodville Swimming Pool	Pressure Water Filter Media	2026	2026	\$ 7,500	20	10%	1	1
Woodville Swimming Pool	Circulation Pump	2026	2028	\$ 7,500	20	10%	3	1
Woodville Swimming Pool	Hair and Lint Strainer	2031	2034	\$ 3,500	15	25%	9	6
Woodville Swimming Pool	Chlorine Tank (200 litre)	2029	2030	\$ 5,000	9	25%	5	4
Woodville Swimming Pool	Dosing Control System	2027	2028	\$ 12,500	6	35%	3	3
Woodville Swimming Pool	Chlorine Pump	2027	2028	\$ 2,000	6	35%	3	2
Woodville Swimming Pool	Acid Pump	2027	2028	\$ 2,000	6	35%	3	2
Woodville Swimming Pool	Flow Switch	2028	2029	\$ 1,000	12	25%	4	3
Woodville Swimming Pool	Manual Vacuum Circulation Pump and Cartridge	2028	2029	\$ 6,000	6	25%	4	3
Woodville Swimming Pool	Security Cameras	2029	2031	\$ 3,000	6	35%	6	4
Woodville Swimming Pool	Robotic Pool Cleaner	2028	2029	\$ 7,500	6	25%	4	3
12				\$ 82,500.00			12	

Swimming Pools Ngā Puna Kaukau

Benefit



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

1. Risk 1 – Service Sustainability and Compliance Risk

Description: The current Facilities team structure has limited capacity and depth in key operational and technical areas required to support the management of safety-critical assets such as swimming pools.

Given the complexity of statutory and safety obligations under the Health and Safety at Work Act 2015, Building Act 2004, and pool water quality standards, the current delivery model is increasingly constrained in its ability to provide consistent oversight, compliance monitoring, and operational guidance.

Reliance on community operators further increases the need for clear oversight and support, which is challenging to sustain under existing capacity, creating a growing risk of inconsistent practices and reduced assurance of compliance.

Consequence: If current resourcing levels continue, Council is at risk of failing to meet its statutory duties, including:

- **Health and Safety at Work Act 2015:** Inability to demonstrate due diligence as a Person Conducting a Business or Undertaking (PCBU), including inadequate assurance over hazard management, competent supervision, and safety systems at community-operated pools.



- **Building Act 2004:** Delays in identifying and addressing building compliance issues, plant condition risks, or mandated certifications, increases the likelihood of unsafe facilities or enforced closures.
- **Pool Water Quality and Operational Standards:** Insufficient monitoring and oversight of water quality, plant performance, and operational controls, increasing the risk of illness, incidents, or public health breaches.
- Failure in any of these areas could result in enforced facility closures, serious harm incidents, regulatory enforcement action, reputational damage, and significant unplanned financial costs to remediate non-compliance. In the event of a serious incident, Council would remain legally accountable, with limited ability to evidence that it exercised reasonable care, oversight, and due diligence.

Likelihood: High

Mitigation: Implement Hub and Spoke model based on the new Bush Aquatic Centre in Pahiatua. A hub-and-spoke operating model means one professionally staffed central aquatic facility (the hub) provides technical, compliance, training, and administrative support to smaller seasonal pools (the spokes), allowing consistent safety standards, shared expertise, and more efficient use of resources across the district while retaining local community delivery.

2. Risk 2 – Escalating swimming pool operating costs exceeding budget provision

Description: Key drivers include escalating energy costs, increasing chemical prices required to meet pool water quality standards, and upward pressure on staffing costs due to minimum and living wage increases for lifeguards and supervisors. In addition, the potential introduction of water charges through a new CCO entity could represent a material new operating cost for aquatic facilities, for which no offsetting revenue or funding provision currently exists

Consequence: The greatest impact will fall on young people. Limiting access to safe recreation, learn-to-swim programmes particularly in communities where pools are one of the few affordable, supervised spaces available.

Likelihood: High

Mitigation: Hub and Spoke model; obtain an exemption or fixed price agreement for water charges from CCO for all district community swimming pools

3. Risk 3 – Asset Failure and Unplanned Closure

Description: Public swimming pools rely on ageing and highly specialised assets, including heating systems, filtration and chemical dosing plant, electrical infrastructure, and structural elements that must operate continuously to meet statutory health, safety, and water-quality requirements. Ongoing deferral or under-funding of planned renewals and lifecycle maintenance significantly



increases the likelihood of sudden asset failure, which typically results in immediate and mandatory pool closures rather than reduced levels of service.

Consequence: Unplanned asset failure would result in immediate pool closures, often for extended periods, with emergency repairs undertaken at significantly higher cost than planned renewal. The greatest impact would be on children and young people, through the loss of learn-to-swim programmes, school swimming, youth recreation, and the provision of a safe, supervised activity—particularly in communities where swimming pools are one of the few accessible, year-round / summer facilities supporting physical wellbeing, water safety, and social connection.

Likelihood: Medium – High

Mitigation: Council needs to maintain accurate Asset Registers and Asset Management Plans for all pools including community owned Wai Splash; priorities high-risk pool plant and infrastructure within the asset renewal programme; strengthen asset condition monitoring and failure forecasting; avoid deferral of renewals where failure would result in service closure; and coordinate renewal planning across Council-owned and community-operated facilities to maintain network resilience.

The community impact of these risks is immediate and tangible. Reduced access to supervised swimming environments is likely to increase reliance on unsupervised sea and river swimming, reduce school programme delivery, and increase the likelihood serious incidents involving children and youth; outcomes far more costly than preventative investment.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

Bush Aquatic indoor pool facility is the only capital project included in the current LTP. Council has partnered with Bush Aquatic Trust to design and build an indoor aquatic facility for Pahiatua and decommissioning of the outdoor pool which has reached end of life.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	The Swimming Pools activity provides a valued community facility that supports health, safety, and recreation. Council focuses on delivering pool services efficiently by managing operating costs, prioritising essential maintenance and renewals, and balancing service availability with affordability,



	whilst recognising that pools are high-cost assets with limited cost recovery.
Trusted leadership and meaningful community voice.	Council demonstrates trusted leadership through the safe, compliant, and transparent operation of swimming pool facilities. Engagement with users, schools, and community groups helps inform decisions about operating hours, programming, and investment priorities, ensuring facilities continue to meet community needs.
A resilient, prosperous district with opportunities for people and business.	Well-maintained swimming pools support community wellbeing and make the district more attractive to residents, families, and visitors. Pool operations also contribute to the local economy through employment, use of local contractors and suppliers, and by supporting events, programmes, and associated community activity. Swimming pools contribute to district resilience by supporting water safety, learn-to-swim programmes, and summer recreational opportunities. Long-term planning for ageing facilities, energy efficiency, and climate-related impacts helps ensure pools remain safe, reliable, and fit for purpose as standards and community expectations evolve.

9. Anything else Council needs to know about our activity.

- Although outdoor pools operate only during summer, many costs are incurred year-round, including inspections, compliance, plant maintenance, asset protection, and pre-season commissioning.
- Funding reductions that compromise compliance will expose Council to legal and reputational risk. Even when not operating, outdoor pools must meet:
 - health and safety requirements
 - fencing and access controls
 - plant and structural safety standards
- Renewals funding protects service certainty as much as asset condition.
- For children and young people, who are the primary users, public pools are often the only controlled environment in which they can learn to swim safely. Loss of access will increase unsupervised swimming in local rivers, dams, and irrigation channels.
- Decisions in this space are fundamentally about risk tolerance, not just service preference.
- Enabling our communities to deliver safe aquatic services Swimming pools are labour intensive and lifeguarding cannot be automated or deferred.

Council has maintained service continuity through operating grants and strengthened partnerships with community providers. The application of Pool Safe accreditation and Site-Specific Operating Procedures



will improve consistency and risk management across facilities, and operators are actively progressing further operational improvements in this space.

During the current LTP, Council completed a section 17a (Local Government Act) review on its Swimming Pool activity in 2024 which highlighted a range of improvement action recommendations. A key recommendation was the implementation of Pool Safe accreditation to address compliance assurance of council owned pools, which was implemented during the 2025/2026 season.



Activity Overview – Cemeteries

1. What do we have to do?

Council has a statutory responsibility to provide for the current and future burial needs of the district's residents under the Health Act 1956 and the Burial and Cremation Act 1964.

Burial and Cremation Act 1964, this Act directly controls how, when, where interments can occur, and underpins council bylaws, procedures, and fee structures.

Councils must comply with all operative provisions, including:

- Authority to establish, manage, maintain, and close cemeteries
- Control of:
 - Burial plots and rights of interment
 - Re-use of graves where permitted
 - Mausolea, vaults, and monuments
 - Removal of monuments
- Disinterment restrictions — no body may be removed without a licence from the Director of Public Health (delegated to Health NZ) except in limited emergency situations
- Powers to close cemeteries and manage "closed cemetery" status
- Councils are empowered to acquire land, develop, maintain, and improve cemeteries, including using the Public Works Act 1981 if required.
- Keep and maintain accurate burial records for perpetuity

Burial and Cremation Regulations

Councils must comply with relevant subordinate legislation, notably:

- Cremation Regulations 1973 — where councils operate crematoria (medical referee approvals, documentation, ashes handling)
- Health (Burial) Regulations 1946 — handling of bodies prior to burial, grave depth expectations, transport and sanitary handling requirements (still in force)
- Burial and Cremation (Removal of Monuments and Tablets) Regulations 1967 — removal of unsafe or neglected memorials

Local Government Act 2002 (LGA)

Councils rely on and must comply with the LGA when operating cemeteries:

Key requirements include:

- Cemeteries are a lawful local authority function exercised under other enactments (s 13)
- Powers to make cemetery bylaws under ss 145–146 (safety, nuisance, access, plot control, memorial standards)
- Consultation and bylaw review obligations (including 5-year review cycles)
- Requirement to manage cemeteries prudently, transparently, and sustainably as public assets

All cemetery operational rules must be supported by a lawfully adopted bylaw.



Key legislative Instruments

Category	Instrument
Core cemetery law	Burial and Cremation Act 1964
Health & burial controls	Health Act 1956; Burial Regulations
Local authority powers	Local Government Act 2002
Land use & environment	Resource Management Act 1991
Zoning & planning	District / Unitary Plans
Public land	Reserves Act 1977
Worker/public safety	Health and Safety at Work Act 2015
Buildings	Building Act 2004
Records & privacy	Public Records Act 2005; Privacy Act 2020

Council's Cemeteries Portfolio consists of:

Current Cemeteries in use	Historic Cemeteries (no longer in use but still maintained by council)	Pioneer Cemeteries (no longer used and not maintained)
Dannevirke Mangatera	Woodville Gorge Road	Weber Cemetery
Norsewood Cemetery	Mangaoranga Cemetery	Herbertville Cemetery
Ormondville Cemetery	Matamau Cemetery	Kumeroa Cemetery
Woodville Lawn Cemetery	Dannevirke Settlers Cemetery	Kaitawa Cemetery
Mangatainoka Cemetery		Newman Cemetery Eketāhuna
Eketāhuna Marchant St		
Alfredton Cemetery		
Pongaroa Cemetery		
Pahiatua Mangahao Cemetery		
Mangaoranga RSA section		

These cemeteries are part of our district's history and heritage, and reasonable means are taken to preserve them.

Our communities expect Council will provide and maintain district cemeteries that create a peaceful and respectful environment in a compassionate, efficient, and inclusive manner, ensuring the needs and



preferences of the community are met. We also have a responsibility to maintain full, historically significant cemeteries and contribute to the operational costs of local urupā as both these burial places make up an important part of our identity as a community.

In addition to statutory burial services, Council manages cemetery landscaping, memorial areas, access, and long-term planning for future burial capacity.

Cemetery Reserve Land

Several land areas are held in reserve for future development when the need for additional burial plots arises. These are:

- Cemetery Road Cemetery, Dannevirke (2 reserves)
- Marchant Street Cemetery, Eketāhuna
- Ormondville Cemetery, Ormondville
- Pahiatua Cemetery, Mangatainoka (2 reserves)
- Pinfold Road Cemetery, Woodville

Returned Servicemen’s Association Areas

Provision is made for the burial of servicemen in designated areas at the following cemeteries:

<u>Location</u>	<u>Area</u>
Mangaoranga Eketāhuna	785 m2
Mangatera Dannevirke	8582 m2
Norsewood	587 m2
Mangatainoka	1085 m2
Pongaroa	168 m2
Woodville RSA	2885 m2

Burial plots are also available to persons who have served with overseas peacekeeping forces. No fee is charged for the interment of servicemen in Servicemen’s Areas, and it is free at cemeteries where no Servicemen’s Area is designated. Council receives a \$5000.00 per annum grant from Veterans Affairs New Zealand to maintain the Servicemen’s Areas based on the size of the area allocated to the burial of servicemen.

Urupā

Although not managed by Council, Council contributes to the maintenance of five urupā in the district by providing grants of \$1500.00 per year to each of the five Urupā Kōmiti.

- Hamua
- Kaitoki
- Pāpāuma
- Tahoraiti
- Whiti Te Rā



Cemetery burial registers and plot records are official records and must be retained and managed accordingly. Council has a mix of digitalised and manual records officers manage and maintain in accordance with the Public Records Act 2005.

2. What else do we do?

The Council is responsible for providing cemetery services across the district in compliance with legislative requirements and the Cemeteries Bylaw. These services are available to both residents and non-residents.

Council staff manage and oversee all administrative and contractual aspects of cemetery operations, including:

- Contract management of interment services and cemetery grounds and facilities maintenance
- Plot bookings, interments, monument applications, and maintenance of historical cemetery records
- Debt management associated with cemetery services
- Setting and annual review of cemetery fees and charges

Council is also responsible for:

- Asset renewal planning for cemetery furniture, structures, and infrastructure
- Administering maintenance grants to support the upkeep of five designated urupā
- Maintaining professional working relationships with funeral directors and monumental professionals to ensure service standards meet community expectations
- The development and ongoing review of the Cemeteries Bylaw

3. Who do we do it with?

Council works with

- funeral directors,
- monumental masons,
- families and whānau,
- friends of the cemetery community groups,
- External contractors
- regulatory agencies
- Veteran Affairs NZ
- Iwi partners and Urupā komiti

Officers are faced with historical challenges with cemetery debtors, decorated plots, and offensive headstone inscriptions. These issues are delicate and sensitive involving funeral and headstone service providers, families and regulatory enforcement for breaches to Council's cemetery bylaws.

Council trialed online headstone permits with monumentalist before going 'live' in February 2026, trialists commented they wished other councils would do the same and council has experienced an increase in the number of headstones permits received.



4. What feedback have we received about what we do?

Feedback typically focuses on affordability, respectful presentation, access to historical burial information, and reservation of burial plots. There is also an increasing need to provide online services for burial applications and reserve plots and a lowering device for burial interments.

Funeral & Monumental quarterly survey comments

"I think the services you provide are amazing. At the end of the day communication is where everything starts. This is such a strong point for me and every-time you seem to nail this. The graves are dug and presented so well. and are always presented with safety in mind".

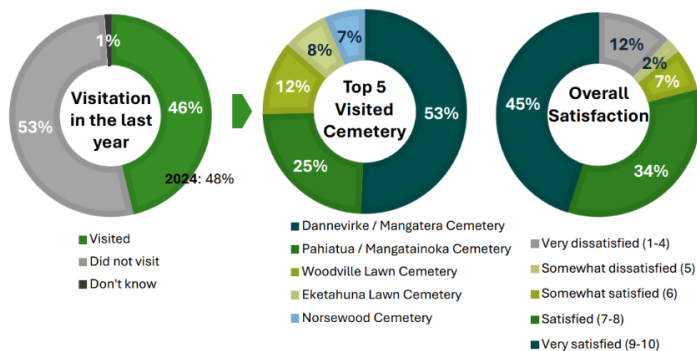
"Jake has been incredibly helpful in all my dealings with him - at both cemeteries mentioned. He has provided service beyond expectations each time. Office staff have always responded to enquiries in a helpful and prompt manner, and provided guidance if needed as an infrequent user of your services".

"We don't use the cemeteries in the Tararua District often, but have always found staff helpful and have no issues"

2024-2025 Survey results

Council maintained Cemetery

- Over four in ten residents (46%) have visited a Council-maintained cemetery in the past year.
- Among those who visited a cemetery, 53% went to **Dannevirke or Mangatera Cemetery**, while 25% visited **Pahiatua or Mangatainoka Cemetery**.
- Most visitors are satisfied with the facility, with an overall satisfaction score of 86%.



% 6-10	2025	2024	18-29*	30-49	50-64	65+
Overall satisfaction with cemeteries	86%	-	59%	87%	93%	90%
Maintenance	83%	84%	49%	90%	90%	88%
Cleanliness and tidiness	87%	-	59%	89%	93%	92%

% 6-10	Male	Female	Māori*	Non-Māori	Northern	Southern
Overall satisfaction with cemeteries	85%	87%	78%	88%	86%	86%
Maintenance	84%	82%	75%	85%	85%	80%
Cleanliness and tidiness	85%	88%	75%	89%	86%	87%

% 6-10	Urban	Semi-urban	Rural	5 years or less*	6-10 years*	Over 10 years
Overall satisfaction with cemeteries	79%	94%	93%	88%	53%	91%
Maintenance	79%	90%	88%	95%	50%	88%
Cleanliness and tidiness	81%	93%	93%	88%	53%	92%

5. What budget challenges do we have?



The cemeteries activity is currently delivered without dedicated capacity, with responsibilities shared alongside Parks and Reserves. This creates competing priorities across both activities and limits the ability to provide consistent oversight, planning, and service delivery.

As complexity and expectations increase, the current delivery model is becoming increasingly constrained, with a growing risk of reduced service levels, reactive management, and gaps in compliance, operational performance, and community expectations. This will require consideration of how the activity is resourced and delivered as part of the LTP.

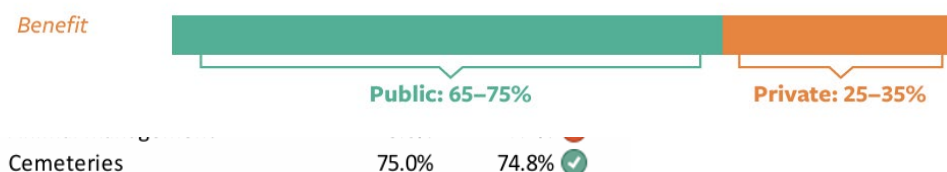
Budget challenges are also driven by

- Perpetual maintenance
- Tree Asset management
- Pest Plant management and beautification
- Upgrade of extensive access ways

The cumulative effect of maintenance deferred over many years has created backlogged landscaping, access, pest plant, and tree maintenance, placing increased pressure on current operating budgets.

Council renewed the Interment Contract in 2025, these prices are fixed for the period 2025–2028, providing a high level of cost certainty for this component of the cemeteries activity. This enables the Council to maintain current cemetery fees over the contract term, with only inflation-related adjustments applied annually. This approach supports fee stability and affordability for service users, while ensuring the interments component of the cemeteries activity operates on a user-pays basis and remains financially sustainable.

Cemeteries Ngā Urupā



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk 1. Inaccurate or lost burial records

Description – Council has a legislative obligation to manage and maintain accurate cemeteries and burial records that are accessible to the general public.

Consequence - inaccurate or lost burial records have significant impacts, including

- breach of the burial and cremation act;
- distress to families and whānau
- increased staff time and costs to reconstruct records;



- increased risk of incorrect interments, and potential legal and reputational consequences for Council.

-

Likelihood Medium – High

Mitigation Progress digitisation of cemetery services and burial records. Resource a one off project to scan historical documents

Risk 2. Insufficient Staffing and capacity to meet statutory obligations

Description

The cemeteries activity involves a combination of statutory compliance, operational service delivery, cultural obligations, and long-term asset and capacity planning. These responsibilities are currently distributed across multiple roles with limited dedicated capacity, resulting in a predominantly reactive operating model.

As legislative, regulatory, and community expectations increase, the current delivery model creates constraints in maintaining consistent oversight, accurate record-keeping, timely service delivery, and proactive planning.

Consequence

Under the current delivery model, Council faces an increasing risk of gaps in oversight and service consistency, including:

- Reduced assurance of compliance with the Burial and Cremation Act 1964, Cemeteries Bylaw, and associated processes (e.g. interments, disinterment, record management, and approvals)
- Limited ability to consistently meet public health and environmental expectations under the Health Act 1956
- Reduced visibility and control over contractor performance and service standards
- Increased likelihood of service delays, data inaccuracies, and reactive issue management
- Growing reputational risk, particularly given the sensitivity of services to bereaved families and cultural stakeholders

Over time, this may result in reduced service levels, increased customer complaints, and higher long-term costs due to deferred planning, remediation, or corrective action.

Likelihood

Medium–High (increasing over time if the current model remains unchanged)

Mitigation

A range of delivery model options could be considered to improve sustainability, oversight, and service consistency, including:

- Reallocation or reprioritisation of existing resources to strengthen oversight of the activity
- Process improvement, standardisation, and use of systems to reduce manual workload and improve accuracy
- Adjustments to service levels or scope to align with available capacity

Options



- Shared service or regional delivery models
- Targeted investment in dedicated capability to provide clearer accountability and end-to-end oversight

Risk 3. Funeral directors cease intermediary services

Description – currently, funeral directors act as an intermediary, absorbing burial warrant and interment cost on behalf of families, recovering these costs as part of funeral account. This potential risk was raised during the last LTP submissions hearing.

Consequence

Without an intermediary:

- Families may be unable to pay burial warrant fees immediately
- Interment approvals could be delayed while payment issues are resolved
- Council may face pressure to waive, defer, or urgently manage payments outside established policy

Impact on TDC

- Increased requests for fee deferrals or discretionary decisions
- Risk of perceived inequity or inconsistency in how families are treated
- Heightened staff exposure to distressing interactions and complaints
- Potential delays to burials, creating significant emotional and reputational harm

Likelihood – Low - Medium

Mitigation – Council must actively maintain strong, respectful, and collaborative relationships with funeral directors, who play a critical role in the delivery of cemetery services. In setting cemeteries fees and charges, Council needs to carefully consider the impacts on both funeral directors and families, as changes to fee structures or payment arrangements can directly affect service accessibility, affordability, and the overall experience of bereaved families.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

No services were cut or deferred.

- Changes in Annual Plan 2025/26:

- Interment Contract renewed with fixed pricing from 2025 – 2028
- District Wide Grounds Maintenance contract started December 2025
- Tree Asset Register and Mapping data completed for Cemeteries district wide.
- Pest Plant Management Plan and Mapping data started

- Changes in Annual Plan 2026/27 (expected):

- Appropriate budget levels to address landscaping and erosion issues, tree management and pests and pest plant controls



8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	The Cemeteries activity delivers an essential core service by providing burial and interment facilities in a cost-effective and efficient manner. Council focuses on maintaining appropriate service levels, managing costs over the long term, and balancing affordability for families with sustainable asset management to ensure clear value for the community.
Trusted leadership and meaningful community voice.	Council provides effective governance and management of cemeteries services respectfully by working with families, whānau, iwi, and funeral service providers to reflect community values and cultural practices. Public feedback is sought through surveys and in bylaw review processes to ensure that the service provided reflects community's expectations and their vision for the future is captured.
A resilient, prosperous district with opportunities for people and business.	While not a commercial activity, cemeteries contribute to a well-functioning district by supporting community wellbeing, providing certainty and dignity at times of need, and enabling associated services such as funeral providers to operate effectively. Well managed cemeteries contribute to the overall attractiveness of the district. The Cemeteries activity supports resilience by planning for future burial demand, adapting to changing burial practices, and responding to climate-related risks such as severe weather events. Long-term planning and asset management help ensure cemeteries remain safe, accessible, and fit for purpose over time.

9. Anything else Council needs to know about our activity. In summary:

- Record management is critical and non-negotiable.
- Deferring maintenance has compounding consequences.
- To support effective delivery and risk management, changes to how the Cemeteries activity is resourced and delivered should be considered as part of the LTP. Cemeteries create perpetual obligations. Even when burial activity reduces, Council must continue to fund access, records, safety, and general upkeep indefinitely.
- Contractors deliver all grounds and facility maintenance
- Council operates 11 open Cemeteries and 14 full historical cemeteries and provides a annual operational grant to five local urupā.



Activity Overview – Pensioner Housing

1. What do we have to do?

Council owns 85 pensioner housing units across the 4 main towns - Dannevirke, Pahiatua, Woodville and Eketāhuna. Council acts as landlord and since 2024 has had 1 FTE fully dedicated to managing this portfolio to optimise tenancy and to ensure it operates as a self-funding activity requiring no rates funding.

Legislation and Regulations Council must meet are:

Local Government Act 2002 (LGA 2002)

Council identifies pensioner housing as a strategic asset (as defined under the LGA) in its LTP and Significance & Engagement Policy, triggering enhanced consultation, protection, and long-term governance responsibilities and meaning that changes to the ownership or control of pensioner housing requires consultation with the community using the special consultative procedure.

Meet Landlord Obligations under the Residential Tenancies Act 1986 (RTA)

Council acts as landlord. All tenancies are fully subject to the RTA. Key requirements being

- Lawful tenancy agreements
- Rent setting and increases must comply with statutory notice periods
- Units are maintained in a reasonable state of repair and are safe, dry, and sanitary.
- Lawful termination processes (including vulnerability considerations for older tenants)

Residential Tenancies (Healthy Homes Standards) Regulations 2019 (HHS)

HHS were introduced as of 1 July 2025, 100% compliance is mandatory.

- Council must ensure every pensioner unit fully complies with HHS in terms of:
 - a. Heating
 - b. Insulation
 - c. Ventilation
 - d. Moisture and drainage
 - e. Draught stopping
- Maintain up-to-date compliance assessments and remediation records.

Why this is critical - Non-compliance is a breach of the RTA with financial penalties and it directly impacts elderly tenants' health outcomes (respiratory illness, falls risk, cold-related illness). Under-investment creates both legal and ethical failure and increases long-term healthcare and retrofit costs.

Building Act 2004 & New Zealand Building Code

Any new builds, retrofits, accessibility upgrades, or major renewals must comply with the Building Act and Code. Key requirements being:

- a. Structural integrity
- b. Fire safety
- c. Sanitation
- d. Accessibility where upgrades trigger code compliance



Why this matters - older tenants have reduced mobility and constitute a higher fire risk. Non-compliance can result in enforced closures, evacuation, or liability in the event of injury or death.

Housing Act 1955

Although overtaken by newer legislation, it remains contextually relevant, the Housing Act provides the Historic legislative basis for local authority involvement in social housing, including:

- Recognition of housing as a public good
- Legacy funding and Crown-local authority partnerships

2. What else do we do?

The Pensioner Housing activity is managed by the Facilities team. We develop, manage, maintain, and renew housing units that provide lower than market rental levels for low-income pensioners.

The team

- Maintains the housing waiting list
- Manages a full circle tenancy management system
- Contract manages repairs/renewals and maintenance
- Analyses and reviews government subsidies available to tenants
- Supports tenants to connect to relevant social service providers to enhance their living alone capabilities.
- Is supported by Tenancy Services with complex issues relating to tenancy breaches.
- Plans renewals while aiming to keep the activity sustainable over the long term.

This activity is self-funded. Council now applies rental fees that reflect the true cost of operating and maintaining its Pensioner Housing portfolio. Rental fees are inclusive of waste and grounds maintenance services and are set in consideration of:

- Market rents and or rental appraisals
- Property condition and ongoing maintenance requirements
- Household income

Council developed a Housing Strategy in 2020 and completed a new housing development in 2023 - building six, one-bedroom units at Aften Court, Dannevirke in 2023.

The council's current housing portfolio and age of stock are listed below. Tenant Contribution Units (TC) were a historic TDC housing model in which tenants paid a lump sum deposit to secure their unit. In return, tenants received significantly subsidised rent, while Council benefited from the interest earned on the deposit over the term of the tenancy. This model is no longer available for new tenants. Council also owns a 3-bedroom dwelling located at the Dannevirke Holiday Park which is managed under a tenancy agreement and included in this portfolio.



		1 Bedroom Unit	2 Bedroom Unit	2 Bedroom TC Units
Dannevirke	Aften Court (1971) Aften Court extension (2023)	24		
	Ballarat (1974)	9		
	Elsinore (1969)	10		
	Gordon Street (1984)		3	1
	Burn Street (1983)		4	
	Tennyson Street (1985)		2	2
	Pahiatua	Kowahi (1976)	15	
Woodville	Ruahine (1970-1974)	6		
	Centennial (1975)	6		
Eketahuna	Bengston Street (1975)	3		
		73	9	3
Total	85			

3. Who do we do it with?

Council connects with:

- MSD and MBIE
- Iwi partners Hauora services
- External contractors
- Regulatory authorities
- Social service providers
- Community groups
- Local businesses

Council provides these services to tenants who are elderly residents of its towns.

4. What feedback have we received about what we do?

Tenants value security of tenancy, and responsiveness to maintenance issues. The following compliments from tenants were recorded:

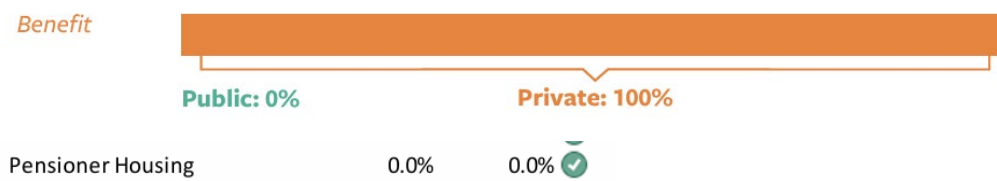
- A tenant visited the Dannevirke customer service centre to thank officers directly stating “Belinda quickly organised for Tararua refrigeration to come and fix my heat-pump. She rang that morning and someone was there a few hours later”.
- A tenant and his mum phoned an officer to thank them for helping and organising his appointment, helping connect tenant to local iwi for counselling.
- A new tenant phoned an officer directly to thank her and express how very grateful she was for the personal attention and time made by cleaning her unit on Saturday prior to moving in.

5. What budget challenges do we have?

Council manages the pensioner housing portfolio as a self-funding activity – it is not supplemented with any rates funding.



Pensioner Housing Ngā Whare Kaumātua



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk 1 – Key person dependency and capacity risk

Description: The pensioner housing activity is managed by one dedicated FTE, creating a critical single-point-of-failure in the following areas - tenancy management, compliance, finance administration, contractor coordination, and stakeholder liaison. Loss of, or reduced capacity would immediately constrain the council’s ability to deliver this activity effectively.

Consequence:

- Missed or delayed statutory and compliance activities (e.g. inspections, records)
- Slower response to maintenance issues, increasing tenant dissatisfaction
- Increased exposure to legal or compliance breaches under the Residential Tenancies Act
- Loss of institutional knowledge specific to the portfolio and tenants
- Increased pressure on other council staff who may not have specialist knowledge

Likelihood: Medium - High

Mitigation: implementation of the online tenancy management system MRI Palace, Tenancy Practice Services and cross training of all Facilities staff reduces the dependency on staff knowledge and experience and improves business continuity.

Risk 2 – Inappropriate use or depletion of reserve funds

Description: TDC housing portfolio operates as a self-funding activity, reliant on rental income and accumulated reserves to fund ongoing maintenance, renewals, and improvements. A key risk is the inappropriate use or depletion of reserve funds, particularly where capital investment decisions are made without first completing comprehensive condition assessments and addressing priority remedial works across the existing portfolio.

Historically, reserve funds were fully utilised to construct six new pensioner housing units in Dannevirke, before condition assessments of existing stock were completed and necessary remedial repairs were actioned. This reduced the portfolio’s ability to proactively maintain existing assets and exposed weaknesses in reserve governance and sequencing of investment decisions.

Consequences

- Insufficient funding available to address known condition defects or compliance gaps
- Deferred maintenance and accelerated deterioration of older assets
- Reduced ability to respond to unplanned repairs or regulatory requirements
- Concentration of investment in new assets at the expense of existing stock quality



- Undermining of the self-funding model and increased long-term financial risk
- Loss of confidence from elected members, tenants, and community

Likelihood: Medium

Mitigation Maintain a ring-fenced pensioner housing reserve and establish a defined minimum reserve balance and cap, informed by:

- Asset condition data
- Forecast renewal and maintenance profiles
- Risk tolerance for unplanned events
- Document reserve purpose, thresholds, and approval requirements in the LTP and Financial Strategy to prevent repeat mistakes

Risk 3 – Asset Divestment and Community impact

Description There is a risk that council may consider the sale or divestment of pensioner housing assets as a response to legislative changes, future financial pressures, competing capital demands, or a shift in strategic priorities. While such decisions may appear financially attractive in the short term, they would have significant and irreversible impacts on existing tenants, housing security for older residents, and community wellbeing, particularly where alternative affordable housing options are limited. A decision to sell or change ownership or control of pensioner housing (a strategic asset under Council’s Significance and Engagement Policy) would require consultation with the community.

Consequences if risk occurs

- Displacement or insecurity for currently TDC managed vulnerable elderly tenants, many of whom have limited capacity to secure alternative housing
- Loss of long-term affordable rental housing stock for older people in the district
- Increased risk of housing stress, social isolation, or hardship among affected residents
- Increased downstream demand on council, health, and social support services
- Erosion of community trust in council stewardship and long-term decision-making
- Loss of a strategic community asset that cannot easily or affordably be replaced once sold

Likelihood: Medium

While pensioner housing is recognised as a strategic asset and there may be no immediate intent to divest, this risk remains present over the long term due to:

- Election cycle changes
- Shifting financial pressures
- Misperception of the portfolio as under-performing property rather than social infrastructure



Mitigation Improve operational efficiency, business continuity planning and continuous improvement for sustainability of the self-funding model.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years? No change

- **Changes in Annual Plan 2025/26:**
- **Changes in Annual Plan 2026/27 (expected):**

What we said in the last LTP

- Pensioner housing is a self-funding activity
- No rates funding required
- Projected reserve balance for this activity at the end of the 2024/2034 LTP was (\$493,000).
- Council provides this activity to enable pensioners to continue to live independently and stay connected to their communities
- There is a social need for low-income superannuants to access affordable accommodation.
- Council supports the wellbeing of pensioners through the provision of healthy homes and limited pastoral care – connecting services to support tenant wellbeing.

Current state

- Self-funding activity
 - No rates funding required
 - Projected reserve balance at the end of 2027 is estimated to be \$54,345. This is a significant improvement in the financial viability of this activity.
 - Operational improvements made with a dedicated officer creating tenancy management efficiencies reducing costs
 - Healthy Home Standards guided the prioritisation of renewals and general repairs.
 - Energy efficient fixtures and appliances are installed at renewal stage
 - Activity is financially sustainable
- 8. Strategic alignment**

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	<p>The Council’s pensioner housing portfolio is identified as a strategic asset through the Strategic Engagement Plan (SEP) and the Long-Term Plan (LTP), reflecting its importance to the wellbeing of the community.</p> <p>This service is delivered by providing affordable rental accommodation for older residents who may otherwise face housing insecurity. Council focuses on managing the portfolio efficiently, prioritising essential maintenance and renewals, and balancing affordability for tenants with the long-term sustainability of the housing assets.</p>
Trusted leadership and meaningful community voice.	Council demonstrates trusted leadership by providing secure, well-managed housing and responding appropriately to tenant needs. Ongoing engagement with tenants and service providers helps inform decisions about maintenance priorities, accessibility



	improvements, and service standards, ensuring the activity reflects the lived experience of residents.
A resilient, prosperous district with opportunities for people and business.	<p>By supporting stable and affordable housing for older residents, the Pensioner Housing activity contributes to a well-functioning district. It reduces pressure on other housing and social services, supports the local economy through sustained investment in property maintenance, full refurbishments, and local service providers.</p> <p>Pensioner housing supports district resilience by enabling older residents to remain connected to their communities. Long-term planning for asset condition, accessibility, and changing demographic demand helps ensure the housing portfolio remains fit for purpose as community needs and regulatory requirements evolve.</p>

9. Anything else the Council needs to know about our activity.

The primary challenges to the pensioner housing portfolio are operational resilience and financial shock absorption, not demand or strategic relevance. The activity succeeds while it remains stable, compliant, and retains a high occupancy, but its current state has limited tolerance for sudden change. However, future projections with small annual incremental rent increases and a reserve fund balance cap at a level that reflects risk tolerance for unplanned renewals, asset age and condition, would improve the sustainability of the self-funding model.

A preliminary investigation into alternative operating models that are options for council and community consideration have the following potential benefits and risks:

i. CCO

Potential Benefits

- Retain ownership and strategic control
- Ring fence housing finances more formally than an internal activity
- Protect the activity from budget pressures
- Improve transparency of costs and performance
- Focused specifically on housing outcome
- Strong commercial discipline

Potential Risks

- disproportionate overheads for a small portfolio; while council retains ownership - distance is also introduced with this model.
- little risk reduction in practice, the core risks (key person dependency, reserve fund discipline, compliance) are not solved by structural separation alone.
 - Reduced elected members visibility
 - Creates greater reliance on formal reporting
 -



ii. Register as a Community Housing Provider (CHP)

Potential Benefits

- Access to Central Government Funding and Income Related Rent Subsidies (IRRS)
- Capital grants or redevelopment funding
- Targeted support for compliance and renewals
- Reduced reliance on rental income alone
- Offset compliance and renewal costs
- Provide an alternate funding pathway for asset improvements
- Stronger alignment with central government priorities
- CHP registration formally integrates council housing into the wider social housing framework, including national allocation systems.

Potential Risks

- CHPs must operate within central government allocation rules, prescribed rent and eligibility settings impacting on council's ability to tailor housing to local needs/circumstances; less discretion over tenant selection; increased risks that decisions for Tararua are made remotely
- Elected members retain ownership decisions, but operational control is significantly constrained.
- CHP status carries substantial obligations: data system integration; formal regulatory oversight; performance monitoring, creating high administrative burden for a small portfolio and likely exceeding the capacity of one dedicated FTE.
- The compliance framework does not scale down for small providers
- Misalignment with the current well-functioning self-funding model

Overview: Becoming a registered CHP would bring funding opportunities, but only by introducing a level of complexity, compliance, and loss of local control that is disproportionate to the size and effectiveness of the current portfolio.

iii. Outsource to external contractors

Potential Benefits

- free up internal resources to support other council activities.
- Established professional property management services and system for proficient tenancy management
- Opportunity to work with industry experts, iwi partners, other community housing providers or neighboring councils
- Portfolio management

Potential Risks

- management fees exceed budget and risks self-funding model
- Pastoral care elements essential for tenant well-being is reduced
- Council's connection with tenants would be removed/reduced
- Expose tenants to organisational risk if the external contractor suffers financial failures or similar

iv. Charitable Trust

Potential Benefits

- Access to external funding and donations



- Reinforcing pensioner housing as a social good with community centered outcomes
- Reduce pressure to divest assets

Potential Risk

- Once assets transfer to a trust, council no longer has oversight of decision making
- This is a 'one-way' option – it would be very difficult to reverse this decision
- Governance failures will directly impact vulnerable tenants

Changing the delivery structure would introduce more complexity and risk than benefits. It would also require consultation with the community. The issues facing pensioner housing are best addressed through stronger financial discipline and operational resilience, not through structural separation.



Activity Overview – Aerodrome

1. What do we have to do?

Council, as the owner and operator of Dannevirke Aerodrome, must comply with the Civil Aviation Act 2023 and relevant Civil Aviation Rules, particularly Part 139 (Aerodromes) and Part 12 Accidents, Incidents and Statistics. These obligations include ensuring the aerodrome is operated safely, hazards are managed, runway and operational surfaces are maintained to aviation standards, incidents are reported, and aeronautical information is accurate and available to users.

Compliance with Health and Safety at Work Act 2015 is also required to manage risks to staff, contractors, aerodrome users, and the public.

Council must also meet obligations under the Local Government Act 2002, including prudent management of assets, financial sustainability, and transparency. Where drone operations or events occur, Council must act as the aerodrome operator under CAA rules Part 101 and 102. Non-compliance could expose Council to regulatory enforcement, liability, and safety risk.

2. What else do we do? (What are all the other important but non statutory things we do? Includes Council priorities and projects)

Beyond compliance, the Facilities team manages the Dannevirke Aerodrome as a strategic community and emergency asset, supporting general aviation, agricultural aviation, flight training, emergency services, and community resilience for Civil Defence. This includes maintaining fuel availability via Air BP ensuring both JetA-1 and AVGAS is supplied on site, weather monitoring equipment, access arrangements, and basic customer facilities, as well as enabling aviation-related community activity through leases and event approvals.

Manage lease agreements

Council manages a small number of lease agreements at Dannevirke Aerodrome for aviation-related and compatible uses, such as hangars, aviation clubs, and ancillary activities. These leases are structured to enable aerodrome use and community benefit while protecting Council's ability to operate the aerodrome safely and maintain flexibility for future operational needs.

Council does not

- Operate aircraft or any aviation businesses
- Provide air traffic control or certified aviation services
- Commercially operate aviation fuel supply
- Act as the aviation regulator

This distinction is critical to keeping the aerodrome fit-for-purpose and affordable.

3. Who do we do it with?

Key internal partners include Council's Facilities and Asset Management teams, Health and Safety, Finance, and Regulatory Services.



External partners include the Civil Aviation Authority, aviation fuel providers, Highgate Farm as the key maintenance stakeholder, and emergency services operators.

Local aerodrome users and stakeholders include the Dannevirke Flying Club, agricultural aviation operators, helicopter operators, Massey University aviation students and visiting pilots. The wider community is indirectly dependent on the aerodrome for emergency access, Civil Defence resilience, and economic support, while Council is dependent on users to operate safely and comply with aerodrome rules.

4. What feedback have we received about what we do?

Informal feedback from visiting aviators and the Dannevirke Flying Club members indicates the aerodrome is kept in very good condition. This is due to Highgate Farms 30 years of grounds and runway maintenance and Site Specific Operating Procedures.

- the 1200m length of the 02/20 runway enables different sized aircraft to land and provides a training friendly environment for aviation students and novice pilots.
- Fees free aerodrome – no landing fee

5. What budget challenges do we have?

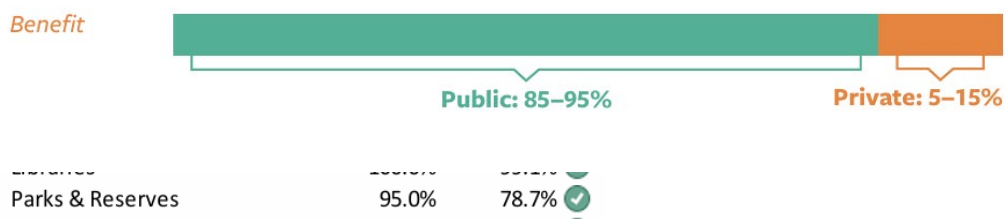
Key budget considerations include runway surface maintenance, drainage, vegetation control, compliance costs, and future asset renewals. The operation of the Dannevirke Aerodrome is currently cost neutral predominately due to the Highgate Farm lease agreement that incorporates runway and aircraft maneuvering area maintenance

Budget focused on

- Safety Compliance – marker boards displaced thresholds 08 and 20 runways
- Pest management (rabbits) – ongoing critical maintenance
- Fencing and Gate renewals – to improve safety and limit public access to the airfields.

Budgets included as part of the Parks & Reserves Grouping of Council

Parks and Reserves Ngā Papa Tākaro me ngā Papa Rāhu
 (excluding domain boards Kāua ngā papa takiwā)



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk 1– Surface condition deterioration and Pest Damage

Description - As a grass-runway aerodrome it is vulnerable to pests (rabbits) and high rain fall impacting functionality.

Consequence: increased safety risk and / or potential closures limiting access during key periods such as an emergency response.

Likelihood: Medium, **Impact:** High

Mitigation: Regular inspections, proactive drainage and mowing, planned maintenance funding.

Risk 2 – Compliance or incident management failure

Description: Council must consistently meet its obligations under the Civil Aviation Act and relevant rules for a non-certificated aerodrome.

Consequences: A failure to identify hazards, manage incidents appropriately, or maintain accurate information could expose Council to regulatory action, reputational damage, and increased safety risk.

Likelihood: Medium. **Impact:** High

Mitigation: Council applies clear operating procedures, incident and near-miss reporting processes, staff awareness, and ongoing engagement with the Civil Aviation Authority. The aerodrome’s non-certificated status is actively managed to ensure compliance remains proportionate to risk.

Risk 3 - Unapproved Drone Flights

Description: Unapproved or uninformed drone (RPA) operations within or near the aerodrome environment, including recreational filming, agricultural use, or event-related activity, has occurred without the aerodrome operator’s knowledge or clearance. These flights can conflict with manned aircraft operations, particularly during take-off, landing, or emergency response activity.

Consequences: Potential for serious aviation safety incidents, including collision risk with manned aircraft, disruption to aerodrome operations, and restriction of emergency services access. Uncontrolled drone activity also exposes Council to regulatory, safety, and reputational risk if not actively managed as part of its aerodrome operator responsibilities.



Likelihood: Medium, Impact: High

Mitigation: Council manages this risk by providing information, signage, and public information outlining drone restrictions within the aerodrome airspace. Where drone activities are proposed, Council requires applicants to operate under Civil Aviation Rules Part 101 or 102 as appropriate with approval from the aerodrome operator. Ongoing liaison with the Civil Aviation Authority, local users, and enforcement agencies supports awareness and compliance, while incident and near-miss reporting processes enable timely response and escalation when required.

7. How are we tracking based on the last LTP?

Year 2 of the current LTP (2025/26) did not include any significant new projects or budget increases. The focus has remained on maintaining the existing level of service within budget.

No additional funding has been budgeted in Year 3 (2026/27), The activity continues to be managed as a hold-and-maintain service, with spending driven by condition and risk rather than growth. This approach aligns with council’s practice of providing a comparable rural aerodrome.

Affordable, efficient core services that deliver clear value.

The aerodrome is maintained at a fit-for-purpose level, focusing on safety and essential functionality rather than expansion, ensuring value for money for ratepayers.

A resilient, future-ready district that adapts to change Dannevirke Aerodrome plays a key role in emergency response, rural connectivity, and resilience during extreme weather or transport disruptions. The Dannevirke aerodrome is listed under Regional Civil Defence lifelines Vulnerability assessment as: *Criticality 3: Locally Significant*. Secondary contributions exist to prosperity and opportunity, particularly through agricultural aviation and flight training support.

Dannevirke Aerodrome is not operated as a growth asset or commercial airport. Its value lies in safety, resilience, and community enablement. Decisions about funding and levels of service should continue to recognise this role and avoid introducing expectations of financial return that are not realistic for a small rural aerodrome.

Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	Dannevirke Aerodrome is operated as a non-certificated aerodrome, allowing Council to meet safety and legislative obligations at proportionate cost without the overheads of full certification. This approach delivers essential aviation access while minimising operating costs and limiting pressure on rates.



<p>Trusted leadership and meaningful community voice.</p>	<p>Council’s management of the aerodrome reflects its non-certificated status through clear rules, practical risk controls, and regular engagement with local users rather than complex regulatory frameworks. This enables responsive decision-making while maintaining safety and user confidence.</p> <p>Impact/benefits - strong relationships with aerodrome users</p>
<p>A resilient, prosperous district with opportunities for people and business.</p>	<p>The aerodrome supports agricultural aviation, training, and emergency operations in a way that aligns with its non-certificated, rural role. This enables economic and community activity while avoiding unrealistic expectations of commercial growth or financial return.</p> <p>Impact/benefit - enables activity without exposure to commercial risk.</p> <p>As a non-certificated aerodrome, Dannevirke provides flexible, reliable access for emergency services and aviation operators during weather events or transport disruptions. Maintaining this level of service strengthens district resilience without committing Council to costly infrastructure or certification requirements.</p> <p>Impact/benefits - resilience benefits without capital escalation. Ensures operational flexibility during emergencies.</p>

8. Anything else Council needs to know about our activity.

- In alignment with the Manawatū-Whanganui CDEM Group approach, Dannevirke Aerodrome provides critical emergency air access during floods, storms, and other natural hazard events when road corridors are constrained or unavailable. As a non-certificated aerodrome, it provides a flexible, low-overhead emergency capability that supports preparedness, response, and recovery without imposing the cost and complexity of full airport infrastructure. *Airfields in general are noted as critical for good distribution in the Hikurangi Earthquake response plan.*
- The aerodrome’s value lies in its availability, flexibility, and reliability during high-impact, low-frequency events rather than day-to-day traffic volumes.
- Fuel availability at Dannevirke Aerodrome is maintained through Council’s ownership and management of fuel infrastructure sites, delivered by third-party aviation fuel suppliers. This enables reliable access to Jet A-1 and AVGAS for emergency, agricultural, and general aviation operations while avoiding commercial risk and maintaining affordability consistent with the aerodrome’s non-certificated status.



- It is recommended that Council prioritise the maintenance of the Dannevirke Aerodrome as a safe, accessible, and operational CDEM lifeline asset that enables local business continuity and pilot training.
- In addition, the Council has received enquiries from private operators to develop new hangar sites. It is recommended that this is considered as part of the LTP process.



GROUP: COMMUNITY

Community connection, information, and participation services

Community Engagement activities support how Council connects with, informs, and responds to its communities. This group enables access to services and information, supports participation in decision-making, and contributes to the social and economic wellbeing of the district.

- Customer Services
- Libraries
- Communications
- Visitor Information
- Economic Development
- Community Engagement



Rationale for Delivery (Draft)

Alignment with the purpose of local government

The Community group is a mix of core services, enabling services, and statutory functions, delivered to support access to services, community connection, and democratic participation.

Elements such as libraries are recognised as core services, while customer services, communications, and community engagement fulfil statutory requirements under the Local Government Act to enable participation, transparency, and access to Council services. Other components, such as visitor information and economic development, have a stronger enabling role, supporting social connection, local identity, and economic activity.

Collectively, this group aligns with the purpose of local government under the System Improvements Bill by strengthening community access, supporting informed participation, and enabling the social, cultural, and economic wellbeing of the district.

Alignment with Council's community outcomes

This group directly supports Council's community outcomes.

It contributes to **affordable, efficient core services that deliver clear value** by providing accessible front-line services, shared community facilities, and efficient ways for residents to interact with Council and access information, resources, and support, helping ensure services are reliable, well-maintained, and delivered efficiently.

It supports **trusted leadership and meaningful community voice** by enabling clear, consistent communication, delivering consultation and engagement processes, and ensuring communities can participate meaningfully in decision-making, with their views heard and reflected in Council decisions.

It underpins **a resilient, prosperous district with opportunities for people and business** by strengthening community connections, supporting local identity and visitor activity, improving access to information and services, and enabling community-led initiatives that contribute to a district that is attractive, connected, and able to adapt to change over time.



Activity Overview - Customer Services

Customer Engagement incorporates three core functions – Customer Service, Libraries, Visitor Information. This overview focuses on Customer Service.

1. What do we have to do?

Deliver front-line access to Council services and transactions. Why we must: The Local Government Act 2002 (LGA) requires councils to enable democratic local decision-making and provide accessible services. Customer Services is the primary interface for this.

- **Support statutory and compliance processes.** Why we must: Activities such as rates payments, building consents, dog registration, and regulatory payments are required under legislation and must be administered accurately and consistently.
- **Enable community participation in consultation and engagement processes.** Why we must: The LGA requires councils to provide reasonable opportunities for community participation in decision-making, including consultation on plans such as the Long Term Plan.)

2. What else do we do?

Customer Engagement provides a critical role in connecting Council with its community and enabling access to services.

Customer Service is the first point of contact across channels (front counter, phone, digital), resolving enquiries, logging requests, and supporting customers to navigate Council services.

These functions collectively strengthen community access, reduce barriers to services, and support social and economic wellbeing.

3. Who do we do it with?

Internal - Mayor, Elected Members, ELT, Staff.

External – Residents, ratepayers, service users, visitors, tourists, hirers, suppliers, community groups and clubs.



4. What feedback have we received about what we do?

Feedback is received through QR surveys (introduced 2026) that are promoted in each of our centres, online feedback (via website or email), and as part of the annual community survey.

For customer services the Community Survey for 2024/25 asked:

Percentage of customers who lodge faults / requests are satisfied with service provided:

Result was 77% (target was 80%)

In 2023/24 result was 70%

While the target was not met in either survey the improvement from 2023/24 to 2024/15 was very pleasing. It is also worth noting that this result is not specifically respective of the customer services team but rather whole of Council.

5. What budget challenges do we have?

Balancing service expectations with investment in systems and staff capability. As an example currently we have two scenarios at play – one with regards to resourcing (not having a full complement of staff or casuals who are fully trained) and the other with regards to having up to date systems such as a phone system that has greater functionality.

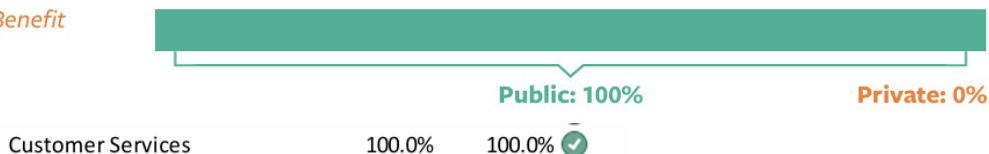
6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk description	Likelihood	Implication	Mitigations / controls
Facilities not fit for purpose (eg setups of desks, safety items)	Medium	Reduced service quality and safety risks	Making do with what we have. Implementing work arounds as best we can
Low staff numbers and fully trained staff	High	Errors and reputational risk	Training and workforce planning
Outdated systems	Medium	Inefficiency and poor customer experience	Making do with what we have Working with other departments on upgrade possibilities



Customer Services Ngā Ratonga Kiritaki

Benefit



7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

- **Changes in Annual Plan 2025/26:**
Budget has been allocated for plans to be drawn up for Woodville site integration work
- **Changes in Annual Plan 2026/27 (expected):**
Inclusion of proposed work and budget for integration of Pahiatua sites.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	The Customer Services team at Council provides efficient core services by acting as a trusted first point of contact for residents, helping them access information, make payments, and resolve issues quickly and accurately. By supporting people to navigate council services, meet their obligations, and have their enquiries heard, the team strengthens community confidence, improves access to services, and delivers clear everyday value across the district.
Trusted leadership and meaningful community voice.	Council's Customer Services team provides trusted leadership and a meaningful community voice by listening to residents' needs, responding respectfully, and helping people navigate council processes with clarity and confidence. Through everyday interactions, issue resolution, and feedback channels, the team helps ensure community concerns are addressed and understood, advocates for service improvement where applicable, and strengthens trust between Council and the people it serves.



A resilient, prosperous district with opportunities for people and business.	Council's Customer Services team supports community resilience and preparedness for change by helping residents navigate change, access timely information, and understand council processes as needs, services, and requirements evolve.
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9. Anything else Council needs to know about our activity.

It is important to note that while the three functions (libraries, customer service and information centres) operate separately, to some extent, they are an integrated services with trained staff that can support all functions. These functions were integrated in July 2025.



Activity Overview - Libraries

Customer Engagement incorporates three core functions – Customer Service, Libraries, Visitor Information. This overview focuses on libraries.

1. What do we have to do?

- Where a Council provides a public library, residents must be able to join free of charge.
- Libraries are also recognised as a core service under current legislative direction.

2. What else do we do?

Libraries – provide core community infrastructure that supports literacy, learning, digital inclusion, and social connection through collections, programmes, and safe public spaces.

These functions collectively strengthen community access, reduce barriers to services, and support social and economic wellbeing.

3. Who do we do it with?

Internal - Mayor, Elected Members, ELT, Staff.

External – Residents, ratepayers, service users, community groups, library members, and schools.

4. What feedback have we received about what we do?

Surveys, consultation, stakeholder relationships.

Feedback is received through QR surveys (introduced 2026) that are promoted in each of our centres, online feedback (via website or email), and as part of the annual community survey.

For library services the Community Survey for 2024/25 asked:

- Percentage of residents rating libraries as “fairly satisfactory” or “very satisfactory”
Result was 94% (target was 90%)
In 2023/24 the result was 88%
These results reflect a positive improvement over a 12 month period.
- Percentage of customers satisfied with children’s programmes:
Result was 100% (target was 90%)
In 2023/24 the result was 88%
The 2024/25 result showed a significant improvement over 2023/24.



5. **What budget challenges do we have?**

Libraries: Increasing expectations for digital access, programmes, and community use place ongoing pressure on budgets, particularly for technology, collections, and programme delivery. Ideally, the budget for libraries would include new initiatives (e.g. makerspace) and expansion of current programme activation (e.g. author talks and other children's activities to promote the value of reading and learning). On top of this the library budgets need to ensure they have sufficient funds to ensure the library collection, technology and software is kept up to date.

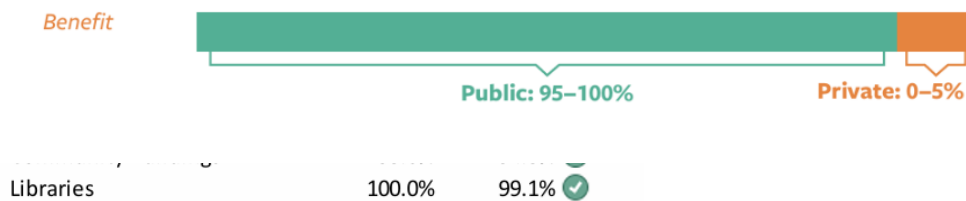
Service model evolution: Integration of libraries, customer services, and information services requires investment in training, systems, and fit-for-purpose spaces.

6. **What are the top three risks (or uncertainties) to the successful delivery of our activity?**

Top 3 risks or uncertainties for libraries are:

Risk description	Likelihood	Implication	Mitigations / controls
Facilities not fit for purpose	Medium	Reduced ability to deliver services	Review or restrict programmes / activities that are run. Making do with what we have.
Staff capability constraints	High	Reduced service levels	Training and staffing
Limited community reach	Medium	Reduced impact	Encourage residents to come into libraries

Libraries Ngā Whare Pukapuka



7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

- **Changes in Annual Plan 2025/26:**

Budget has been allocated for plans to be drawn up for Woodville site integration work

- **Changes in Annual Plan 2026/27 (expected):**

Inclusion of proposed work and budget for integration of Pahiatua sites.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	Council libraries provide free / affordable, efficient core services by creating welcoming, shared community spaces where people can learn, connect, and access essential resources. This can be through a range of programmes, digital access, local knowledge, and inclusive activities, libraries strengthen community wellbeing and cohesion while delivering clear value to residents across the district.
Trusted leadership and meaningful community voice.	Council libraries provide trusted leadership and a meaningful community voice by being accessible, providing neutral spaces where people can seek information, share ideas, and engage with Council and each other. Through close relationships with local communities, responsive programmes, and everyday interactions, libraries help reflect and promote community needs, build trust, and support inclusive participation in civic and community life.
A resilient, prosperous district with opportunities for people and business.	Council libraries support community resilience and preparedness for change by providing accessible spaces, resources, and programmes that help people build skills, knowledge, and connections over time.

9. Anything else Council needs to know about our activity.

It is important to note that while the three functions (libraries, customer service and information centres) operate separately, to some extent, they are integrated services with trained staff that can support all functions. These functions were integrated in July 2025.



Activity Overview - Communications

1. What do we have to do?

As part of the LTP process, the **Special Consultative Procedure (SCP)** outlined in the Local Government Act, requires Council to provide clear information about the key issues and decisions, usually through a Consultation Document, and give the community a reasonable opportunity to provide feedback.

Council must also apply its Significance and Engagement Policy, which sets out how the significance of decisions is assessed and guides how and when the community is engaged on matters that affect them.

For the comms team this means:

- Inform the community about the LTP and the decisions being considered
- Provide opportunities, channels and tools for people to give feedback during the consultation period
- Ensure information is available through a range of channels (online, print, and in person)
- Support elected members in communicating the key issues and options to the community

2. What else do we do?

- Provide and maintain our internal and external communications channels
- Develop and implement communications strategies and plans for key Council projects and initiatives
- Lead Council's relationship with the media.
- Provide tools, templates and advice to assist teams to communicate effectively.
- Help council teams use clear language and provide consistent communications and messaging
- Monitor public sentiment and feedback through media, social media and other channels to inform Council decision-making
- Coordinate emergency and crisis communications, including Civil Defence and significant events affecting the district
- Support internal communications to keep staff informed and aligned with organisational priorities.
- Advise on best communications methods and activities to different areas of the organisation.
- Support the organisation to develop documents, consultation and information
- Develop, manage and monitor Council's brand.
- Promote Council's story/services through our communications channels.

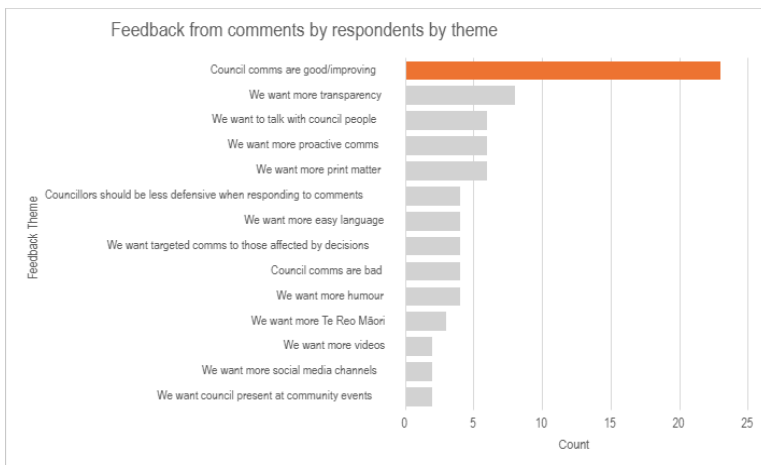


3. Who do we do it with?

- Internal: Mayor, Elected Members, ELT, Staff.
- External: Residents, ratepayers, service users, media, iwi, marae, funders, information centres, community committees, community boards, Horizons Regional Council, 3 Waters partners districts, Manawatū Whanganui councils, Other councils, Taituara, LGNZ, Rural Groups (RST, Beef and Lamb, FF, etc), Catchment collectives, Civil Defence Groups, Tararua Reap, Sport Tararua, Emergency services, Supply partners and contractors, Community groups and clubs, Domain boards, Coastal groups, Schools, Lions, Probus, SuperGrans, Chambers of Commerce, Businesses, Young Farmers Association.

4. What feedback have we received about what we do?

- Each year a communications survey is conducted with the public. The purpose is to gain a better understanding of what members of the public think about Tararua District Council’s communication, and what can be improved on. This is a summary of the 2025 findings.
- **Results from the 2025 Community Survey show that public perceptions of Council’s communications are improving when compared with previous years.** Trend analysis indicates a positive shift in how effectively Council is communicating with the community, reflecting progress in clarity, accessibility, and overall engagement.
- The graph below summarises key communication-related results from the 2025 survey and shows how these compare with earlier survey findings.

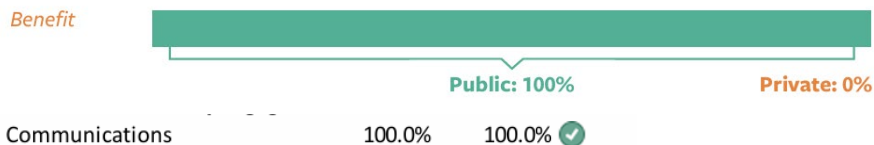


5. What budget challenges do we have?

- Current budget is adequate.



Communications Ngā Whakawhitiwhiti



6. What are the top three risks to the successful delivery of our activity?

- Communications rely on timely and accurate information from teams across Council. If information presented to the comms team is delayed, incomplete, or incorrect, this may affect the quality of information provided to the community.
- Rapidly spreading negative commentary on social media can affect public trust in Council. If not managed appropriately, this can influence public perception and make it more difficult to communicate important information or decisions.
- Pressure to reduce resources across TDC due to affordability. This could affect Council’s ability to inform and engage effectively with the community.

7. How are we tracking based on the last LTP?

No change

- **Changes in Annual Plan 2025/26:**
No change
- **Changes in Annual Plan 2026/27 (expected):**
Current budget is adequate

8. Strategic alignment

Council has drafted its new strategic framework (see last page of this template). Council will seek community feedback on this as part of its early engagement on the LTP.

Consider the draft community outcomes. How does your activity contribute to each?

Draft community outcomes	This activity contributes to this outcome by...
Affordable, efficient core services that deliver clear value clearly explaining the services Council delivers, the costs involved, and the value they provide to the community. In addition, by providing opportunities for people to share their views, Council can better understand community needs, expectations and concerns.



<p>Trusted leadership and meaningful community voice</p>	<p>.... ensuring Council communicates clearly, transparently and consistently with the community. Through our communications and engagement channels we help residents share their views and have their voices heard. Clear communication about decisions and the reasons behind them helps build trust and understanding.</p>
<p>A resilient, prosperous district with opportunities for people and business</p>	<p>.... promoting our district and sharing information about opportunities, services and infrastructure that support people and businesses. Comms helps build a positive reputation for the district and ensures residents and investors understand how growth is planned and managed.</p> <p>.... keeping the community informed about challenges, risks and the need for long-term planning for the district. It helps residents understand the need to adapt to change and support decisions and investments that strengthen our district's resilience.</p>

9. Is there anything else Council needs to know about our activities?

Communications became a standalone activity with associated levels of service in the 24-34 LTP. It was previously regarded as an internal/support service in Council.



Activity Overview - Visitor Information

Customer Engagement incorporates three core functions – Customer Service, Libraries, Visitor Information. This overview focuses on Visitor Information.

1. What do we have to do?

- **Local Government Act 2002** – support community wellbeing
- **Council Direction** – provide visitor services aligned with economic development.

2. What else do we do?

Visitor Information– provide local and visitor information, bookings, and connections to transport, events, and local businesses, supporting both community access and economic activity.

These functions collectively strengthen community access, reduce barriers to services, and support social and economic wellbeing.

3. Who do we do it with?

External – Residents, ratepayers, service users, visitors, tourists, hirers, iSite New Zealand

4. What feedback have we received about what we do?

General feedback via surveys as well as through QR surveys (introduced 2026) that are promoted in each of our centres and online feedback (via website or email). General feedback has been positive with a key demographic in the community appreciating the ability to access these services in person.

5. What budget challenges do we have?

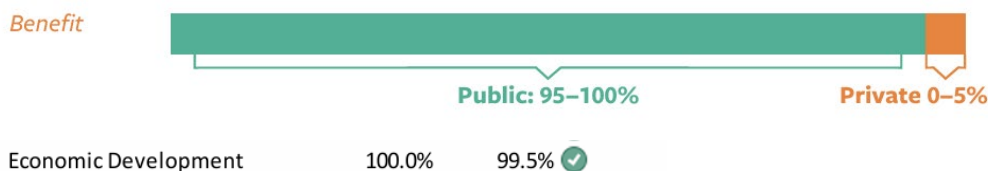
Information centres / i-SITE: Future direction is uncertain, particularly in relation to funding, economic development alignment, and whether these remain core Council services.



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk description	Likelihood	Implication	Mitigations / controls
Unclear future role	High	Strategic misalignment	Continue to provide high quality service
Funding uncertainty	High	Service reduction risk	Outside of our control
Alignment with economic development	Medium	Reduced effectiveness	Continue to promote Tararua as a destination

Economic Development Te Whakawhanaketanga Ohaoha



7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

- **Changes in Annual Plan 2025/26:**
Budget has been allocated for plans to be drawn up for Woodville site integration work
- **Changes in Annual Plan 2026/27 (expected):**
Inclusion of proposed work and budget for integration of Pahiatua sites as well as budget for completion of Woodville integration work.

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	Council Visitor Information teams provide efficient services by offering reliable, face-to-face information and support for both residents and visitors. By helping people access transport, local services, events, and visitor experiences, these teams strengthen community connection, support local



	businesses and tourism, and deliver practical value that contributes to the district’s social and economic wellbeing.
Trusted leadership and meaningful community voice.	Council Visitor Information teams provide trusted leadership and a meaningful community voice by offering knowledgeable, approachable, and locally grounded advice to residents, visitors, and businesses.
A resilient, prosperous district with opportunities for people and business.	Council Visitor Information teams support a prosperous district by connecting people and businesses with opportunities, services, and visitors that contribute to local economic activity. By promoting local attractions, events, transport options, and businesses, and by providing practical support to visitors and residents, these teams help drive visitor spend and strengthen the local economy,

9. Anything else Council needs to know about our activity.

It is important to note that while the three functions (libraries, customer service and information centres) operate separately, to some extent, they are an integrated service with trained staff that can support all functions. These functions were integrated in July 2025.



Activity Overview - Economic Development

1. What do we have to do?

There are no mandatory activities or legislative drivers for this activity.

This activity needs to be delivered in accordance with the following:

- Local Government Act 2002:
 - Ensure economic development aligns with the purpose of local government to promote community well-being.
 - Demonstrate accountability and transparency in funding and decision-making.

- Resource Management Act 1991:
 - Facilitate sustainable land use for commercial and industrial growth.
 - Ensure development aligns with environmental protection and community character.

- Local Government (Rating) Act 2002:
 - Keep rates affordable while funding essential infrastructure for economic growth.

- Health and Safety at Work Act 2015:
 - Support businesses to comply with workplace safety regulations, fostering a safe and productive workforce.

- Climate Change Response (Zero Carbon) Act 2019:
 - Promote low-carbon industries and initiatives (e.g., renewable energy projects, green building standards).

- Economic Development Agency Partnerships:
 - Collaborate with NZ Trade & Enterprise (NZTE), CEDA, and Regional Business Partners to support local businesses.

2. What else do we do?

We are not currently undertaking this activity, following Council's direction in the LTP 2024-2034

Proposed scope of this activity for LTP 2027-37 includes:

- **Business Growth & Retention**
 - Support local businesses through grants, training, networking and advance notice of future procurement opportunities.



- Develop incentive programs to encourage entrepreneurship and innovation.
- Strengthen partnerships with chambers of commerce and industry associations.

- **Workforce Development & Education**

- Collaborate with educational institutions to align training programs with industry needs.
- Promote apprenticeships, vocational training, and upskilling initiatives.
- Attract and retain skilled workers through housing and quality-of-life improvements.

- **Infrastructure & Investment**

- Identify opportunities to improve transportation, utilities, and digital infrastructure to support business expansion.
- Identify and develop key commercial and industrial zones.
- Market the region to domestic and international investors.
- Identify opportunities to partner with iwi, industry or the community to deliver shared infrastructure projects that contribute to growth
- Identify external funding or investment streams that could support infrastructure in the district

- **Tourism & Local Economy**

- Enhance visitor experiences through cultural, recreational, and hospitality investments.
- Support small businesses and artisans to boost the local economy.
- Promote sustainable tourism practices.

- **Innovation & Technology**

- Encourage tech startups and digital transformation in traditional industries.
- Develop innovation hubs or co-working spaces.
- Partner with research institutions for economic diversification.

3. Who do we do it with?

- Local government & economic development agencies
- Businesses & industry leaders
- Educational institutions & training providers
- Community organisations & residents
- Central government?

4. What feedback have we received about what we do?

No feedback received.

5. What budget challenges do we have?

The activity is rated for but given the change in direction, no activities were undertaken. Decisions will need to be made by Council around the level of investment in Economic Development.



6. What are the top three risks to the successful delivery of our activity?

Risk description	Likelihood	Implication	Mitigations / controls
Global economic downturns, inflation, or supply chain disruptions could reduce investment, strain local businesses, and delay key projects and initiatives.	High	High	- Diversify industries to reduce reliance on volatile sectors. - Maintain contingency funds and flexible planning to adapt to changing conditions. - Strengthen partnerships with central government and regional agencies for crisis support.
Resistance to growth (e.g., due to perceived loss of character, affordability concerns, or environmental impacts) could stall projects or policies.	Medium	Medium	- Early and ongoing engagement with residents, iwi, and businesses to co-design solutions. - Transparent communication about trade-offs and long-term benefits. - Pilot projects to demonstrate success before scaling.
Competing priorities, rising costs, or limited council budgets could restrict delivery of infrastructure, grants, or support programs.	Medium	Medium	- Prioritise high-impact, low-cost initiatives (e.g., digital enablement, regulatory streamlining). - Leverage external funding (e.g., Crown Infrastructure Partners, NZ Upgrade Programme). - Phased implementation to align with budget cycles. - Planning and business cases developed to demonstrate value and secure funding

7. How are we tracking based on the last LTP?

Changes in Annual Plan 2025/26:

No targets met due to change in direction and scope

- **Changes in Annual Plan 2026/27 (expected):**

No changes.

8. Strategic alignment

Council has drafted its new strategic framework (see last page of this template). Council will seek community feedback on this as part of its early engagement on the LTP.



Consider the draft community outcomes. How does your activity contribute to each?

Draft community outcomes	This activity can potentially contribute to this outcome by...
Affordable, efficient core services that deliver clear value	<ul style="list-style-type: none"> - Support local businesses through streamlined regulations, cost-effective permitting, and targeted grants to reduce financial burdens. - Invest in digital infrastructure (e.g., high-speed internet) to improve business efficiency and service delivery. - Ensure economic development initiatives complement (not inflate) rates and charges. <p>Potentially contribute to Council projects, services or outcomes through resilient / sustainable local supply chain, upskilled local businesses that can respond to tenders and deliver Council projects and services...</p>
Trusted leadership and meaningful community voice	<ul style="list-style-type: none"> - Engage businesses, iwi, and residents in co-designing economic strategies (e.g., workshops, surveys). - Transparent reporting on investment outcomes (jobs created, business growth). - Partner with local industry leaders to ensure policies reflect real needs.
A resilient, prosperous district with opportunities for people and business	<ul style="list-style-type: none"> - Attract responsible investment in housing, tourism, and tech-balancing growth with community character. - Improve transport and connectivity (roads, public transit, cycling networks) to support business access. - Develop vibrant town centres with mixed-use spaces that encourage local spending. - Promote diversified industries (e.g., green energy, agri-tech) to reduce reliance on volatile sectors. - Upskill workers for future-proof jobs (via partnerships with training providers). - Strengthen supply chain resilience (e.g., local food production, local industry, disaster-ready infrastructure) and local business sustainability.

9. Is there anything else Council needs to know about our activities?

Collaboration with external agencies will enhance TDC’s capacity to deliver economic development activities by:

- Accessing additional funding and resources.
- Leveraging specialised expertise (e.g., investment attraction, workforce development).
- Building stronger networks with central government, industry, and community organizations.



- Ensuring alignment with national and regional strategies (e.g., Regional Spatial Plans, Economic Development Agency priorities).

By proactively engaging external partners, TDC can mitigate risks, scale impact, and deliver economic development outcomes that benefit the entire district.



Activity Overview – Community Engagement

This Activity Overview provides information on the initiatives that sit under the Community Development budget line in the 2024-2034 Long-Term Plan.

1. **What do we have to do?** - *(What are our statutory obligations? If we don't do it, we will be non-compliant – include all relevant legislation)*
 - Deliver community engagement and consultation required under the Local Government Act 2002.
 - Plan and deliver in-person and targeted engagement activities across the district.
 - Ensure consultation activities are accessible, fit-for-purpose, and appropriate for rural and smaller communities.
 - Support Council-led consultations by coordinating events and attendance.
 - Work with internal project leads to ensure engagement meets statutory requirements.
2. **What else do we do? (What are all the other important but non statutory things we do? Includes Council priorities and projects)**

Community Engagement & Development

- Support and enable community-led development, including community plans.
- Attend and support community meetings, forums, and Community Boards.
- Maintain a consistent Council presence in communities to build trust and local relationships.

Grants and Funding Administration

- Administer Council and external grants rounds.
- Prepare accurate funding reports for Council and committees.
- Support community groups to understand and apply for funding.
- Ensuring accountability, transparency, and compliance in the use of public funds.

Initiatives Delivered under the Community Development Budget Line

The following activities are funded through the Community Development activity however are delivered across Council and are not managed by the Community Engagement part of this activity.

- Deliver and support the Mayor's Taskforce for Jobs, a self-funding programme connecting local employers, rangatahi, and training opportunities.
- Administer and support grant programmes funded through the Community Development activity, including:
 - Grants for Information Centres
 - Grants allocated by Community Boards and committees
 - The Mayor's Discretionary Fund
- Support the delivery and coordination of community crime camera programmes in town centres and selected public spaces.



3. Who do we do it with?

Collaboration across multiple layers of the community and Council.

Internal Partners

- Council teams involved in consultation, planning, projects, and funding.
- Funding Panel members and Districtwide Contestable Fund panel.
- Elected Members on Council and Committees
- Community Board members (Dannevirke and Eketāhuna Community Boards)

External Partners

- Community groups, volunteers, and local organisations.
- Local committees and community development groups (e.g., Positively Woodville, Explore Pahiatua).
- Marae and iwi.
- Rural communities including Te Uri, Weber, Ormondville, Pongaroa, Herbertville, Akitio, Alfredton, Makuri, Kumeroa, and others.
- Funding providers (DIA, ECCT, EECA, Creative Communities NZ).

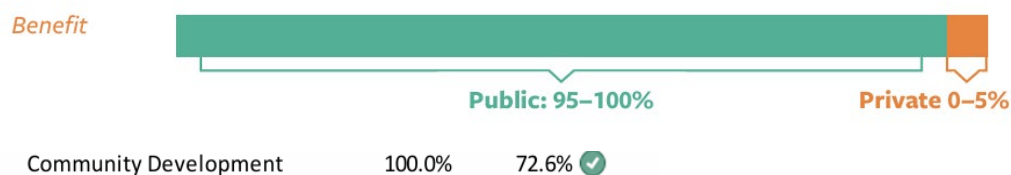
4. What feedback have we received about what we do?

- No formal feedback mechanisms currently in place for Community Engagement.
- Engagement relies on informal feedback, participation levels, and stakeholder relationships.
- Maintaining strong relationships and responsiveness remains critical to success

5. What budget challenges do we have?

- Staff salary is the primary cost and is currently funded and within budget.
- Core systems (GrantGuru, SmartyGrants) remain within approved budgets.

Community Development Whanaketanga Hapori



6. What are the top three risks (or uncertainties) to the successful delivery of our activity?

Risk Description (What could go wrong?)	Impact / Consequence for Council (If it occurs, what happens?)	Likelihood (Low / Medium / High)	Mitigation Strategy (How will the risk be managed or reduced?)
Inability to meet fund administration and reporting requirements.	Risk of misallocated funding, noncompliance and reputational harm.	Low / Medium	Prioritise fund administration and reporting.
Slow progress with community led development activities due to limited resourcing.	Reputational risk where Council commitments cannot be delivered as expected. Projects intended to be community-led may revert to Council delivery, increasing pressure on Council resources.	Low / Medium	Manage expectations and report progress through committees/community boards
Unable to deliver planned level of consultation and engagement.	Engagement may not meet legislative or Council requirements, or community expectations.	Low / Medium	Prioritise statutory consultation; escalate risks early.

7. How are we tracking based on the last LTP? Have services been cut or deferred that are likely to be required in later LTP years?

No

8. Strategic alignment

The Community Outcomes our activity primarily contributes to (can be one or more.)

Community outcomes (draft)	Describe how your activity contributes to this outcome.
Affordable, efficient core services that deliver clear value.	Community Engagement supports affordability and efficiency by delivering well planned, accessible consultation that improves decision making so that Council resources are targeted to what matters most to communities.
Trusted leadership and meaningful community voice.	Community Engagement provides structured opportunities for communities to be heard early and meaningfully, helping Council build trust, explain decisions clearly, and reflect local perspectives.



<p>A resilient, prosperous district with opportunities for people and business.</p>	<p>By strengthening relationships, supporting community led development, and connecting people with Council and partners, Community Engagement helps build local resilience and supports communities to adapt to change over time.</p> <p>Strengthening community resilience and preparedness, including emergency welfare.</p>
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9. Anything else Council needs to know about our activity.

Community Engagement FTE Allocation – Emergency Management

- The Community Engagement activity is delivered with 0.75 FTE, with 0.25 FTE allocated to Emergency Management responsibilities.
- This split creates synergy, as many external stakeholders (community groups, committees, welfare partners, rural communities) overlap across both areas.

Some Community Development Functions were stopped in year one of the LTP (2024-2034) and a new Community Engagement position established in year 2. This means that some performance measures are not being pursued in the Community Development Activity being:

- . Council actively seeks external funding for projects and initiatives
- . Community projects are supported in gaining external funding
- . Community are satisfied with activities of the community development service
- . Develop community leadership and collaborative skills

