

Notice is hereby given that an ordinary meeting of the Finance, Audit & Risk Committee will be held on:

Date: Wednesday 25 August 2021
Time: 4.00 pm
Meeting Room: Council Chambers
Venue: Horowhenua District Council
Levin

Finance, Audit & Risk Committee

OPEN AGENDA

MEMBERSHIP

Chairperson	Mr Philip Jones	
Deputy Chairperson	Mrs Christine Mitchell	
Members	Mr David Allan	
	Mr Wayne Bishop	
	Mr Ross Brannigan	
	Mr Todd Isaacs	
	Mr Bryan Jackson	
	Mr Sam Jennings	
	Mrs Victoria Kaye-Simmons	
	Mr Robert Ketu	
	Mrs Jo Mason	
	Ms Piri-Hira Tukapua	
	HWTM Bernie Wanden	
Reporting Officer	Mrs Jacinta Straker	(Chief Financial Officer)
Meeting Secretary	Mrs Karen Corkill	

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Website: www.horowhenua.govt.nz

Full Agendas are available on Council's website
www.horowhenua.govt.nz

Full Agendas are also available to be collected from:
Horowhenua District Council Service Centre, 126 Oxford Street, Levin
Te Awahou Nieuwe Stroom, Foxton,
Shannon Service Centre/Library, Plimmer Terrace, Shannon
and Te Takeretanga o Kura-hau-pō, Bath Street, Levin

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1 Apologies

2 Public Participation

Notification of a request to speak is required by 12 noon on the day of the meeting by phoning 06 366 0999 or emailing public.participation@horowhenua.govt.nz.

See over the page for further information on Public Participation.

3 Late Items

To consider, and if thought fit, to pass a resolution to permit the Council to consider any further items which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded.

Such resolution is required to be made pursuant to Section 46A(7) of the Local Government Official Information and Meetings Act 1987, and the Chairperson must advise:

- (i) The reason why the item was not on the Agenda, and
- (ii) The reason why the discussion of this item cannot be delayed until a subsequent meeting.

4 Declarations of Interest

Members are reminded of their obligation to declare any conflicts of interest they might have in respect of the items on this Agenda.

5 Confirmation of Minutes

5.1 Meeting minutes Finance, Audit & Risk Committee, 30 June 2021

6 Announcements

Public Participation (further information):

The ability to speak at Council and Community Board meetings provides the opportunity for members of the public to express their opinions/views to Elected Members as they relate to the agenda item to be considered by the meeting.

Speakers may (within the time allotted and through the Chairperson) ask Elected Members questions as they relate to the agenda item to be considered by the meeting, however that right does not naturally extend to question Council Officers or to take the opportunity to address the public audience be that in the gallery itself or via the livestreaming. Council Officers are available to offer advice to and answer questions from Elected Members when the meeting is formally considering the agenda item i.e. on completion of Public Participation.

Meeting protocols

1. All speakers shall address the Chair and Elected Members, not other members of the public be that in the gallery itself or via livestreaming.
2. A meeting is not a forum for complaints about Council staff or Council contractors. Those issues should be addressed direct to the CEO and not at a Council, Community Board or Committee meeting.
3. Elected members may address the speaker with questions or for clarification on an item, but when the topic is discussed Members shall address the Chair.
4. All persons present must show respect and courtesy to those who are speaking and not interrupt nor speak out of turn.
5. Any person asked more than once to be quiet will be asked to leave the meeting.

Health & Safety Report

File No.: 21/337

1. Purpose

To provide an update to the Finance Audit and Risk (FAR) Committee on health and safety matters at Horowhenua District Council for the period 1 April to 31 July 2021.

2. Recommendation

- 2.1 That Report 21/337 Health & Safety Report be received.
- 2.2 That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

3. Issues for Consideration

As included in the **attached** report.

Attachments

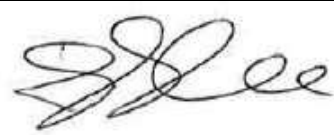

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B	HS - Final Horowhenua SafePlus Assessment report 24 and 25 March 2021 - 13 August 2021	16

Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

Signatories

Author(s)	Tanya Glavas Health & Safety Advisor	
Approved by	Ashley Huria Business Performance Manager	

Horowhenua District Council
Health & Safety Report 1 April – 31 July 2021
FAR Committee Meeting 25 August 2021

Key Highlights for this quarterly report:

- The final report for Horowhenua District Council of the SafePlus Onsite Assessment and Advice Report was received 13th June 2021. The final report has scored HDC from Developing in December 2018 to Performing in 2021. The full report is attached.
- Successful launch of My Everyday Wellbeing programme for HDC staff. This is a digital site, available on work and personal devices, with access to expert advice, scientifically based information, to help you reduce stress, get more energy and boost your memory and more. There is also advice for managing physical health conditions and available is thousands of nutritionally analysed recipes catering to all dietary needs. Feedback from staff has been really positive.

LEAD INDICATORS

1. Health & Safety training/inductions

1 April – 31 July 2021	Mandatory/ Optional	Attendees Completed	Percentage Completed
First Aid Training (Role specific) Ongoing Refresher & Full course	Mandatory/Optional	1	100%
Peoplesafe Induction (New staff)	Mandatory	11	100%
Health & Safety Induction (New Staff)	Mandatory	11	100%
Health and Safety Representative Stage 1 Training	Mandatory	1	100%
Occupational Health - Hepatitis A&B Vaccinations	Optional – Identified staff	9	Schedule completed July 2021
Influenza vaccinations	Optional	39	As scheduled
Ergonomic Assessment Training	Optional	6	As scheduled
Workstation Ergonomic Assessment	Optional	9	As scheduled
Fire Warden Training – Civic Building	Mandatory	18	100%
All Aquatics employees complete H&S Induction and first aid training	Mandatory		100%

Emergency Evacuation Drills (2 per year)

Levin Aquatic Centre	Completed 10 March 2021
Te Awahou Nieuwe Stroom	Completed 16 March 2021
Foxton Pool	Completed 10 March 2021
Te Takeretanga o Kura-hau-pō	Completed 17 March 2021
Council's Main Office	Completed 15 July 2021

2. Health & Safety Contractor Register Process (Pre-qualification of Contractors)

Contractor Numbers	Qualified this Quarter	Pending this Quarter	Expired this Quarter	Qualified last Quarter	Pending last Quarter	Expired last Quarter
76 Qualified 87 Total	23	4	2	11	6	1

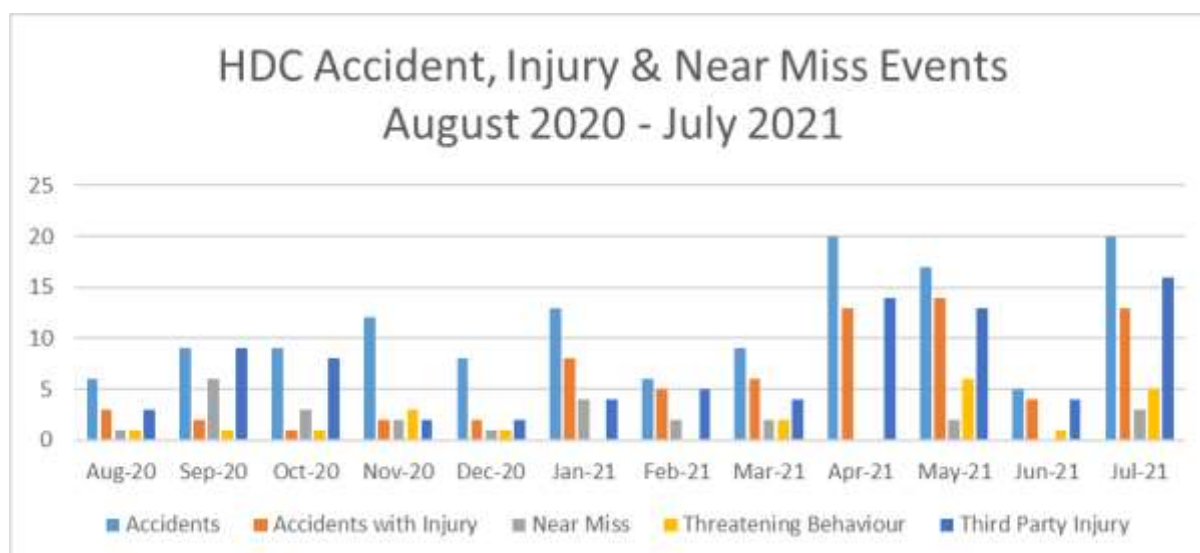
3. Health & Safety Committee (HSC) – Health and Safety at Work (Worker Engagement, Participation, and Representation) Regulations 2016

Monthly meetings completed (April, May, June and July)

- The H&S Committee Working Terms of Reference have been reviewed and updated to ensure a flexibility which reflects the changes that occur through reorganisation of teams or groups, from time to time in our organisation.
- The health and safety annual plan is reviewed and updated for the year July 2021 – June 2022. The whole committee take part in reviewing and selecting objectives and actions to achieve the planned outcomes. This annual plan is based on the three key areas of the Safeplus Assessment of Leadership, Worker Engagement and Risk Management.
- IMPAC training for the Health and Safety Committee and other staff, is booked in for August to complete HSR Stage 2 Risk Assessment and Incident Investigation over two days.

4. LAG INDICATORS

Table 1



Horowhenua District Council experienced **no** Worksafe notifiable events in this quarter.

April, May and July saw increased reporting statistics from the previous quarter for Aquatics accidents, accidents with injury and third party injury. This has coincided with the hydro slide

reopening at the Levin Aquatic Centre. These injury reports were all minor accidents and injuries requiring first aid or ice packs, with no requirement for an ambulance. There has been a review and update of the risk and safety plan for the hydro slide completed in Peoplesafe.

There was increased threatening behaviour reports in May from Libraries and Community Hubs, regarding a large group of teenagers who were hanging around and causing concern in and around Te Takeretanga o Kura hau pō and across the Levin CBD. The reports were about aggressive and abusive behaviour which culminated in the police issuing multiple trespass notices. Action taken over the couple of weeks of issues with the youth included:

- Security guard hours extended to be on site during all opening hours (supporting staff to close up and walk to their cars safety at night)
- Youth Space entry and exit doors closed to give only one point of entry at the Mall entrance
- Police and Police Youth Aid contacted and supportive of concerns.
- Each workstation has a walkie-talkie at all times
- Staff talked to and debriefed by Management after incidents

The five near miss reports all occurred at Levin Aquatics Centre. Staff training and updated procedures have been implemented to avoid repeat near miss incidents. One near miss involved a contractor. The Operations Supervisor spoke with the contractors to remind them of their responsibility to ensure safety of staff around the workspace.

5. COVID-19

- All of New Zealand is at Alert Level 1 at time of report.
- All new employees receive a Covid-19 hygiene and protocol induction as part of the health and safety induction.
- The greater Wellington region moved into Alert Level 2 on 23 June 2021 due to a visitor from Sydney testing positive for the Delta variant on his return to Sydney after a weekend in Wellington. There were no reports of community cases in Wellington and the region went back to Alert Level 1 on 29 June 2021. This was an excellent outcome after seeing how quickly the Delta variant can spread in other cities/regions of the world.

6. Risk Management – Health and Safety at Work Act 2015 (Section 30)

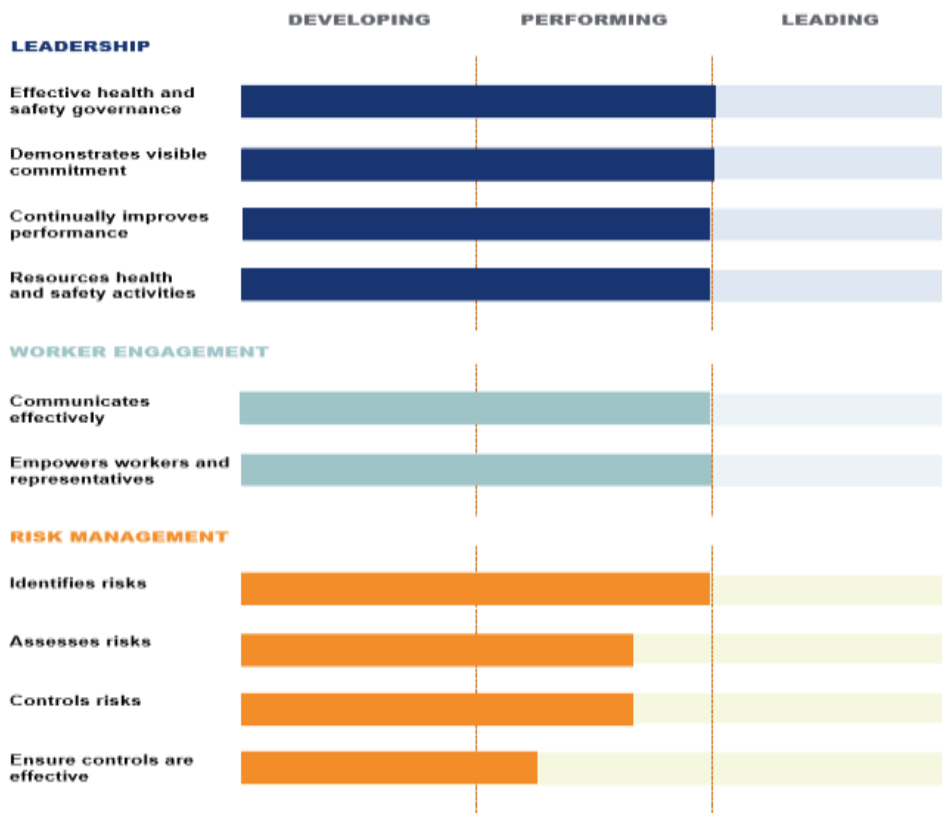
From the Significant Risk/Hazard register, the following health and safety Critical Risks for Council have been identified. (Full register given to FAR Committee members at 28 April 2021 meeting).

- Contractors and sub-contractors
- Working Alone
- Moving stock off the road
- Confined space
- Driving/vehicle related incidents
- People behaviour

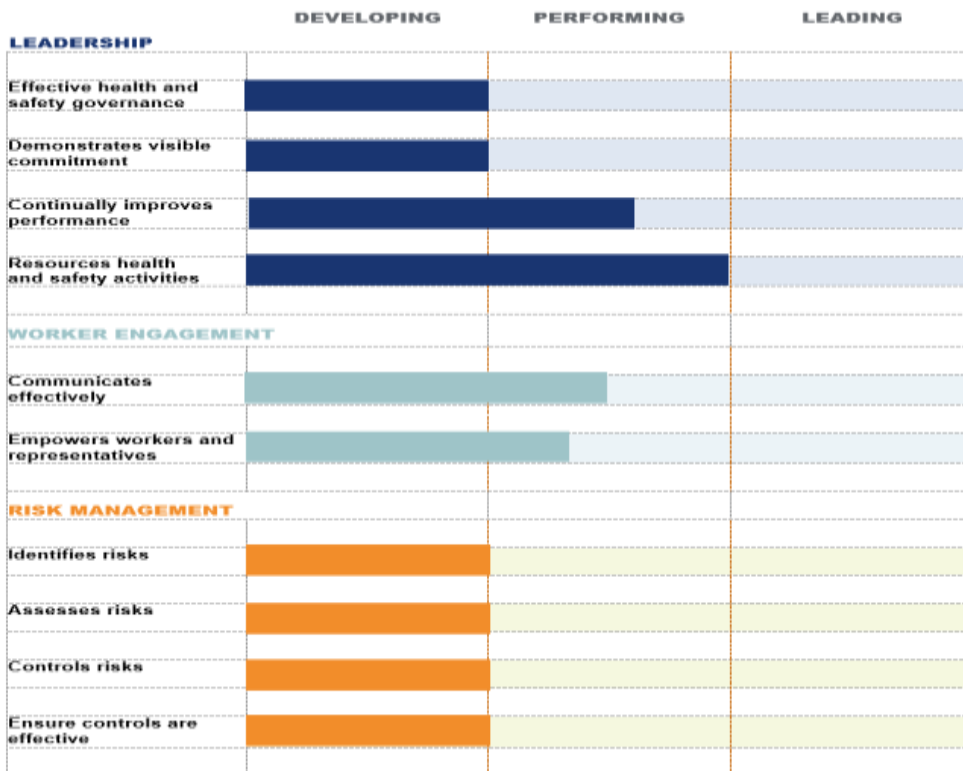
The annual review for the significant risk register is due to start in September 2021 and involves the Health and Safety Committee, staff from each of the teams identified with significant risk in their workplaces, staff focus groups and SMT.

7. Safepus Report – Outcomes by Performance Requirements Comparison

March 2021



December 2018



Safeplus March 2021 Recommendations and planned actions.

Recommendations	Actions
LEADERSHIP	
Consider adding threatening and abusive behaviours to the top critical risks reviewed by the FAR Committee.	Completed and reported to FAR meeting 28 April 2021
Build on what is already provided in the Health and Safety Quarterly Report by configuring the data to present it as a measurement framework that provides insight into: <ul style="list-style-type: none"> ○ health and safety activities ○ critical risks and verifications ○ progress on the annual plan ○ event reporting and related trends. 	Included as part of ongoing improvements to Health and Safety framework and reporting processes.
Develop a set of measures for the SMT and the FAR to monitor and verify the effectiveness of risk controls. This will also assist Elected Council members and the CE meet some due diligence requirements.	Objective in the Health and Safety Annual Plan 2021/2022
Ensure any online tools related to health and safety have input from the HSA so data can be captured in relation to the frequency of contractor's exposure to critical risks.	Included as part of ongoing improvements to Health and Safety framework and reporting processes.
Upskill key council staff so they are safety leaders with contractor management and HDC is a partner with all contractors, rather than defaulting to the larger contractor's health and safety systems.	Objective in the Health and Safety Annual Plan 2021/2022
Clarify health and safety roles and responsibilities for council staff working in Alliance Group. This would include their obligations to council in terms of health and safety.	Noted and included in communication with HDC staff and the Health and Safety Committee
WORKER ENGAGEMENT	
Explore ways to involve more staff in critical risk management. An example could be running staff focus groups when developing critical risk profiles and mitigations.	Objective in the Health and Safety Annual Plan 2021/2022
Consider further upskilling Health and Safety Representatives (HSR), especially around risk management.	HSR Stage 2: Risk Assessment and Incident Investigation training booked 23 & 24 August 2021
RISK MANAGEMENT	
Consider reviewing the five critical risks documented in the FAR report. The risks do not	Objective in the Health and Safety Annual Plan 2021/2022

<p>seem to align with the business risks. Information on the risks should also cover how the controls are verified. It would be also useful to provide information on which business units are affected by these risks and what is considered the level of risk.</p>	
<p>Add a column in the risk register as to how the controls will be verified for effectiveness. Each control should then have a methodology as to how it can be verified. For example, staff inspecting roading sites should have completed certain training and their training should be documented. A process should be developed to easily verify all staff associated with this risk have the correct training, and any gaps highlighted.</p>	<p>Objective in the Health and Safety Annual Plan 2021/2022</p>
<p>Consider reviewing the risk register to make sure the hierarchy of controls are correct for each individual control and the correct HDC and external guidance is referred for specific risks.</p>	<p>Identified as part of the Health and Safety Risk Register review to be completed last quarter 2021</p>
<p>The FAR Committee delivery objectives were that critical risk action plans would be developed for every work group where critical risk or high probability risk has been identified. Review how this objective is tracking.</p>	<p>Objective in the Health and Safety Annual Plan 2021/2022</p>
<p>Ensure any tools developed by the roading team, or other teams, to inspect or assess contractor's health and safety work and performance, are able to collect data that is useful for the business. Information such as the types of critical risks that contractors are exposed to or create in their work, and frequency would be useful for the HSA to collate as a potential lead indicators. This could inform the effectiveness of controls and how work is being performed safely.</p>	<p>Included as part of ongoing improvements to Health and Safety framework. Health and safety audit questions have been integrated into the Temporary Traffic Management (TTM) short audit form, increasing the H&S audit reporting capability.</p>
<p>Consider a method of exception reporting to verify whether all relevant staff are now vaccinated.</p>	<p>Contained in the Peoplesafe reporting system.</p>
<p>Consider strengthening HDC's health and safety contractor review processes as there is still a reliance on the contractor's assessment and inspection processes.</p>	<p>Working with Manawatu/Whanganui Local Authority Shared Services Health and Safety Group to strengthen contractor review processes.</p>
<p>Consider exploring the work programme concerns that were raised by a member of the Horowhenua Alliance.</p>	<p>Noted and discussed with Horowhenua Alliance Director</p>
<p>Consider creating a health and safety document framework that fits HDC's current health and safety requirements.</p>	<p>Objective in the Health and Safety Annual Plan 2021/2022</p>

Deep Dive Risk – Working Alone	
Ensure a process is put in place so HDC know which staff may be expected to work alone or in isolation, and that they all have plans in place that confirm to the Working Alone Policy	Plan with identified teams and HR to complete
Work with the business units to develop their specific procedures based on the policy and best practice controls covered off by the Working Alone Policy. The plans would need to be developed in conjunction with staff and the relevant staff be trained on how to implement the plans.	Identified and part of the Risk Management plan, including review of health and safety risk register.
Consider creating some measures for the SMT and FAR report around how many business units have staff who work alone, how many business units have procedures in place and what training has taken place.	Under review.
Deep Dive Risk – PCBU/Contractor Activities	
Consider how HDC can embed a sustainable process to review health and safety on site practices of contractors	Working with Manawatu/Whanganui Local Authority Shared Services Health and Safety Group to strengthen contractor review processes.
Undertake more work on upskilling managers on the HSWA requirements for overlapping duties.	Planning for training 2021/2022
Ensure there is consistency in health and safety processes across all contractual arrangements.	Reviewing with Procurement team members.
Refer to recommendations relating to contractor management in the risk management section	Working with Manawatu/Whanganui Local Authority Shared Services Health and Safety Group to strengthen contractor review processes.
Deep Dive Risk – Mental Health and Wellbeing	
Develop an overarching workplace mental health and wellbeing framework to dovetail into the soon to be developed wellbeing strategy	Included in the mental health and wellbeing strategy development
The framework should be specific about what its intended goals are and how the outcome will be measured. This should also encompass any initiatives and activities that are launched.	Included in the mental health and wellbeing strategy development
Build on the already completed Psychosocial Policy to identify tools and resources available to workplaces to develop the mental health and wellbeing framework.	Included in the mental health and wellbeing strategy development
Give managers more training on mental health and wellbeing, along with developing processes	Included in training planned for 2021/2022

to assist manages in identifying and dealing with any emerging issues with their staff or members of the public.	
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Report completed by Tanya Glavas, Health and Safety Advisor.



Horowhenua District Council

SafePlus Onsite Assessment and Advice Report

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Introduction

SafePlus aims to help lift the performance of workplace health and safety in New Zealand businesses. It assesses how well a business is performing against good practice health and safety requirements and provides tailored advice and guidance on how to improve. SafePlus has been jointly developed, with industry, by WorkSafe New Zealand, the Accident Compensation Corporation (ACC) and the Ministry of Business, Innovation and Employment (MBIE), in collaboration with health and safety experts.

WHAT IT IS

SafePlus includes a framework of 10 performance requirements, which are organised under three key elements: Leadership, Worker Engagement, and Risk Management. Each performance requirement has four or five indicators, which explore how the business performs against the requirements in more detail. Each performance requirement also has a three-level maturity scale applied to it: Developing, Performing and Leading.

Continuous improvement underpins all the requirements. Performance is measured against each requirement.



ASSESSMENT FOCUS

The assessment approach is evaluative and behaviour-based with a focus on:

- people
- behaviours
- culture
- values
- attitudes
- systems
- practices

For more on SafePlus, see: www.safepius.nz

HOROWHENUA DISTRICT COUNCIL ASSESSMENT

This SafePlus assessment was completed between 24 and 25 March 2021.

The Assessor visited the Horowhenua District Council Office in Levin. Visits were also arranged to contractors' depots and to a park and road works where contractors were undertaking work.

Interviews were conducted with Chief Executive, the Group Manager People and Culture, the Health & Safety Advisor, the Parks and Property Manager, and the Roading Operations Coordinator.

Focus groups were conducted with the:

- Health and Safety Committee
- Senior Management Team
- Operations Managers
- Non-operational Managers
- Employees from a range of operations and business groups.

The assessor accompanied the HDC Roading Operations Team Leader to site visits, and interviews were arranged with the Higgins Health and Safety Manager and Higgins contract managers. A road works site was visited - the work was discussed with workers and observations took place.

The HDC Parks and Property Lead arranged a visit with the Recreational Services Operations Manager at a local park. A discussion took place about their health and safety practices and how the company did the work.

An interview also took place with Project Manager from the Horowhenua Alliance and the HDC Health and Safety Advisor.

The assessment included a Deep Dive assessment on how the following risks are being managed:

- Working alone
- PCBU/Contractor activities

- Mental health and wellbeing.

SCOPE OF THIS ASSESSMENT

In scope

The scope of this assessment is limited to insights gained through SafePlus methodology in relation to:

- The sites visited: the Horowhenua District Council, sites where council work was being undertaken by contractors.
- Stakeholders provided by the company for interviews: Horowhenua Alliance, Higgins roading contractor, Recreational Services Operations Manager.
- Deep Dive risks selected by the company
 - Working alone
 - PCBU/Contractor activities

- Mental health and wellbeing.

Out of scope

This report reflects a slice in time at the above sites and should not be extrapolated beyond the scope noted above. Out of scope are:

- Sites not visited
- Stakeholders not interviewed
- A full technical review of all documentation, work processes, deep dive risks and other risks.

Thank you to Horowhenua District Council workers for their time, effort, and engagement and for the manaakitanga that was shown.

Illustration of Performance

Three levels of performance are used to determine your current health and safety strengths and areas for improvement – Developing, Performing and Leading. Performance is measured against each of the 10 performance requirements and the overall outcome is based on these results.

OVERALL OUTCOME:



RECOMMENDED REASSESSMENT:

It is recommended that Horowhenua District Council (HDC) develop an improvement plan based on the recommendations in this report. Progress against the plan should occur at least every six months.

It is recommended that HDC has a re-assessment completed every two years to track its progress against the performance requirements.

Executive Summary

The Horowhenua District Council's (HDC) purpose is to enable democratic local decision making to promote the social, economic, environmental, and cultural wellbeing of the Horowhenua district in the present and for the future. The Horowhenua District Council has a variety of roles:

- facilitating solutions to local needs
- advocacy on behalf of the local community with central government
- management of local infrastructure including network infrastructure (e.g., roading, water supply, waste disposal, libraries, parks, and recreational facilities)
- environmental management planning for the current and future needs of the local district; and
- the district Transformation movement which includes three key transformational moves that capitalise on the state highway roading changes to make the Horowhenua district attractive for business growth and residential expansion.

HDC has 250 staff including contractors, and more during summer season with swimming pool staff. HDC district covers Levin, Ohau, Foxton, Foxton Beach, Shannon, Tokomaru, Manakau, Waikawa Beach, Opiki, Hokio Beach and Waitarere Beach.

Levin, and the district, is in growth mode and HDC is diversifying to meet the growing demands. An emerging issue is that Levin is moving from a small town to a medium sized town and the council is working hard to keep up with this growth and provide core services. This is the foundation of the Transformation movement.

LEADERSHIP:

Since the previous SafePlus Assessment, the Chief Executive (CE) considered there was better reporting to and engagement from the Elected Council and the Senior Management Team. Other staff also reported that the Elected members and Council had more understanding about health and safety and its implications. SMT said the continued importance of health and safety needed to be kept front of mind.

HDC participated in Council Mark, the Local Government Excellence Programme. Part of this framework covers workplace health and safety, and many indicators related to Governance.

All participants interviewed considered the council had an environment of trust and fairness. Everyone appeared comfortable about reporting an event or raising an issue.

Risks and mitigations discussed by the SMT included: people's behaviours, psychological wellbeing, chemicals, contractors, working alone, driving, and site risks. Some risk controls were being monitored but effectiveness of controls were not being verified.

The SMT were provided with a monthly health and safety report which captured the key emerging issues, lead indicators and lag indicators.

SMT, managers and staff all were clear that health and safety was a key priority for HDC. A staff member said, managers were showing more concern. 'My manager took me aside and asked me how I was coping.' Another staff member said, 'We're on a journey – if we all pull together, we can work towards improving health and safety.'

The Health and Safety Committee nominated staff for the health and safety award and the trophy was presented at the All of Council Staff Meetings.

The HDC Health & Safety Strategic Charter and Plan from 2020 to 2023 was in place and supported by the Health and Safety Annual Plan (H&SAP) 2020. The Health and Safety Plans current objectives were discussed at the Health and Safety Committee meetings. The Health and Safety Advisor oversees the

7

implementation of the health and safety plan.

Staff reported that the HSC was vastly different now. The HSC now had dedicated Health and Safety Representatives who were committed to a three-year term. The Infrastructure team had now started to put their own staff on the committee as they saw its value. Previously they had not seen the value of being on the HSC.

Staff said the changes in People Safe, the health and safety online tool, had made it better and more user friendly. Members of the HSC said HDC had built trust by creating an alignment of who the incident and event reports went to. 'We worked to make sure it went to the right people so it would get responded to.'

A large number of ex contractors who worked for Higgins were now at HDC. They had brought their expertise, training and had improved health and safety practices at HDC.

WORKER ENGAGEMENT:

Staff confidently spoke about finding information and policies on 'The Hub', HDC's intranet. They had regular all staff meetings which the Chief Executive led. Staff heard very clear health and safety messages at the meetings. The CE was taking it seriously and trying to embed health and safety in everyday work.

HSC meeting minutes are available to staff through The Hub. Noticeboards were in place in office areas at the Civic Building.

When issues emerged, the council was proactive about resolving it.

HDC Parks and Property staff and Roading Operations staff have built strong relationships with the contractors they regularly work with. They share information and learnings from incidents and events.

Focus groups were consistent in their agreement that the HSC had improved and were adding value to HDC.

The HDC Health and Safety Working Terms of Reference (TOR) is valid for two years and is up for review in May 2021. The TOR covers the structure and membership of the HSC, functions of the HSRs and HSC, Committee meetings, HSR Training notifications, Elections, Employer Obligations, Issuing PINs, and review of the agreement.

At least six staff have received Health and Safety Representative Training since the previous SafePlus Assessment. The HSRs report back to their respective areas after the meeting. This was happening more consistently now.

All workers who took part in the assessment were confident to approach someone or stop work if they assessed it as unsafe. They were confident the HDC would back them on their decision.

RISK MANAGEMENT:

Risks identified are both safety and health related. Reporting of incidents and events had improved since the online tool had been updated, an App implemented, and the right people were being alerted to events.

There is a mix of physical and psychosocial risks which detail controls related to the risk. The risk register has column entries for training and health monitoring but does not have a process to verify the effectiveness of the controls.

In October 2020, the Finance, Audit & Risk Committee adopted the Health and Safety Strategic Charter and Plan 2020 – 2023. Under the Delivery objectives, critical risk development action plans would be identified and controlled using either elimination or minimisation controls. The expectation was HDC would

have a Risk Action plan for every work group where critical risk or high probability risk has been identified. This is not in place yet.

Controls were in place for the majority of hazards and risks that were discussed in focus groups and observed during site visits. The hierarchy of controls were applied in the risk register, but the individual controls have not had the hierarchy of controls applied.

The Quarterly Health and Safety Report for the FAR Committee now documents the top five critical risks which are contractors, working alone, moving stock off the roads, confined space, and driving/vehicle related events. Each risk has outlined high level documented controls.

Where appropriate, the risk documented in the risk register referred to guidance and standards. Examples are the WorkSafe Guidelines for Working at Height, the HSNO regulations, and MOH Covid-19 Alert Level Guidelines.

HDC had built good relationships with Police and other services and were part of the EMT group of stakeholders meeting about fire safety.

The HSC identified health risks related to several council operations where staff could be exposed to infectious diseases. Where this was identified as a risk for staff, they have added immunisations, especially for Hepatitis A and B. Staff vaccinations have been added to People Safe.

Where there were established long term relationships with contractors who deliver services on behalf of HDC, there are regular meetings and site checks that cover health and safety. This has been strengthened by staff moving between the businesses, e.g., ex-Higgins staff gaining employment with HDC. There still appears to be a reliance on the contractor's health and safety review processes, rather than HDC developing and embedding its own processes.

The HSC meeting minutes detailed many examples of controls being strengthened. Examples from the November 2020 minutes included a pool pushing the panic button due to an incident and the system did not work. The HSA arranged to have the button fixed.

SUMMARY OF KEY RECOMMENDATIONS

To improve performance, Horowhenua District Council could:

Risk management

1. Consider reviewing the top critical risks documented in the FAR report. The risks do not seem to align with the business risks. Information on the risks should also cover how the controls are verified.
2. The risk register requires:
 - an additional column to detail how controls will be verified for effectiveness
 - each control to be assessed using the hierarchy of controls outlined in the HSWA
 - the correct HDC and external guidance is referred to in relation to specific risks.
3. Explore ways to involve more staff in critical risk management. Two examples could be running staff focus groups when developing critical risk profiles and mitigations, and upskilling HSRs in risk management.

Measurement

4. Build on what is already provided in the Health and Safety Quarterly Report by configuring the data to present it as a measurement framework that provides insight into:
 - health and safety activities

- critical risks and verifications
 - progress on the annual plan
 - event reporting and related trends.
5. Develop a set of measures for the SMT and the FAR to monitor and verify the effectiveness of risk controls. This will also assist Elected Council members and the CE meet some due diligence requirements.
 6. Review the FAR Committee objective for work groups to have critical risk action plans in place for their critical or high probability risks.
 7. Consider creating a health and safety document framework that fits HDC's current health and safety requirements.
 8. Upskill key council staff so they are safety leaders with contractor management and HDC is a partner with all contractors, rather than defaulting to the larger contractor's health and safety systems.

Working Alone

9. Work with the business units to identify which staff work alone, and in what circumstances, then develop their specific procedures based on the policy and best practice controls covered off by the Working Alone Policy. The plans would need to be developed in conjunction with staff and the relevant staff be trained on how to implement the plans.
10. Consider creating some measures for the SMT and FAR report around how many business units have staff who work alone, how many business units have procedures in place, and what training has taken place.

Contractor management

11. Clarify health and safety roles and responsibilities for council staff working in the Alliance Group. This would include their obligations to HDC in terms of health and safety.
12. Consider exploring the work programme concerns that were raised by a member of the Horowhenua Alliance.
13. Consider strengthening HDC's health and safety contractor review processes as there is still a reliance on the contractor's assessment and inspection processes. Ensure any online tools related to health and safety have input from the HSA so data can be captured in relation to the frequency of contractor's exposure to critical risks.

Mental health

14. Develop an overarching workplace mental health and wellbeing framework to dovetail into the soon to be developed wellbeing strategy. The framework should include:
 - Primary prevention: being intentional about creating an environment which removes some of the risk factors relating to increased workplace stress and other workplace factors that affect mental health and wellbeing.
 - Secondary prevention: ways to catch mental health issues at an early stage when they can be more straightforward to address.
 - Tertiary prevention: working with employees with psychological problems to ensure they have the right support and the impact on their life can be mitigated.

AREAS FOR IMPROVEMENT:





Leadership

Requirements

1. **The business has effective governance and leadership in health and safety**
2. **Senior leaders visibly demonstrate their commitment to health and safety through their actions**
3. **The business strives to continually improve health and safety practice and performance**
4. **The business resources health and safety activities**

WHAT WE FOUND:

1. Governance

Since the previous SafePlus Assessment, the Chief Executive (CE) considered there was better reporting to and engagement from the Elected Council and the Senior Management Team. Other staff also reported that the Elected members and Council had more understanding about health and safety and its implications.

HDC participated in Council Mark, the Local Government Excellence Programme. Part of this framework covers workplace health and safety, and many indicators related to Governance.

The CEO said the focus was on Governance level and health and safety becoming business as usual. Questions are asked at Council level now such as, what is the health and safety risk and what do we have to do? The Council was buying in with issues that have health and safety implications.

The CEO said the aim was culture change and the profile of health and safety was getting to a point where it has become part of the daily discussion and it is becoming the norm to assess risk.

Every member of the Council is on the Finance, Audit and Risk Committee (FAR) which is provided with a quarterly Health and Safety Report. The HDC Health and Safety Advisor attends meetings as a guest to clarify details of the report.

In the 27 January 2021 FAR Meeting Minutes, the top five critical risks were identified as:

- Contractors and sub-contractors
- Working alone
- Moving stock off the road
- Confined spaces
- Driving/vehicle related events.

Risks and mitigations discussed by the SMT included: people's behaviours, psychological wellbeing, chemicals, contractors, working alone, driving, and site risks.

Some risk controls were being monitored but effectiveness of controls were not being verified.

The SMT said the continued importance of health and safety needed to be kept front of mind. The SMT were provided with a monthly health and safety report which captured the key emerging issues, lead indicators and lag indicators.

Staff also appreciated the CE was leading all council staff meetings and getting them to introduce themselves to others and to people they don't know.

Staff reported that the CE was clear on what he expected about health and safety behaviours and was clear that health and safety was important.

The SMT were mindful of the potential impacts of health and safety when making business decisions. Multiple examples were given relating to Covid-19 and changes in working arrangements and working from home.

2. Visible Commitment

SMT, managers and staff all were clear that health and safety was a key priority for HDC. A staff member said, managers were showing more concern. 'My manager took me aside and asked me how I was coping.' Another staff member said, 'We're on a journey – if we all pull together, we can work towards improving health and safety.'

The Health and Safety Committee nominated staff for the health and safety award and the trophy was presented at the All of Council Staff Meetings. The last two awards were presented to the:

- Swim school for their improvements and achievements done in the previous month.
- Staff member who handled an incident in the pool and put further training in place for team members.

All staff present in focus groups and interviewed agreed HDC had an environment of trust and fairness. Everyone appeared comfortable about reporting an event or raising an issue.

Members of the HSC said HDC had built trust by creating an alignment of who the incident and event reports went to. 'We worked to make sure it went to the right people so it would get responded to.'

The HSC minutes provided many examples of management addressing unsafe actions, practices, and situations. Animal control had reported on sourcing Body Camera Harnesses, dog muzzles, and working on Safe Operating Procedures.

Staff had closed down hydroslide due to a health and safety issue. They also brought a few more issues to the table. One health risk was getting animal control staff hepatitis shots due to the risk of dog faeces.

3. Continual Improvement

The HDC Health & Safety Strategic Charter and Plan from 2020 to 2023 was in place and supported by the Health and Safety Annual Plan (H&SAP) 2020. The H&SAP 2020 covered a range of objectives drawn from the previous SafePlus Assessment that include:

- reviewing HDC policies and procedures
- ongoing training of staff
- reinforcing the various roles and responsibilities that everyone has for health and safety, and
- raising engagement at all levels.

The Health and Safety Plan's current objectives were discussed at the Health and Safety Committee meetings. The Health and Safety Advisor oversaw the implementation of the health and safety plan. Examples were provided; in October 2020 updates were suggested for health and safety checks and the checklist, and March 2021 suggested *Update from the H&S Committee for the CEO Weekly Update* for the metric; *develop a clear set of messages around H&S that is delivered by the SMT.*

Risk registers were reviewed at least annually by business groups and the HSC oversees the process. The HSA sent out the request to teams and the last review was July 2020. The objective of the exercise was to ensure part of the review process was completed by staff who 'do the work' and that suggestions and opinions from the staff are part of the narrative of health and safety at HDC.

The FAR Committee received a quarterly health and safety report prepared by the HSA. The report covered the top 5 critical risks, which was requested by the Committee, and provided information about the management of these risks. The Committee then made recommendations to the Elected Council.

Staff reported that the HSC was vastly different now. The HSC now had dedicated Health and Safety Representatives who were committed to a three-year term. The Infrastructure team had now started to put their own staff on the committee as they now saw the value. Previously they had not seen the value of being on the HSC.

The roading team is developing an online form so staff can complete health and safety assessments on contractors.

Staff have received Health and Safety Training, People Safe Manager and Team Leader Training, Psychological First aid, Driving safety awareness, and OPSEC Crisis Resilience.

4. Resourcing

Many examples were provided where the HDC had prioritised health and safety, purchased equipment, and resourced initiatives. Significant resource was allocated to improve the functionality of People Safe and the ability to report, alerts sent to the correct people and response processes developed.

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Staff said the changes in People Safe had made it better and more user friendly. Staff brought into the People Safe App and said it was a lot better and easier to report. It used to be 'nothing would be done' now it's a lot better. Trust was built. They had created an alignment of who the reports went to. They worked to make sure it went to the right people so it would get responded to.

A large number of ex contractors who worked for Higgins were now at HDC. They had brought their expertise, training and had improved health and safety practices at HDC.

The HSA was building relationships with contractor's health and safety staff, and other Health and Safety staff within the MW LASS group.

Health and Safety Representatives were now involved in investigations in their areas, including the Aquatic Centre.

Procurement processes were well established and in place in project work and infrastructure projects. Where there are established contracts for roading and asset maintenance, there are weekly meetings between HDC staff and the contractors to discuss health and safety, works completed and priority workflows.

Staff inductions were completed by the HAS, and the staff member's manager.

HDC had robust return to work and rehabilitation processes for staff who had been off work due to injury or ill health. Multiple examples were provided during the interviews.

RECOMMENDATIONS:

To improve performance, Horowhenua District Council could:

- Consider adding threatening and abusive behaviours to the top critical risks reviewed by the FAR Committee.
- Build on what is already provided in the Health and Safety Quarterly Report by configuring the data to present it as a measurement framework that provides insight into:
 - health and safety activities
 - critical risks and verifications
 - progress on the annual plan
 - event reporting and related trends.
- Develop a set of measures for the SMT and the FAR to monitor and verify the effectiveness of risk controls. This will also assist Elected Council members and the CE meet some due diligence requirements.
- Ensure any online tools related to health and safety have input from the HSA so data can be captured in relation to the frequency of contractor's exposure to critical risks.
- Upskill key council staff so they are safety leaders with contractor management and HDC is a partner with all contractors, rather than defaulting to the larger contractor's health and safety systems.
- Clarify health and safety roles and responsibilities for council staff working in Alliance Group. This would include their obligations to council in terms of health and safety.

GUIDANCE AND ADVICE – LEADERSHIP:

The guidance below will provide you with some improvement ideas.

BLHSF - leadership: <http://www.zeroharm.org.nz/leadership/>

A Chief Executive Guide - <https://www.worksafe.qld.gov.au/safety-leadership-at-work/safety-leadership-challenge/our-stories#bmd>

BLHSF - health and safety leadership for Boards:

<http://www.zeroharm.org.nz/assets/docs/leadership/Safety-Leadership-for-boards-Kirstin-Ferguson-May-2015.pdf>

SafePlus – lead indicators. <https://worksafe.govt.nz/managing-health-and-safety/businesses/safeplus/resources-guidance/>

Business Leaders Health and Safety Forum: <https://forum.org.nz/resources/safety-governance/>



Worker Engagement

Requirements

5. The business communicates effectively
6. The business engages with, and empowers, workers and representatives

WHAT WE FOUND:

1. Communication

Staff spoke confidently about finding information and policies on 'The Hub' HDC's intranet. They had regular all staff meetings which the CE led. Staff heard very clear health and safety messages at the meetings. They heard the CE was taking it seriously and trying to embed health and safety in everyday work.

HSC meeting minutes were available to staff through The Hub. Noticeboards were in place in office areas at the Civic Building.

Staff said feedback loops around health and safety were now in place, and that didn't happen before. Staff brought into People Safe App because it is easier to report now. Staff are a lot better at reporting issues now. 'It used to be 'nothing would be done'. Now it's a lot better.'

When issues emerged, the HDC was proactive about resolving it. In a focus group, staff described a situation they needed to access the basement, but another team placed their pallet mover right near the door causing a tripping risk. They were able to raise the issue and the area was cleared so it worked for everybody.

HDC Parks and Property staff and Rooding Operations staff have built strong relationships with the contractors they regularly work with. They share information and learnings from incidents and events.

The SMT have a monthly health and safety update that provide insights into events, and outcomes of investigations.

2. Worker and Representative Engagement and Empowerment

Focus groups were consistent in their agreement that the HSC had improved and were adding value to HDC. The Infrastructure team actively engaged with the HSC which was a complete change in their view of the HSC. Previously they saw no value in being involved.

The HDC Health and Safety Working Terms of Reference (TOR) is valid for two years and is up for review in May 2021. The TOR covers the structure and membership of the HSC, functions of the HSRs and HSC, Committee meetings, HSR Training notifications, Elections, Employer Obligations, Issuing PINs, and review of the agreement.

The HSC meets every month and covers off ongoing or emerging issues raised by the Health and Safety Representatives in each of the areas they represent. They also discuss objectives from the health and safety plan and take nominations for the Health and Safety Award. The representatives reported back to their respective areas after the meeting. This was happening more consistently now.

Ten staff had completed Health and Safety Representative Training since the previous SafePlus Assessment.

The council used an online tool for reporting of incidents and accidents. This can be accessed through the intranet. The online system has an App which staff are actively using for reporting.

All workers who took part in the assessment were confident to approach someone or stop work if they assessed it as unsafe. They were confident the HDC would back them on their decision.

In the HSC, staff discussed running a working bee domain which had poor buy in from public and staff. Another staff member picked it up and ran with it and it became a team building exercise and an opportunity for staff to work together in the fresh air.

Issues were raised about security lighting behind and beside the Civic building and the lighting had been improved. Security staff are also kept on until meetings finish and they escort team members to their cars.

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RECOMMENDATIONS:

To improve performance, Horowhenua District Council could:

1. Explore ways to involve more staff in critical risk management. An example could be running staff focus groups when developing critical risk profiles and mitigations.
2. Consider further upskilling Health and Safety Representatives, especially around risk management.

GUIDANCE AND ADVICE – WORKER ENGAGEMENT

The guidance below will provide you with some improvement ideas.

WorkSafe good practice guideline - Worker Engagement, Participation and Representation:

<https://worksafe.govt.nz/managing-health-and-safety/businesses/worker-engagement-and-participation/good-practice-for-worker-engagement-participation-and-representation/>

WorkSafe guidance on the Health and Safety at Work Act for health and safety representatives:

<https://worksafe.govt.nz/managing-health-and-safety/businesses/requirements-for-hsrs-and-hscs/>

HSE Consulting directly with employees: <http://www.hse.gov.uk/involvement/facetoface.htm>

HSE - HSG263 Involving your workforce in health and safety:

<http://www.hse.gov.uk/pubns/books/hsg263.htm>

HSE - Strategies to promote safe behaviour as part of a health and safety management system:

http://www.hse.gov.uk/research/crr_pdf/2002/crr02430.pdf

HSE – Worker consultation and involvement: <http://www.hse.gov.uk/managing/worker.htm>

PCBU duties regarding worker participation:

<https://worksafe.govt.nz/managing-health-and-safety/health-and-safety-representatives/employer-obligations/>

Types of participation

Pg. 30 HSWA-introduction-to-health-and-safety-at-work-2015.pdf available from:

<https://worksafe.govt.nz/managing-health-and-safety/getting-started/introduction-hswa-special-guide/>

Writing for health and safety:

<https://worksafe.govt.nz/dmsdocument/2188-writing-for-health-and-safety-guidance-for-workplace-health-and-safety-writers>



Risk Management

Requirements

7. The business, with workers and their representatives, identifies work-related health risks and safety risks
8. The business, with workers and their representatives, assesses health and safety risks
9. The business, with workers and their representatives, takes a proportionate approach to controlling health and safety risks
10. The business, with workers and their representatives, ensures controls are effective in managing health and safety risks

WHAT WE FOUND:

1. Risk Identification

HDC uses a variety of methods to identify risks which include:

- a hazard and risk register for all key work areas
- risks identified from legislation and critical events e.g., working alone, worker security, and driving
- health and safety is an item on team agendas
- discussions at SMT meetings and Council meetings
- deep dive assessments with Council and the HSC
- reps canvassing staff before their health and safety committee meetings
- inspections of work areas which are reported back during the HSC meeting
- staff encouraged to report through their online tool or to their managers/reps.

Contractor management processes to identify risks include:

- contractor pre-qualification covers hazards and risks associated with the work
- contractors provide site specific safety plans that cover identified risks and mitigations
- the use of inspections and site checks
- traffic management audits.

Previously the roading team were using I-Auditor to complete online health and safety assessments of contractors. They lost access to the tool and stopped completing assessments. They have started developing another online assessment tool. The HSA will be involved in the process to ensure they can capture relevant health and safety data. Traffic management reviews were taking place with contractors.

Reporting of incidents and events had improved since the online tool had been updated, an App implemented, and the right people were being alerted to events.

2. Risk Assessment

HDC is using potential severity vs probable frequency as a tool for risk assessment. This was set up as a hazard and risk register and broken down into business units and areas. The risks were assessed with an initial risk rating and the residual risk after controls are applied.

Risks were both safety and health related, a mix of physical and psychosocial risks which detail controls related to the risk. The risk register had column entries for training and health monitoring, but the risk register did not have a process to verify the effectiveness of the controls.

In October 2020, the FAR Committee adopted the Health and Safety Strategic Charter and Plan 2020 – 2023. Under the Delivery objectives, critical risk development action plans would be identified and controlled using either elimination or minimisation controls. The expectation was HDC would have a Risk Action plan for every work group where critical risk or high probability risk has been identified. The mitigation was Work Groups would have risk action plans available when requested by the Audit, Finance and Risk Committee. This was not currently underway.

3. Risk Control

Controls were in place for the majority of hazards and risks that were discussed in focus groups and observed during site visits. The hierarchy of controls were applied in the risk register, but the individual controls have not had the hierarchy of controls applied.

The Quarterly Health and Safety Report for the FAR Committee documented the top five critical risks which were contractors, working alone, moving stock off the roads, confined space, and driving/vehicle related events. Each risk outlined high level documented controls.

Where appropriate, the risk documented in the risk register referred to guidance and standards. Examples were the WorkSafe Guidelines for Working at Height, the HSNO regulations, and MOH Covid-19 Alert Level Guidelines. Some risks refer to incorrect guidance or do not refer to the relevant guidance.

Site visits and discussions with established contractors and HDC staff demonstrated they work closely together to manage their health and safety responsibilities. The roading contractor and parks and property contractors provided monthly reports to the HDC key contact.

The Health and Safety Advisor operated a database of contractors and where they are tracking with the contractor approved supplier process. HDC staff said their inspections of contractors were a bit ad hoc and messaging was coming through to complete monthly assessments.

A staff member from the Horowhenua Alliance noted that HDC usually had a programme of work provided to them in advance. Since Covid-19, this had not been the case and found the inability to plan stressful and worried about the situation.

HDC had built good relationships with Police and other services and were part of the EMT group of stakeholder meeting about fire safety.

4. Ensuring Risk Controls Are Effective

The HSC identified health risks related to several council operations where staff could be exposed to infectious diseases. Where this was identified as a risk for staff, they have added immunisations, especially for Hepatitis A and B. Staff vaccinations have been added to People Safe.

Where there were established long term relationships with contractors who deliver services on behalf of HDC, there were regular meetings and site checks that cover health and safety. This has been strengthened by staff moving between the businesses, e.g., ex-Higgins staff gaining employment with HDC. There still appears to be a reliance on the contractor's health and safety review processes, rather than HDC developing and embedding its own processes.

Where contractors were used intermittently, it is unclear whether the health and safety assessment processes of the work were fully embedded.

For many health and safety risks, controls were checked they were in place. However, there was not a systematic way to ensure the effectiveness of controls were verified. Work sites and business units have identified their health and safety risks and the HSA could develop strategies to ensure best practice controls are in place for each risk in each business unit. HDC could also benefit from creating health and safety risk heat maps of which business units have which critical risks and which are at higher risk.

The HSC meeting minutes detailed many examples of controls being strengthened. Examples from the November 2020 minutes included a pool pushing the panic button due to an incident and the system did not work. The HSA arranged to have the button fixed.

A recommendation at the December 2020 meeting was developing a Sun Smart SOP to support the Sun Smart Policy. The Animal Control Officers were working on reviewing the Animal Control SOP.

HDC did investigate, learn, and improve risk management from success and failure. An example was discussed and also documented in the SMT minutes of two near miss events at a HDC pool, which occurred where the teaching pool gate was left open when no member of public were in the pool area. Another incident occurred at the pool where a toddler managed to leave his mother's side and moved into deep water.

The mother saw the child's hand appear above the swim lane rope and so was able to pull him out to safety all whilst holding onto a baby. This event sparked an action plan to be put into place immediately with the Team Leader leading his team through a refresher training plan in small group sessions. Further measures were being discussed to support the elimination or reduction of near miss incidents like this.

RECOMMENDATIONS:

To improve performance, Horowhenua District Council could:

- Consider reviewing the five critical risks documented in the FAR report. The risks do not seem to align with the business risks. Information on the risks should also cover how the controls are verified. It would be also useful to provide information on which business units are affected by these risks and what is considered the level of risk.
- Add a column in the risk register as to how the controls will be verified for effectiveness. Each control should then have a methodology as to how it can be verified. For example, staff inspecting roading sites should have completed certain training and their training should be documented. A process should be developed to easily verify all staff associated with this risk have the correct training, and any gaps highlighted.
- Consider reviewing the risk register to make sure the hierarchy of controls are correct for each individual control and the correct HDC and external guidance is referred for specific risks.
- The FAR Committee delivery objectives were that critical risk action plans would be developed for every work group where critical risk or high probability risk has been identified. Review how this objective is tracking.
- Ensure any tools developed by the roading team, or other teams, to inspect or assess contractor's health and safety work and performance, are able to collect data that is useful for the business. Information such as the types of critical risks that contractors are exposed to or create in their work, and frequency would be useful for the HSA to collate as a potential lead indicators. This could inform the effectiveness of controls and how work is being performed safely.
- Consider a method of exception reporting to verify whether all relevant staff are now vaccinated.
- Consider strengthening HDC's health and safety contractor review processes as there is still a reliance on the contractor's assessment and inspection processes.
- Consider exploring the work programme concerns that were raised by a member of the Horowhenua Alliance.
- Consider creating a health and safety document framework that fits HDC's current health and safety requirements.

GUIDANCE AND ADVICE – RISK MANAGEMENT:

The guidance below may provide you with some improvement ideas.

WorkSafe – How to manage work risks: <http://www.worksafe.govt.nz/worksafe/hswa/health-safety/how-to-manage-work-risks>

WorkSafe – industry specific information on health and safety risks:
<http://www.worksafe.govt.nz/worksafe/hswa/risks-by-industry>

BLHSF – Identifying critical health and safety indicators <http://www.zeroharm.org.nz/assets/docs/our-work/monitoring/Monitoring-what-matters.pdf>

OHS Body of Knowledge – Detailed information on health and safety risk: <http://www.ohsbok.org.au/wp-content/uploads/2013/12/31-Risk.pdf?x71776>

Great Place to Work – UK Guidance

http://www.greatplacetowork.co.uk/storage/Publications/wellbeing_and_culture_final_011216.pdf



Dive Risks

**The assessment looked in depth at how
Horowhenua District Council manages:**

- **Deep Dive Risk 1 – Working Alone**
- **Deep Dive Risk 2 – PCBU/Contractor Activities**
- **Deep Dive Risk 3 – Mental Health and Wellbeing**

Deep Dive Risk 1: Working Alone

KEY FINDINGS:

HDC developed a Working Alone Policy approved in October 2020. It was signed off by the Chief Executive and individual SMT members. The policy acknowledges the diversity of work undertaken at HDC and tasks managers and workers to apply the working alone procedures that are most achievable, but which eliminates or minimises the greatest risk for that situation.

The policy acknowledged a "blanket" approach to Working Alone was not appropriate or realistic. The processes outlined in the policy were designed to provide options for the manager and worker to be adapted to the needs of the situation whilst eliminating or minimising as much risk as possible.

Minimum processes that need to be in place were a 'failure to check in procedure'. This is a procedure that determines clear steps for what will occur when a worker fails to check in with the Manager or designated contact as had been agreed. The Failure to Check in process must be communicated to all involved parties so there is clear awareness of personal responsibilities and the actions required to be undertaken should a worker fail to check in, and that the matter is appropriately escalated in a timely manner.

A failure to check in will result in a managerial investigation to determine why the agreed process parameters with the worker were not followed.

The policy also outlines working alone processes which can be adapted to suit the situation. These include:

- Buddy systems
- Check in system
- Monitoring system that involves a contact centre or security
- Movement logs
- Cellphone location tracking
- SMS texting
- Radio transmitter – handheld RTs
- Vehicle GPS systems.

The policy did not appear to have a means of ensuring all business units with staff working alone or in isolation had a documented plan in place.

In focus groups, staff discussed working alone processes which included: Eroads, updating your work calendar, buddy systems, if out of range with cell phones and have a check-in process. They were also able to have live video streams from I-pads.

They discussed having a buddy after hours and being able to use the contact centre.

The following controls were in place for service desk staff: two staff available, camera systems, desks, screens, inside contact centre, a call button, working alone policy, and access to frontline staff.

Where there were after hours meetings, security staff were kept on and could walk HDC staff to their car. The buildings were also closed to the public. Staff had raised issues about security lighting outside the building and this was improved.

Since Covid, staff can now work remotely and teams get brought in to be together twice a week.

In animal control, they were working on revising the SOP and the risks that come with the shelter. The Higgins night crew were now contracted to respond to calls of animals on the roads.

Staff in other customer facing roles discussed procedures for armed robberies, lock downs, panic alarms on counters which go through to security, training on dealing with difficult customers, and a siren and strobe light which allowed staff to look in the CCTV system to what's going on in the public areas.

The Aquatic centre staff discussed being able to lock themselves in the office, alarms which brings the security guard straight away and the use of walkie talkies to keep in touch.

With enforcement, they could take two people and use the security company. Staff discussed moving on some campers from an area that was prone to flooding over winter. They had recently moved to using body cameras.

Staff said they needed to know their risk areas, such as Hokio Beach, which has little to no cell phone coverage. They have a register that documented risky properties such as gang pads, and dangerous dog listings.

RECOMMENDATIONS:

To improve performance, Horowhenua District Council could:

- Ensure a process is put in place so HDC know which staff may be expected to work alone or in isolation, and that they all have plans in place that conform to the Working Alone Policy.
- Work with the business units to develop their specific procedures based on the policy and best practice controls covered off by the Working Alone Policy. The plans would need to be developed in conjunction with staff and the relevant staff be trained on how to implement the plans.
- Consider creating some measures for the SMT and FAR report around how many business units have staff who work alone, how many business units have procedures in place, and what training has taken place.

Deep Dive Risk 2: PCBU/Contractor Activities

KEY FINDINGS:

HDC approved the Contractor Health and Safety Management Policy in November 2020. The policy was signed off by the CE and the individual members of the SMT. The policy outlined a framework for HDC to apply to secure the health and safety of all workers and workplaces when undertaking contractor managed work.

The policy framework set standards to:

- select contractors based on their expertise, experience, competence and their work health and safety record
- insist on a culture that demonstrates the contractor's commitment to safety
- provide contractors with work health and safety information, instruction and training that is easy to understand and relevant to the workplace and work the contractors are required to perform
- maintain a register of approved contractors who, through due diligence have been assessed as being health and safety competent to carry out work or to tender for work at Council.

The HSA oversaw the Health and Safety Contractor Register where contractors' details and pre-qualification information was collated. At the Feb 21 SMT meeting, the HSA reported 79 companies on the register with 52 approved, and 10 pending.

The policy outlined the prequalification process, along with forms the contractor needed to complete. The forms outlined what information was required from the contractor. The HSA worked with the contractors to assist them meeting the requirements of the prequalification process.

HDC were interested in the MW LASS arrangement with Site Wise as a prequalification process for health and safety of contractors. Currently, they will be continuing with their current prequalification process.

Staff reported the HSA was building relationships with other contractor's health and safety staff, such as Higgins and Recreational Services. They also reported they had good relationships with Police and other emergency services. They also participated in EMT stakeholders' meetings with FENZ.

Staff commented that there were a number of ex contractor employees who were now HDC employees. They had brought their health and safety expertise and practice with them, which had improved HDC's overall processes.

There were regular established meetings between HDC contract managers and the companies who completed work on their behalf. During observations and interviews, it was clear the relationships were well established and the staff from each organisation worked well together and were clear about the health and safety expectations and practices.

The Manager Parks and Property said the contract with Recreational Services (Rec Services) was a partnership style contract and they had a collaborative approach. Rec Services provided services for grounds and grounds maintenance and had held the contract for 5 years. Health and safety was part and parcel of the selection process. Rec Services did provide health and safety plans and a monthly report.

The Manager said contractor culture was not just about cost, it was much more fully rounded, and they had to have a good health and safety record.

A staff member said the inspections for contractors seemed a bit ad hoc, but the message was coming down from SMT that this should be done every month.

Site visits were conducted to the Higgins depot and to two Higgins sites where observations were undertaken and conversations held with Higgins staff, along with the Higgins Health and Safety Manager. Higgins had employed a staff member who focused on traffic management and managed all the contractor's sites.

HDC and Higgins staff meet once a week to discuss works completed, prioritise workflows and health and safety. Higgins submits monthly reports. They get safety alerts and Opportunities for Improvement (OFIs) which they pass onto HDC. They consider they are the face of the Council and are very mindful about this.

Where there are established contractors from bigger companies, health and safety processes seemed to run smoothly. There were generally monthly catch-up meetings between the council contract manager and the contractor's representative. Where this was more intermittent use of a contractor company or the company was smaller, the health and safety processes appear to be more ad hoc, and less emphasis on checking the work was being completed safely.

Some information was provided to community groups running events and the council has developed event plans that can be provided for use. The HDC had good information about event management on its website. There was no health and safety information about responsibilities when hiring a council venue.

Health and safety was being introduced with community groups, particularly within Parks and Properties. There was a Terms of Reference Agreement with each group that set out the responsibility of both parties including health and safety responsibilities. Volunteers were used mainly within the Community Hubs and there is an induction process in place. Health and safety procedures for volunteers require reviewing. Examples were provided of health and safety plans for public events such as the Santa Parade.

Evidence was provided that contractor inductions were taking place and being documented. The HSA provided evidence that she regularly completed site checks.

Investigations were conducted for a roading contractor who was stabbed by a member of the public after an altercation at a roading site. Both organisations completed investigations, they notified WorkSafe NZ and was followed up by the Police with a view of pursuing a prosecution. Examples of investigations by contractors were also provided.

RECOMMENDATIONS:

To improve performance, Horowhenua District Council could:

- Consider how HDC can embed a sustainable process to review health and safety on site practices of contractors.
- Undertake more work on upskilling managers on the HSWA requirements for overlapping duties.
- Ensure there is consistency in health and safety processes across all contractual arrangements.
- Refer to recommendations relating to contractor management in the risk management section.

GUIDANCE AND ADVICE: CONTRACTOR MANAGEMENT

The guidance below will provide you with some improvement ideas.

WorkSafe NZ – Overlapping duties - <https://www.worksafe.govt.nz/managing-health-and-safety/getting-started/understanding-the-law/overlapping-duties/overlapping-duties-quick-guide/>

Deep Dive Risk 3: Mental Health and Wellbeing

KEY FINDINGS:

When mental health and wellbeing was discussed in focus groups, all staff were positive about the support they received. They thought that Covid had allowed a swifter move to flexible working hours, flexible working arrangements, and working from home. More flexible working arrangements were now more normalised.

The CE said he was very mindful about staff wellbeing during Covid, and he made sure people were being looked after. He observed the body language of staff and could tell if people were under workload pressures.

A staff member said managers were showing more concern. He said, 'My Manager took me aside and asked me how I was coping.'

The CE discussed an unexpected recent death of staff member. The funeral was held during the latest Covid Alert Level 2, so numbers were limited at his funeral. The Manager arranged for staff to walk on the staff member's favourite beach and have a memorial ceremony at the beach.

At a recent all of staff meeting, the CE led the meeting and got staff to introduce themselves to others and people they did not know.

The HSA and GM People and Culture said that psychological wellbeing cases were coming up, but they were dealing with them. They had encouraged the HSC to develop a 'safe space' in the Civic Office. A member of the HSC said the health and safety space was aimed to reduce the stigma around health and safety.

Every focus group discussed EAP service and there was good feedback. In early 2020 staff undertook Crisis Resilience Training.

Some of the issues relating to mental health and wellbeing were addressed, such as:

- Ability to get ergonomic assessments and working from home support
- Dealing with difficult people - courses, support and strategies like generic numbers when calling out
- Removing abuse from Digital media and follow up any with Police or with letters
- Silent alarms, security processes and security guards.

HDC had a range of policies that related to mental health and wellbeing. For example, The Dignity at Work Policy which outlined HDC's response to harassment and bullying in the workplace.

The Psychosocial Policy positioned psychological health as a health and safety issue and was managed in accordance with HDC's Workplace Psychosocial Health Guidelines. The Guidelines gave managers advice on how to support staff who may be experiencing mental health issues.

The Wellbeing Policy was under review and will be considered as part of a wellbeing strategy due to be developed from July onwards 2021.

RECOMMENDATIONS:

To improve performance, Horowhenua District Council could:

- Develop an overarching workplace mental health and wellbeing framework to dovetail into the soon to be developed wellbeing strategy. The framework should include:
 - Primary prevention: being intentional about creating an environment which removes some of the risk factors relating to increased workplace stress and other workplace factors that affect mental health and wellbeing.
 - Secondary prevention: ways to catch mental health issues at an early stage when they can be more straightforward to address
 - Tertiary prevention: working with employees with psychological problems to ensure they have the right support and the impact on their life can be mitigated.
- The framework should be specific about what its intended goals are and how the outcomes will be measured. This should also encompass any initiatives and activities that are launched.
- Build on the work already completed in the Psychosocial Policy to identify tools and resources available to workplaces to develop the mental health and wellbeing framework. Please refer to the Guidance and Advice: Mental Health and Wellbeing.
- Give managers more training on mental health and wellbeing, along with developing processes to assist managers in identifying and dealing with any emerging issues with their staff or members of the public. Some of the other councils are giving all their managers Mental Health 101 training or Mental Health First Aid training.

GUIDANCE AND ADVICE: MENTAL HEALTH AND WELLBEING

The guidance below may provide you with some improvement ideas.

Business Leaders Health and Safety Forum: Mental Health and Wellbeing Resources

<https://forum.org.nz/resources/?category%5B%5D=7>

Heads Up – Good practice Framework for Mental Health and Wellbeing in First Responder Organisations.

https://www.headsup.org.au/docs/default-source/resources/323923_0416_b11675_acc_lr146142db5e846dcbbbd0ff0000c17e5d.pdf?sfvrsn=2

Mental Health Foundation - Our workplace mental wellbeing programmes, resources and campaigns help employers take an active approach to create flourishing workplaces. <https://mentalhealth.org.nz/workplaces>

NICE: National Institute for Health and Care Excellence - Workplace health: management practices: mental health at work. <https://www.nice.org.uk/guidance/ng13/chapter/Recommendations#mental-wellbeing-at-work>

Personnel Today - Occupational Health and Wellbeing: A Framework for Tackling Mental Health and Wellbeing at Work. <https://www.personneltoday.com/hr/framework-tackling-mental-health-issues-work/>

Wellplace NZ – Guidance on building a healthy workplace. <https://wellplace.nz/>

Appendix A: Worker Summary

Worker engagement is critical to good health and safety performance. This summary is designed to help businesses communicate with their workers about the results of their assessments. You may like to post this on your staff notice board, intranet, email out to your workers, or include it in your existing internal communication channels.

HOROWHENUA DISTRICT COUNCIL'S RECENT HEALTH AND SAFETY ASSESSMENT

Horowhenua District Council took part in a SafePlus Onsite Assessment in March 2021. The assessment aims to improve health and safety and help make sure that everyone gets home healthy and safe. It checks how well Horowhenua District Council has performed against the ten requirements that are important for good health and safety and provides advice on how to improve.

The assessor visited Horowhenua District Council and met with the Chief Executive, managers, third tier managers, frontline workers, Health and Safety Representatives, workers, and contractors. The assessor looked specifically at how Horowhenua District Council managed the risks of mental health and wellbeing, working alone, and PCBU/Contractor activities.

The assessor would like to thank Horowhenua District Council workers and managers and contractors who took part in interviews, conversations, and observations during the assessment.

HOW HOROWHENUA DISTRICT COUNCIL PERFORMED: HIGHLIGHTS

Senior Leader Commitment

Staff reported that the CE was clear on what he expected about health and safety behaviours and was clear that health and safety was important.

The Leadership Team clearly understood the key health and safety risks associated with the work that takes place in their organisation. The current Health and Safety Advisor was making good traction with health and safety.

All participants interviewed considered the council had an environment of trust and fairness. Everyone appeared comfortable about reporting an event or raising an issue.

Risks and mitigations discussed by the SMT included: people's behaviours, psychological wellbeing, chemicals, contractors, working alone, driving, and site risks.

The SMT said the continued importance of health and safety needed to be kept front of mind. The SMT were provided with a monthly health and safety report which captured the key emerging issues, lead indicators and lag indicators.

The Health and Safety Committee nominates the health and safety award, and the trophy is presented at the All of Council Meeting.

Worker Engagement

Staff confidently spoke about finding information and policies on 'The Hub' HDC's intranet. They had regular all staff meetings which the Chief Executive led. Staff heard very clear health and safety messages at the meetings. The CE was taking it seriously and trying to embed health and safety in everyday work.

When issues emerged, the council was proactive about resolving it.

HDC Parks and Property staff and Rooding Operations staff have built strong relationships with the contractors they regularly work with. They share information and learnings from incidents and events.

Focus groups were consistent in their agreement that the HSC had improved and were adding value to HDC. The Infrastructure team actively engaged with the HSC which was a complete change in their view of the HSC. Previously they saw no value in being involved.

The HSRs report back to their respective areas after the meeting. This was happening more consistently now.

All workers who took part in the assessment were confident to approach someone or stop work if they assessed it as unsafe. They were confident the HDC would back them on their decision.

Risk Management

Risks identified are both safety and health related. Reporting of incidents and events had improved since the online tool had been updated, an App implemented, and the right people were being alerted to events.

Risks are both safety and health related. There is a mix of physical and psychosocial risks which detail controls related to the risk. The risk register has column entries for training and health monitoring. The risk register does not have a process to verify the effectiveness of the controls.

Controls were in place for the majority of hazards and risks that were discussed in focus groups and observed during site visits. The hierarchy of controls are applied in the risk register. The individual controls have not had the hierarchy of controls applied.

Where appropriate, the risk documented in the risk register referred to guidance and standards. Examples are the WorkSafe Guidelines for Working at Height, the HSNO regulations, and MOH Covid-19 Alert Level Guidelines.

The HSC identified health risks related to several council operations where staff could be exposed to infectious diseases. Where this was identified as a risk for staff, they have added immunisations, especially for Hepatitis A and B. Staff vaccinations have been added to People Safe.

The HSC meeting minutes detailed many examples of controls being strengthened. Examples from the November 2020 minutes included a pool pushing the panic button due to an incident and the system did not work. The HSA arranged to have the button fixed.

WHAT HOROWHENUA DISTRICT COUNCIL COULD FOCUS ON NEXT

Senior Leader Commitment

Develop a set of measures for the SMT and the FAR Committee to monitor and verify the effectiveness of risk controls. This will also assist Elected Council members and the CE meet some due diligence requirements.

More work could be completed around health and safety training and competency and health and safety leaders.

Consider reviewing the five critical risks documented in the FAR Committee documentation. The risks do not seem to align with the business risks. Consider adding threatening and abusive behaviours to the top critical risks reviewed by the FAR Committee.

Worker Engagement

Explore ways to involve more staff in critical risk management. An example could be running staff focus groups when developing critical risk profiles and mitigations.

Consider further upskilling Health and Safety Representatives, especially around risk management.

Risk Management

Horowhenua District Council could complete more work on risk management, especially around profiling risk critical and effective measurement of controls.

Ensure any online tools related to health and safety have input from the HSA so data can be captured in relation to the frequency of contractor's exposure to critical risks.

Consider strengthening HDC's health and safety contractor review processes as there is still a reliance on the contractor's assessment and inspection processes.

Develop an overarching workplace mental health and wellbeing framework. The framework should include:

- Primary prevention: being intentional about creating an environment which removes some of the risk factors relating to increased workplace stress and other workplace factors that affect mental health and wellbeing.
- Secondary prevention: ways to catch mental health issues at an early stage when they can be more straightforward to address
- Tertiary prevention: working with employees with psychological problems to ensure they have the right support and the impact on their life can be mitigated.

Note: More detailed recommendations are available in the full report.

Appendix B: Disclaimer

The recommendations and guidance in this report are based on the onsite assessment completed in a limited time and across limited parts of your organisation. While all due care has been taken in completing this report, Working Wise Ltd takes no responsibility for any omissions or inaccuracies.

We have aimed to tailor our recommendations and suggested guidance to the information your organisation provided to us. However, given the educative focus of the initiative, our approach has been to include recommendations and references to guidance that we think will benefit your continual improvement (even if there is a chance you are already aware of such information and advice from other sources). Working Wise Ltd is not responsible for the availability, contents, or reliability of the linked websites. Please note that the content may change without notice.

Your organisation is responsible for ensuring it meets its health and safety obligations under relevant legislation.

Recommendations and guidance in this report are intended to help you to improve in relevant areas but are not a substitute for specific health and safety or legal advice.

Crown Disclaimer

Assessors have been accredited by an independent accreditation body, to provide advice on improving health and safety performance, using the SafePlus tool. SafePlus was jointly developed by WorkSafe New Zealand, ACC and the Ministry of Business, Innovation and Employment (MBIE). However, assessors act independent of those organisations and are not their employees, partners, or agents. Therefore, WorkSafe, ACC and MBIE do not accept any liability for the accuracy or content of the advice provided by assessors or endorse their performance judgement of a particular business.

CONTACT DETAILS

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Working Wise Ltd. Ph: 04 4990710.

Horowhenua Alliance - Activity Update

File No.: 21/332

1. Purpose

To provide the Finance, Audit and Risk (FAR) Committee with an update on the projects being undertaken by the Horowhenua Alliance.

2. Recommendation

- 2.1 That Report 21/332 Horowhenua Alliance - Activity Update be received.
- 2.2 That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

3. Key Highlights and Business Priorities

3.1 Health & Safety

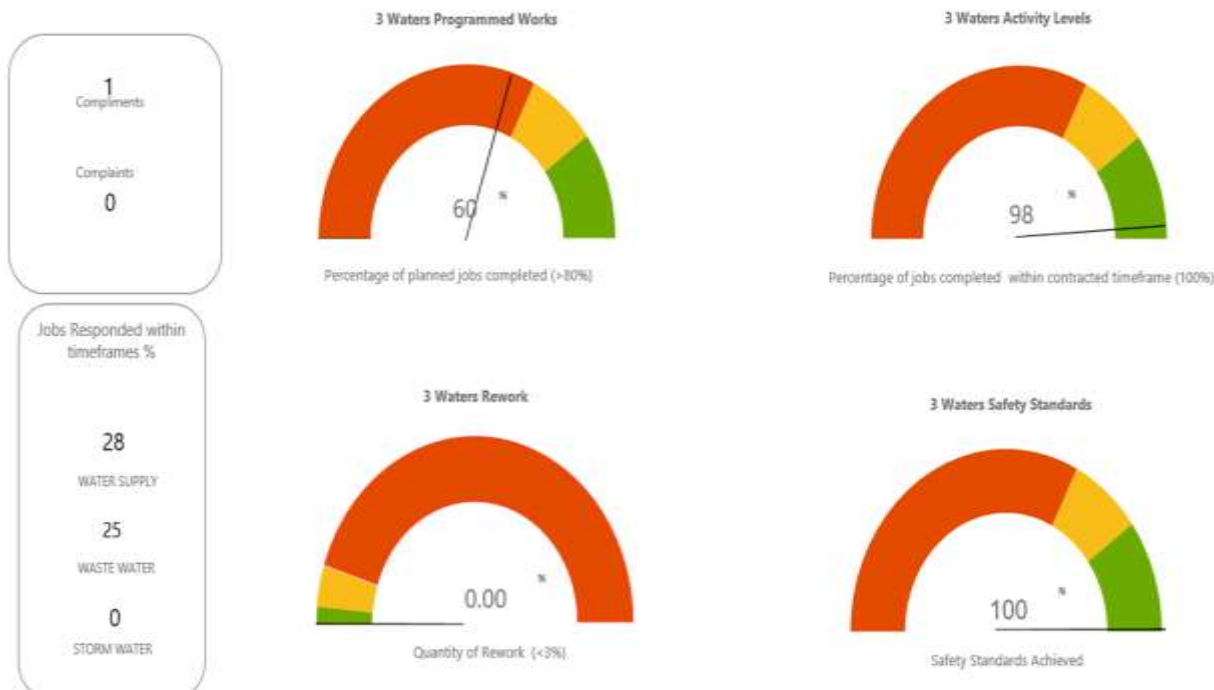
Continues to be a key focus for all Horowhenua Alliance staff.

Figures for all events for the 2020/21 financial year show a total of 39 events, with 15 related to damage, 6 injuries with no lost time recorded, 9 near miss/no harm events, 7 opportunities for improvement and 2 hazards.

211 Critical Control Inspection occurrences and 124 Critical Control Audits completed. The control compliance and effectiveness achieved was 100% for compliance inspections and 99.7% for audit inspections.

There were 13 lost days in June due to sickness.

3.2 KPI Update



3.3 Operations Update

Maintenance figures for the current calendar year include:

Water lateral repairs	98
Toby replacements	219
Watermain repairs	16
Meter installations	121
New water connections	46
New sewer connections	33

All compliance requirements for the Horowhenua District Council Drinking Water Supplies were met during June despite the heavy rain events and the restricted water supply across the District at the beginning of the month.

3.4 Strategic Projects Update

98.3% of the 2020/21 capital works budget was spent at 30 June 2021.

- Foxton Wastewater Treatment Plant
 - Desludging of the ponds has been completed.
 - Construction of the irrigation area Stages 2 & 3 is nearing completion with commissioning to follow shortly.

Attachments



There are no attachments for this report.

Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

Signatories

Author(s)	David Yorke Alliance Director	
Approved by	David Clapperton Chief Executive	

File No.: 21/326

Customer and Strategy - Activity Update

1. Purpose

To provide the Finance, Audit and Risk (FAR) Committee with an update on the projects and activities being undertaken within the Customer and Strategy portfolio of Council.

2. Recommendation

- 2.1 That Report 21/326 Customer and Strategy - Activity Update be received.
- 2.2 That this matter or decision is recognised as not significant in terms of S76 of the Local Government Act.

3. Key Highlights and Business Priorities

Building

- 3.1 Over 98% of building consents granted year to YTD to the end of July have been processed within statutory timeframes. Two consents out of the 101 granted by the end of July, went over the statutory timeframes. This was due to the higher level of activity the team are currently experiencing and challenges in recruiting for current vacancies.
- 3.2 The Building Consent Authority (BCA) IANZ accreditation re-assessment was carried out from 19-22 April 2021. There are three remaining General Non-Compliances to be cleared, these are required to be cleared by 3 September 2021. This date reflects an extension that was requested as the team required additional time to work on this due to the high levels of activity.

Planning

- 3.3 Approximately 80% of land use consents have been processed within statutory timeframes YTD as at the end of July 2021. Two consents have been processed outside of statutory timeframes. This reflects the levels of activity the team are currently experiencing, and the spike in activity that has occurred since the re-introduction of development contributions was announced.
- 3.4 Approximately 70% of subdivision consents have been processed within statutory timeframes for the YTD to the end of July 2021. Five consents were processed outside of statutory timeframes. This reflects the levels of activity the team are currently experiencing, and the spike in activity that has occurred since the re-introduction of development contributions was announced and challenges in recruiting for current vacancies..
- 3.5 A review of internal planning processes has commenced, and several new contractors have been engaged due to the high numbers of applications being lodged.
- 3.6 Improvements to the conflict of interest processes have been identified and implemented for resource consent processes and a new process has been put in place with a range of different mitigation measures proposed to manage these risks depending on the scenario.

Dogs

- 3.7 2021/22 dog registration were due by 31 July 2021. Dog registration notices were sent to all dog owners at the beginning of July, of which 798 renewal notices were sent via email. This is the first time dog registration renewal notices have been sent via email.

- 3.8 5,175 dog registrations were paid during the month of July, carrying a value of \$359,303, and equating to 84% of known dogs in the District. A 50% penalty fee was added to all overdue dog registration accounts on 4 August 2021.

Earthquake-prone buildings

- 3.9 In July 2021, 75 buildings throughout the District were identified as potentially earthquake-prone buildings. Council must identify all potentially earthquake-prone buildings in the District by June 2022. Information was provided to these building owners outlining the process and next steps.

Alcohol Licensing

- 3.10 The Local Alcohol Policy was given effect to in a recent application for a new alcohol on-licence in Foxton. The Alcohol Licensing Inspector and the Medical Officer of Health objected to the application based on the locality of the premises. The District Licensing Committee heard the application in May 2021, which resulted in the issuing of a license with conditions.

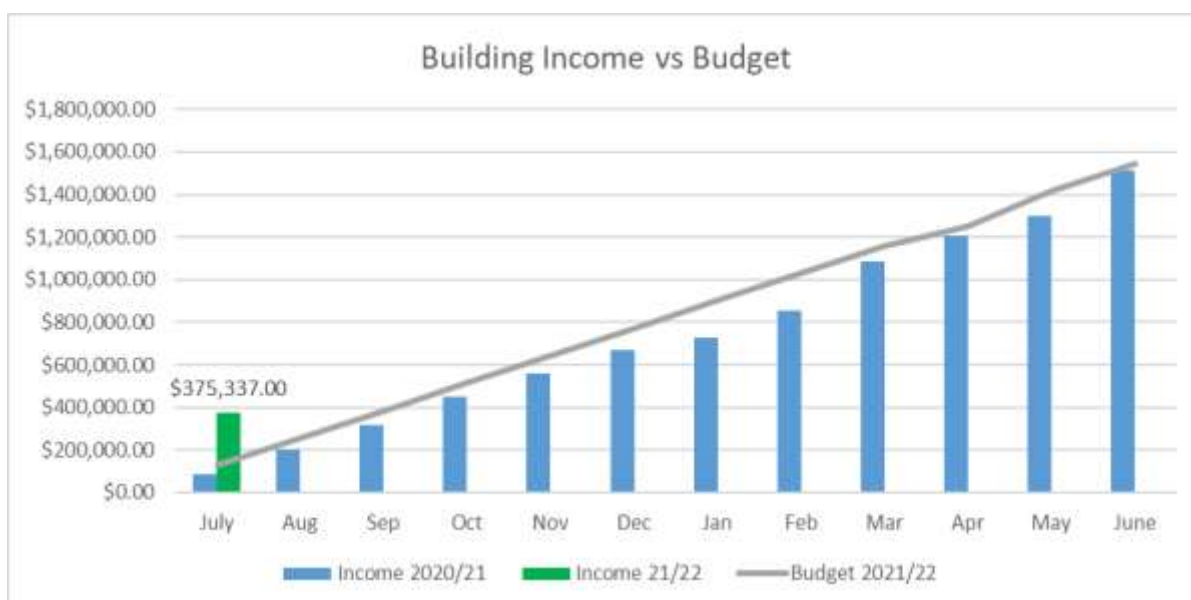
4. Trends

- 4.1 Building consent trends based on data from July 2021 are as follows:

	YTD to 31 July 2021	YTD to 31 July 2020	Trend
No. of building consents lodged	86	74	↑13.9%
No. of building consents issued	100	56	↑44%
No of new dwelling consents issued	39	14	↑64%
No of new dwelling units consented	46	19	↑58.7%
Value of building consents issued	\$23,999,189	\$6,493,617	↑72.96%
No. of inspections completed	638	545	↑14.5%
No. of enquiries about building control functions	45	67	↓48.8%

The number of building consents lodged, issued and inspected have increased compared to the similar period over the previous financial year and are on par or above the number at this point in the financial year compared to the previous six years.

Please note that many of the charts that usually appear in this report have not been included due to the report only reporting the data from the first month of the new financial year. As the data from other months becomes available the charts showing the trends will be included in future reports.



The chart above shows the Building Income against the budget for 2021/22 and a month by month comparison against the previous financial year. Building consent income is over approximately \$250K above the budgeted figure for the end of July 2021, this is due to the changes in the structure of building consent fees and the higher than anticipated level of activity. The income for July is also high because there is a mixture of income from consents that were processed under the old fee structure where the majority of the fees were invoiced after the consent was issued, and the new fee structure where the majority of the fees are invoiced for when the consent is lodged. This is likely to even itself out over the next few months.

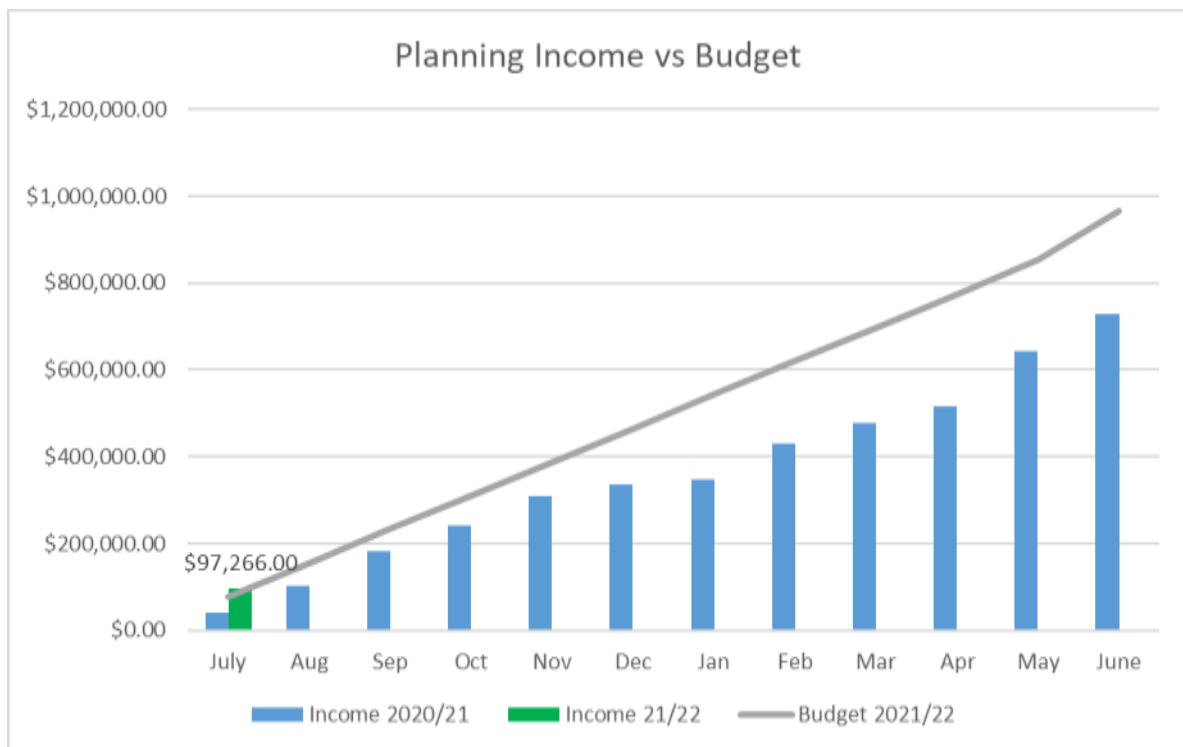
Consents issued for new dwelling units are used as a proxy to track supply of new houses in the District. The Long Term Plan 2021-41 recently adopted includes a new forecasting assumption of 352 new dwelling units between July 2021 June 2022. Using this assumption and an average of 29 new dwellings per month to achieve this level of 352 new dwelling units, at the end of July 2021 the assumption anticipated 29 new dwelling units. With consents currently issued for 46 new residential dwelling units the supply is currently running ahead of the forecasting assumption.

5.2 **Planning (resource consenting) trends based on data from July 2020 to March 2021 are as follows:**

	YTD to 31 July 2021	YTD to 31 July 2020	Trend
No. of resource consent applications lodged	36	22	↑38.8%
No. of subdivisions consents approved	17	19	↑11.8%
No. of land use consents approved	10	15	↓50%
No. of new allotments created at 223 stage	14	175	↓1150%
No. of new allotments created at 224 stage	75	112	↓49.3%
No. of enquiries about resource consenting activity	207	149	↑28%

So far this financial year, the total number of resource consents lodged is over 38% higher than the same period in the 2020/21 year; and the number of subdivisions approved YTD is approximately 12% higher than the same period last year. There has also been an increase in the complexity of consent applications received recently, with more consents being processed on a Limited Notified basis as applicants are showing signs of taking on greater risk and seeking great levels of non-compliance.

So far this financial year the number of land use consents approved is lower than previous financial years, while the number of subdivision consents approved is slightly above than last year (2020/21) and is tracking well above the prior years.



The chart above shows the planning income against the budget for 2021/22 and a month by month comparison against the previous financial year. Income for this activity is currently approximately \$120K ahead of the budgeted figure for 2021/22.

5.3 Parking

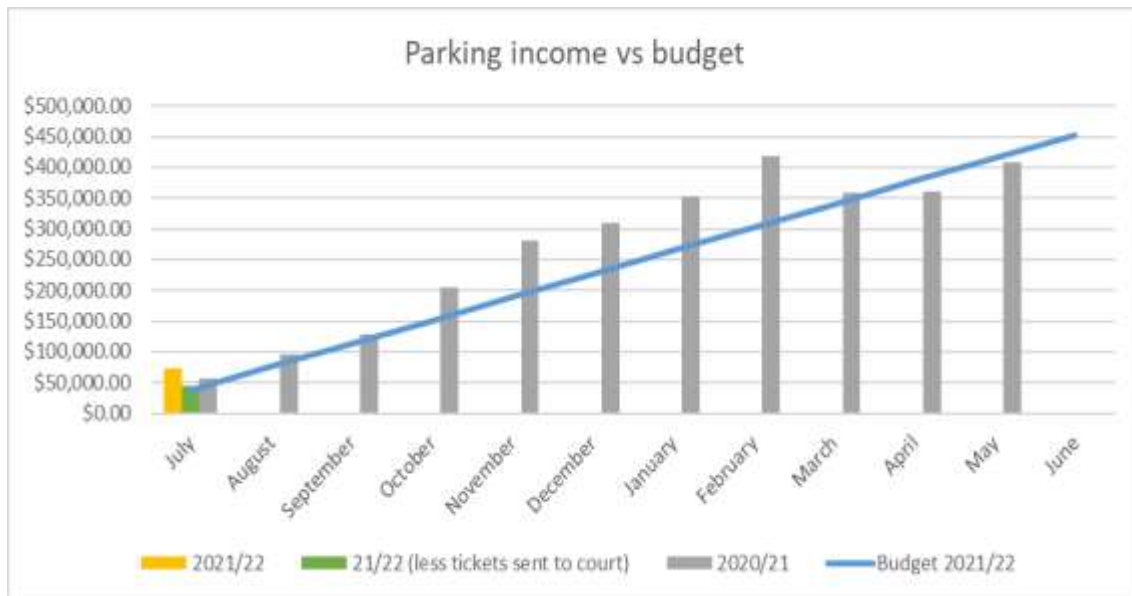
	YTD to 31 July 2021	YTD to 31 July 2020	Trend
No. of infringements issued	550	393	↑39%
Value of infringements issued	\$63,440	\$30,590	↑107%
Parking meter income received	\$1,063	\$11,430	↓90.6%
Infringement income collected by Ministry of Justice	\$15,948	\$18,333	↓13%
Value of infringements cancelled	\$7,036	\$4,184	↑68%

So far this financial year our Parking Wardens have issued 157 more infringements than the number issued during the same period last year, an increase of 39%.

The value of tickets in 2020/21 tracked lower than previous years reflecting the impact of the time extensions provided by Waka Kotahi NZTA for car registrations and warrants of fitness.

So far this financial year the value of tickets is over 100% more than the same period last year (2020/21) and tracking above previous years.

The value of tickets and meter income is tracking above previous years, despite the drop in meter income compared to the same period in previous years.



The chart above shows the Parking Income against the budget for 2021/22, a month by month comparison against the previous financial year, and the difference in amounts ticketed versus sent to court for collections.




Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their advantages and disadvantages bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

5. Appendices

There are no attachments for this report.

Author(s)	Megan Leyland Consents Manager	
	Vaimoana Miller Compliance Manager	
Approved by	David McCorkindale Group Manager - Customer & Strategy	

Twelve Month Report 1 July 2020 - 30 June 2021

File No.: 21/333

1. Purpose

To present to the Finance, Audit & Risk Committee the financial report for the twelve months to 30 June 2021.

2. Recommendation

- 2.1 That Report 21/333 Twelve Month Report 1 July 2020 - 30 June 2021 be received.
- 2.2 That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

3. Issues for Consideration

As included in the **attached** report.

Attachments


No.	Title	Page
A	Financial Reporting - Monthly Report - 30 June 2021	60

Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

Signatories

Author(s)	Jacinta Straker Chief Financial Officer	
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Approved by	Nicki Brady Deputy Chief Executive	
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Horowhenua 
DISTRICT COUNCIL

Twelve Month Report

1 July 2020 - 30 June 2021



Executive Summary

Total operating revenue	Total operating expenditure	Operating surplus/(deficit)
\$54.96m is 10% more than the annual budget of \$50.1m	\$63.06m is 9% more than the annual budget of \$58.1m	(\$8.11m) is \$131k more than the annual budget of \$7.98m

The Council revenue for the year is higher due to the Council's success in securing funding from the Provincial Growth Fund. This has also resulted in higher capital and operational revenue as the projects are completed.

Total capital spending (Including operational portion of Manawatu river loop)	Grants and Subsidies (Capital & Operating)	Total net borrowings
\$33.73m is \$3.1m more than the YTD budget of \$26.7m	\$19.82m is 55% more than the annual budget of \$12.78m	\$96.5m is 144% of budgeted operating income (financial strategy limit is 195%)

It is pleasing that Council have been able to complete \$33.7 million of capital projects over the last year, when including the operational portion of the Manawātū River Loop project. This represents 110% of the budget allocated for the year.

It is important to note that \$2.0m of the capital budget is recorded within the operating budget as it relates to work completed as part of the Manawātū River Loop project within the Manawātū River corridor which is not a Council asset therefore is treated as an operating expense.

Below is a summary of the capital spending performance for the year:

Summary of capital spending	(\$000)
Total capital spending for 2020/21	31,775
Manawatu River Loop project spending in opex	1,954
Total spending	33,729
Total capital budget 2020/21	30,606
Initial variance	(3,123)
Adjust for unplanned items:	
Crown funding for Taraika	2,031
Three waters stimulus funding	2,173
Provincial growth funding for capital projects	1,650
Proceeds from the sale of Roe Street	1,900
Projects requested to be carried forward into 2021/22	(2,230)
Funding from Surf Lifesaving NZ for Foxton Beach Surf Lifesaving Club	807
Net underlying position	3,208

Summary of additional grant funding

Council received \$7m in additional external revenue through grants and subsidies to help fund the additional capital and operational work programme. Below is a summary of the key grants that the Council has received this year and the related expenditure.

	Actual \$000	Annual Plan \$000	Variance \$000
Capital grant from Provincial Growth Fund	(1,911)	(2,563)	(651)
Manawatu River Loop - Capex	1,906	3,800	1,894
Operational Funding from the Provincial Growth Fund	(1,954)	-	1,954
Manawatu River Loop - Opex	1,979	-	(1,979)
Capital grant from Provincial Growth Fund	(1,650)	-	1,650
Queen St West upgrades	1,738	1,657	(81)
Operational Grant from the Provincial Growth Fund	(173)	-	173
The Mahi Space	110	-	(110)
Operational Funding from the Provincial Growth Fund	(1,410)	-	1,410
Fale Lotu Connections	1,410	-	(1,410)
Funding from Three Waters Stimulus Fund	(2,173)	-	2,173
Operational projects	57	-	(57)
Capital projects	1,956	795	(1,161)
Capital Funding from Crown Infrastructure Partners	(2,031)	-	2,031
Tara-Ika infrastructure development	2,433	-	(2,433)
Net Expenditure /(Revenue)	287	3,689	3,402



Jacinta Straker - Chief Financial Officer

Operational Summary

Total operating revenue	Total operating expenditure	Operating surplus/(deficit)
\$54.96m is 10% more than the annual budget of \$50.1m	\$63.06m is 9% more than the annual budget of \$58.1m	(\$8.11m) is \$131k more than the annual budget of \$7.98m
SUSTAINABILITY		

Rates to operating revenue **58%**

Rates revenue	\$39.62m
Operating revenue	\$68.17m

58% of operating revenue is derived from rates revenue. Rates revenue excludes penalties, water supply by meter and is gross of remissions. Operating revenue excludes vested assets, development contributions, asset revaluation gains and gains on derivatives.

Balance budget ratio - Actual **108%**

Balance budget ratio - Target **100%**

Operating revenue	\$68.17m
Operating expenditure	\$63.06m

Operating revenue should be equal or more than operating expenditure. Operating revenue excludes vested assets, development contributions, asset revaluation gains and gains on derivatives. Operating expenditure includes depreciation and excludes loss on derivatives, landfill liability and loss on asset revaluations. Year to date revenue is 108% of operating expenditure.

Net Debt to total revenue (LGFA Cov.) **160%**

Net Debt to total revenue - Financial strategy limit **195%**

Total net borrowing	\$96.48m
Total budgeted operating revenue	\$60.41m

With net borrowing of \$96.48m we are still under the set limit of 195% of operating revenue. Total net borrowing is external borrowings less cash at bank.

Interest to rates revenue (LGFA Cov.) - Actual **6%**

Interest to rates revenue (LGFA Cov.) - Limit **25%**

Net Interest	\$2.43m
Rates revenue	\$39.62m

6% of rates revenue is paid in interest. Our set limit is 25% of rates revenue. Net interest is interest paid less interest received. Rates revenue excludes penalties, water supply by meter and gross of remissions.

Interest to operating revenue - Actual **4%**

Interest to operating revenue - Limit **20%**

Net Interest	\$2.43m
Operating revenue	\$67.18m

4% of operating revenue is paid in interest. Our set limit as part of the LGFA covenant is 20% of operating revenue. Net interest is interest paid less interest received.

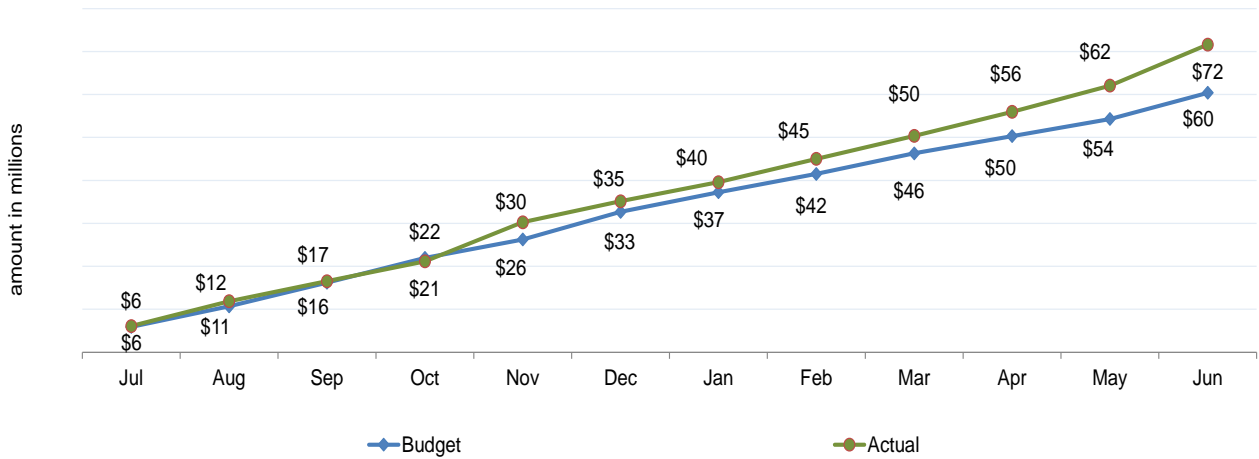
Available financial accommodation to external indebtedness - Actual **131%**

Available financial accommodation to external indebtedness - Minimum **110%**

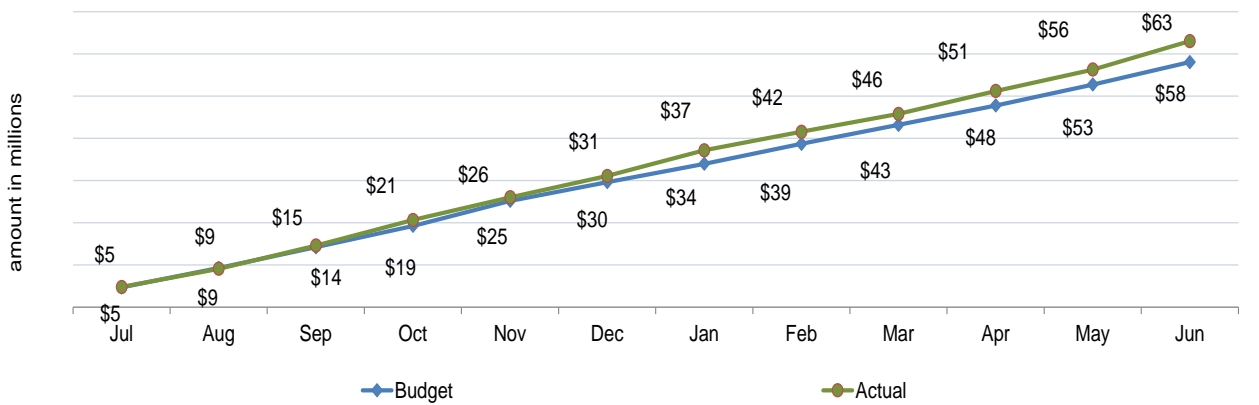
Net debt	\$96.48m
Undrawn committed facilities	\$30.00m

The committed bank facility enables us to borrow up to 131% of our current external debt immediately. The LGFA covenant minimum is 110%.

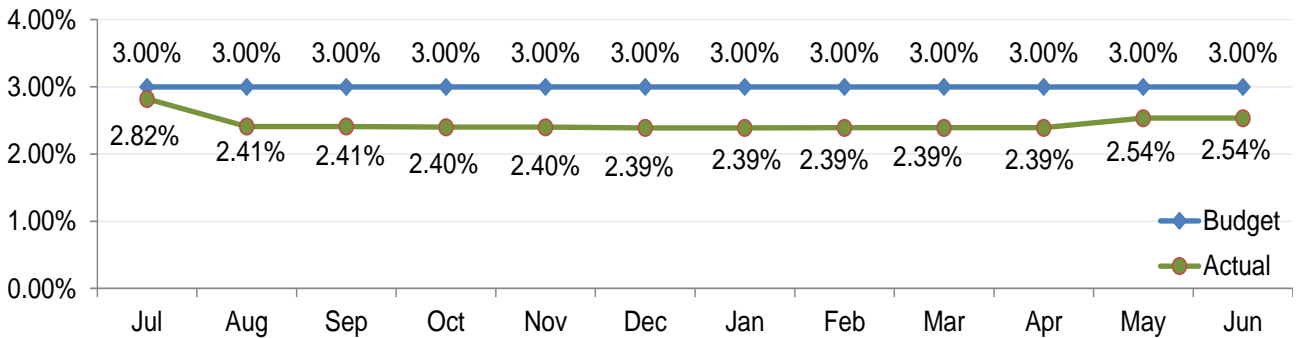
Total Revenue \$m



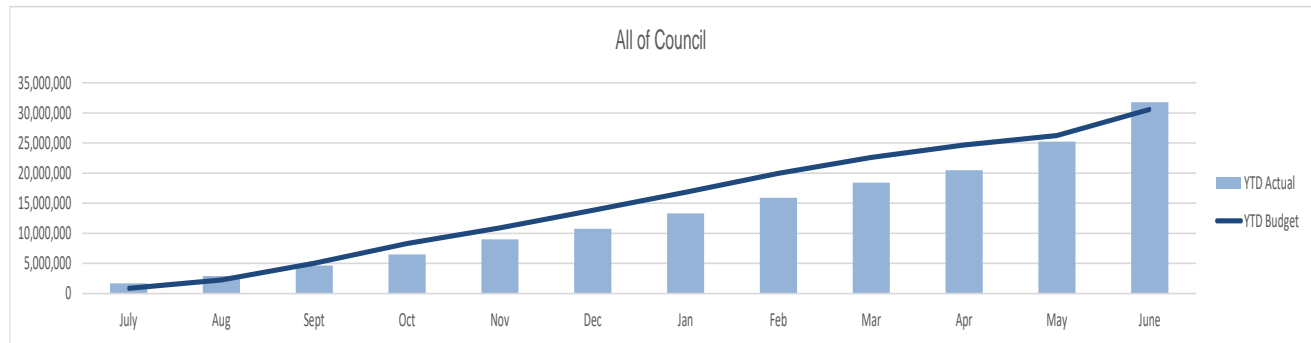
Total Expenditure \$m



Interest rate movement



Capital Expenditure Summary



Council completed \$33.7million of capital projects over the last year. This represents 110% of the budget allocated for the year.

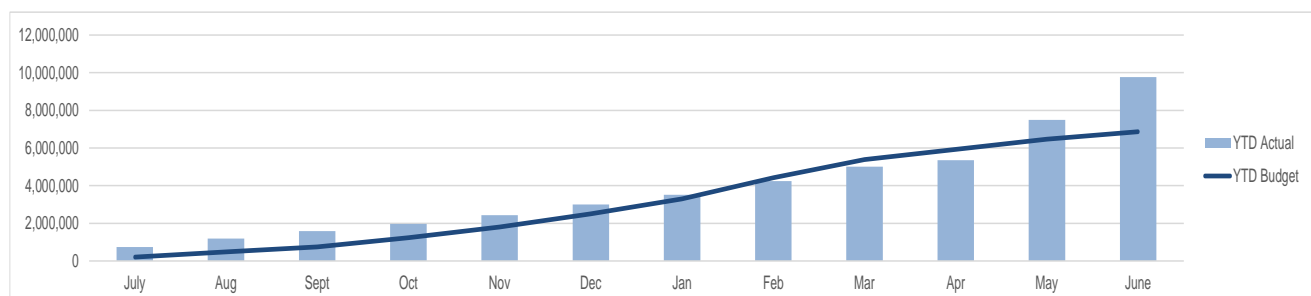
It is important to note that \$2.0m of the capital budget is recorded within the operating budget as it relates to work completed as part of the Manawatū River Loop project within the Manawatū River corridor which is not a Council asset therefore is treated as an operating expense.

Overall Council is requesting approval to carry forward \$2.2m of the capital budget into 2021/22. Below is a summary of the projects. They are discussed in more detail within each activity area.

Budget Unit	Description	Revised Budget	Total Spend	Variance	Carried Over
W'w Levin	Hydraulic Modelling	32,000	0	32,000	32,000
	Condition assessment for renewals	64,000	25,539	38,461	38,461
W'w Tokomaru	Tokomaru wastewater disposal project	364,440	104,469	259,971	259,971
	Tokomaru waster treatment plant upgrade	100,000	19,568	80,432	80,432
Wastewater Total		560,440	149,576	410,864	410,864
WS Shannon	Shannon - Mangaore Consents	33,000	14,384	18,617	18,617
	Water Supply Total	33,000	14,384	18,617	18,617
ST'w Stormwater	Hydraulic modelling	53,000	0	53,000	53,000
	Lake Horowhenua water quality improvement project	236,000	0	236,000	236,000
	Condition assessment for renewals	16,000	0	16,000	16,000
	Foxton East Drainage Scheme	544,000	608	543,393	543,393
Stormwater Total		849,000	608	848,393	848,393
SW Landfill	Cap Shape Correction	152,500	3,024	149,476	149,476
	Landfill Development	566,000	85,775	480,225	480,225
Solid Waste Total		718,500	88,799	629,701	629,701
PROP General Property	Foxton Beach Surfclub Building Upgrade	0	1,253,262	-1,253,262	250,000
	Properties Total	0	1,253,262	-1,253,262	250,000
T&S Information Managememe	Authority development	100,000	44,655	55,345	55,345
	Treasury and Support Total	100,000	44,655	55,345	55,345
Total		2,260,940	1,551,283	709,657	2,212,919

Variiances within activity areas are explained in the capital activity graphs below:

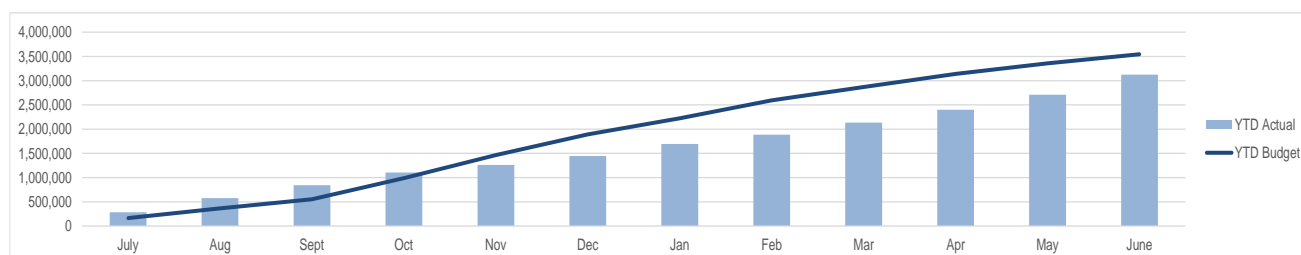
Wastewater Activity



The additional expenditure of \$2.9m in this activity relates to additional work being completed this year on the Foxton wastewater treatment plant of \$2.8m as well as expenditure on Tara-Ika of \$2.2m which was not included in the budget. The Tara-Ika project received \$1.1m of funding from the Crown. The additional expenditure on the Foxton wastewater treatment plant was offset by reduced spending across other activities.

It is requested that \$411k be carried forward which is mainly for the Tokomaru wastewater disposal upgrade project.

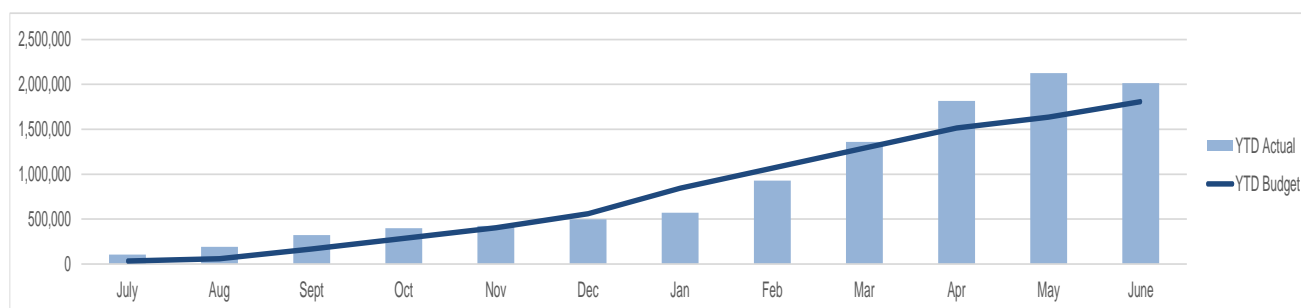
Water Supply Activity



The Water Supply activity was underspent by \$423k. The lower spending relates to Levin development areas of \$819k. The focus has been on completing work in the Wastewater activity for the Tara-Ika growth area. This underspend also helped to offset additional expenditure required in Wastewater.

It is requested that a budget \$19k be carried forward for Shannon-Mangaore Consents.

Stormwater Activity

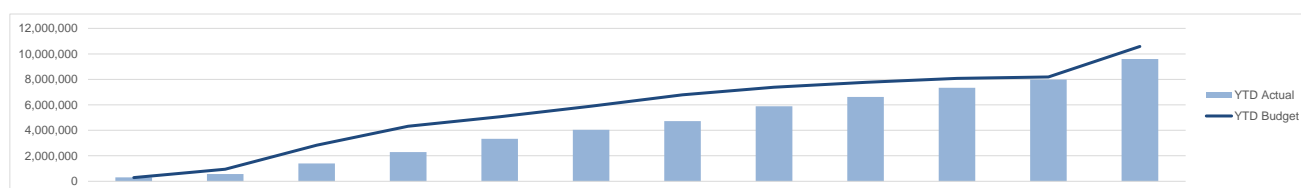


The Stormwater activity was overspent by \$205k. This was mainly due to additional spending of \$1.2m for Roslyn Road. This was funded externally through the Three Waters Stimulus Fund.

The Foxton East Drainage Scheme is being managed by Horizons and did not progress as planned. The remaining budget of \$543k is requested to be carried forward into the 2021/22 year.

In addition it is requested to carry forward funding for Lake Horowhenua and work on condition assessments and modelling.

Road Transport Activity

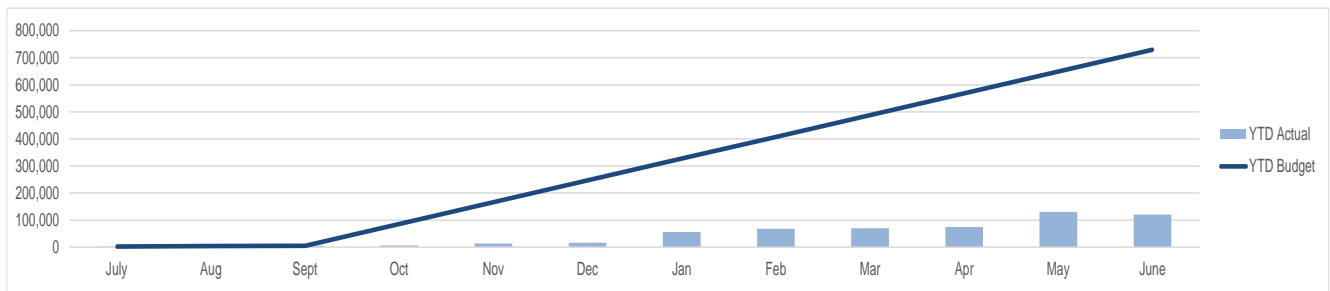


Two projects within the activity were not spent and totalled \$2.2m.

The \$1.7m underspend compared to budget relates a provisional budget for road improvements for Ō2NL (\$1.7m) which has not been required in the current year and, as such, has not been approved by Waka Kotahi NZTA.

A further \$500k for improvements to rail crossings has also not been spent, as rail crossing projects are reliant upon business cases being submitted from KiwiRail, before the funding is approved by Waka Kotahi NZTA. To date no business cases have been received and no rail crossing upgrades are now expected to occur this financial year.

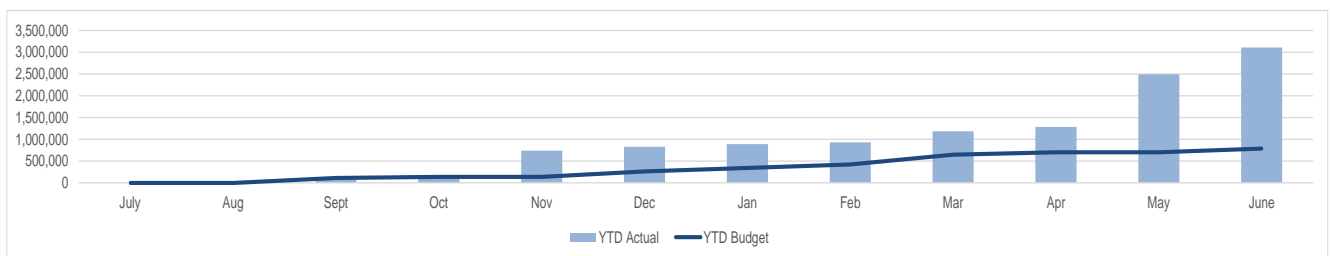
Solid Waste Activity



The Solid Waste activity was underspent by \$730k.

The landfill development budget of \$630k is planned to be carried forward into the 2021/22 year.

Property Activity



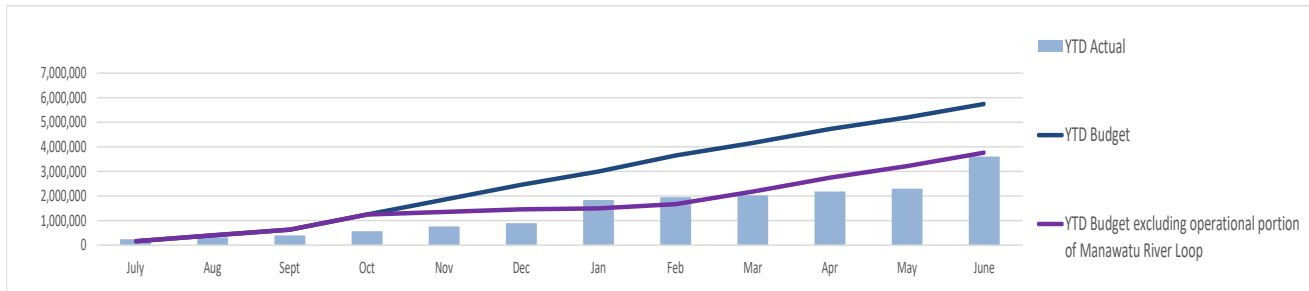
The Property activity spent an additional \$2.3m.

The additional spending primarily relates to the purchase of strategic land at 28 Durham Street Levin (\$675k) and 15-19 Durham Street (980k). Additional borrowings will not be required however due to the Council receiving \$1.9m in proceeds from the sale of the Roe St property to the Horowhenua NZ Trust.

There was also additional spending this year of \$1.2m for the Foxton Beach Surf Club. This additional amount was partially funded by a grant of \$806k. Overall it is estimated that the total project cost will be \$1.485m.

It is requested that \$250k in funding be carried forward into 2021/22 to complete this project.

Community Facilities Activity (includes a number of activities including Aquatics, Libraries and Community Centres, Parks, Reserves, Sportsgrounds and Cemeteries)



The Community Facilities activity was underspent by \$2.2m. The lower spending is due to the Foxton Futures project (\$2.0m). A significant portion of the project is related to the river, which is the responsibility of the Department of Conservation, and so was treated as an operating expense.

Statement of Comprehensive Revenue and Expense

	Annual Plan	Actual	Variance	Notes
	Jun-21 \$000	Jun-21 \$000	2021 \$000	
Revenue				
Rates Revenue	(40,054)	(39,615)	(439)	☹️ 1
Operational Grants & Subsidies	(2,104)	(6,601)	4,497	😊 2
Finance Income	(200)	(134)	(66)	☹️
Fees & Charges	(4,551)	(4,341)	(210)	☹️ 3
Other Revenue	(3,197)	(4,247)	1,049	😊 4
Gains on Disposal of Assets	-	(19)	19	😊
Total Revenue	(50,106)	(54,957)	4,851	😊
Expenditure				
Employee Benefit Expenses	15,771	15,714	57	😊
Finance Costs	3,202	2,565	637	😊 5
Depreciation and Amortisation	14,848	15,323	(475)	☹️ 6
Other Expenses	24,262	28,508	(4,246)	☹️ 7
Loss on Disposal of Assets	-	955	(955)	☹️ 8
Total Expenses	58,083	63,065	(4,982)	☹️
Operating (surplus) deficit before capital revenue and taxation	7,977	8,108	(131)	
Capital Grants and Subsidies	(10,676)	(13,215)	2,538	😊 9
Vested Assets	-	(2,613)	2,613	😊 10
Gain on Derivatives	-	(1,828)	1,828	😊 11
Total (Surplus)/Deficit	(2,699)	(9,548)	6,849	

Note 1 Operational Grants and Subsidies **favourable** variance of \$4.5m. The significant activities that derive the operating grants and subsidies revenue relate to Community Facilities, Community Support and Road Transport.

The additional revenue received, and forecast for the end of the year, relates to PGF funding received on behalf of Fale Lotu Connections for local church upgrades that Council is managing on behalf of the local churches (\$1.4m), The Mahi Space (\$183k), the Manawatū River Loop at Foxton (\$2.0m).

Note 2 Finance income **unfavourable** variance of \$66k is due to not prefunding our loans as planned. This is offset by lower finance costs.

Note 3 Other revenue **favourable** variance of \$1.0m. Due to higher planning and consenting income (\$0.5m), additional revenue in Community Facilities and Services (\$150k), correction of prior year \$237k and other items across the business.

Note 4 Finance Costs **favourable** variance of \$637k. This is due to lower interest rates.

Note 5 Other Expenses **unfavourable** variance \$4.2m as detailed below:

Note 5 Other Expenses	Annual Plan	Actual	Variance	Notes
	YTD	YTD	YTD	
	Jun-21 \$000	Jun-21 \$000	2021 \$000	
Professional Services	4,282	7,496	(3,214)	☹️ 7A
Materials	107	105	2	😊
Maintenance	14,683	16,063	(1,380)	☹️ 7B
Grants Paid	670	654	16	😊
Utilities	1,113	1,019	94	😊
Communications	216	210	6	😊
Other Expenses	5,427	4,376	1,051	😊 7C
Vehicle Expenses	129	108	21	😊
Treasury Expenses	164	173	(9)	☹️
Labour Recoveries for Capex projects	(2,529)	(1,696)	(833)	☹️ 7D
Total Other Expenses	24,262	28,508	(4,246)	☹️

Note 7A Professional services **unfavourable** variance of \$3.2m relates to:

- \$1.4m relates to spending the grant received from the Provincial Growth Fund on behalf of the Free Church of Tonga, Samoan Methodist Church, and the Congregational Christian Church of Samoa received as part of the Fale Lotu Connections Project. This project was fully funded.
- The solid waste activity has incurred additional spending of \$600k which relates to:
 - Consulting fees and Project Management Group (PMG) expenses to meet the conditions of the Hōkio Environmental Kaitiaki Alliance (HEKA) landfill agreement, including the robust analysis required to inform the PMG on the decision of whether the landfill should close early and related requirements for remediation of the site (\$260k).
 - Consultancy fees for the preparation of a business case for the future of the landfill and its operations that include scanning wider aspects that affect Council and the community (\$240k).

Note 7B Maintenance costs **unfavourable** variance of \$1.4m. The significant activities that derive maintenance costs relate to Wastewater, Water Supply, Stormwater, Solid Waste, Road Transport and Community Facilities and Services.

The variance year to date and forecast is primarily relates to \$1.9m of expenditure for the PGF funded phase 1 of the shovel ready Manawatū River Loop at Foxton project. This project was originally budgeted as a CAPEX project however \$1.9m of the work is treated as operational as it related to work along the river which is not owned by Council.

Note 7C Other expenses **favourable** variance \$1.1m reflecting the reassessment of the landfill provision (\$1.1m).

Note 7D Labour recoveries for CAPEX projects **unfavourable** variance \$833k reflecting the lower staff time allocated to projects.

- Note 8** This is due to the sale of some industrial land owned by Council in Roe Street Levin to the Horowhenua NZ Trust (HNZT) for economic development purposes.
- Note 9** Capital Grants and Subsidies **unfavourable** variance \$1.5m. The significant grants that derive the capital grants and subsidies are Road Transport, PGF funding including funding for the Manawatū River Loop at Foxton project and Three Waters Stimulus Funding. Refer to the executive summary for a summary of the projects that received central government funding.
- Note 10** This relates to assets such as roads and pipework vested to Council as part of the subdivision process.
- Note 11** Gain on derivatives **favourable** variance \$1.8m. Long term interest rates have begun to rise meaning the some of the historical revaluation losses have been clawed back.

Statement of Comprehensive Revenue and Expense by Activity

REVENUE		2020/21			Notes
		Actual \$000	Budget \$000	Variance \$000	
Significant Activities					
	Regulatory Sevices	(5,686)	(5,186)	500	😊 1
	Community Facilities and Services	(17,406)	(17,141)	265	😊 2
	Road Transport	(12,737)	(13,004)	(267)	😞 3
	Water Supply	(7,058)	(6,859)	199	😊 4
	Wastewater Management	(9,765)	(7,486)	2,279	😊 5
	Solid Waste	(2,997)	(2,990)	7	😊
	Stormwater	(2,140)	(2,406)	(266)	😞 6
	Treasury	(4,670)	(2,429)	2,241	😊 7
	Property	(1,983)	(1,317)	666	😊 8
	Community Support	(3,045)	(2,779)	266	😊 9
	Representation & Com. Leadership	(7,250)	(3,608)	3,642	😊 10
Total Activity Revenue		(74,737)	(65,205)	9,532	😊
Business Units		(22,090)	(22,068)	22	😊
Total Operating Revenue		(96,827)	(87,273)	9,554	😊
EXPENDITURE		2020/21			Notes
		Actual \$000	Budget \$000	Variance \$000	
Significant Activities					
	Regulatory Sevices	5,025	5,186	161	😊 11
	Community Facilities and Services	16,124	13,354	(2,770)	😞 12
	Road Transport	7,452	9,730	2,278	😊 13
	Water Supply	7,904	7,125	(779)	😞 14
	Wastewater Management	8,642	7,835	(807)	😞 15
	Solid Waste	3,462	3,669	207	😊 16
	Stormwater	1,708	1,644	(64)	😞
	Treasury	3,530	4,169	639	😊 17
	Property	2,109	1,299	(810)	😞 18
	Community Support	2,992	2,778	(214)	😞 19
	Representation & Com. Leadership	7,069	4,819	(2,250)	😞 20
Total Activity Expenditure		66,017	61,608	(4,409)	😞
Business Units		22,130	22,102	(28)	😞
Total Operating Expenditure		88,147	83,710	(4,437)	😞
Operating (Surplus)/Deficit		(8,680)	(3,563)	5,117	😊
Other Comprehensive income		(9,548)	(2,699)	(6,849)	

- Note 1** Regulatory Services revenue **favourable** variance \$500k. The higher revenue is due to increased subdivision and building activity across the district.
- Note 2** Community Facilities and Services revenue **favourable** variance \$265k. The additional revenue is mainly due to funding from the Provincial Growth Fund.
- Note 3** Road Transport revenue **unfavourable** variance \$267k. The lower revenue is due to less Waka Kotahi NZTA funding being claimed relates a provisional budget for road improvements for Ō2NL (\$1.7m) which has not been required in the current year and, as such, has not been approved by Waka Kotahi NZTA. A further \$500k for improvements to rail crossings has also not been spent.
- Note 4** Water Supply income **favourable** variance \$199k. The additional revenue is due to assets vested to Council as part of subdivision process.
- Note 5** Wastewater Supply income **favourable** variance \$2.3m. The additional revenue is due to assets vested to Council as part of subdivision process and additional grants.
- Note 6** Stormwater revenue **unfavourable** variance \$266k. This is mostly due to lower interest income on special funds.
- Note 7** Treasury Income **favourable** variance \$2.2m. The additional revenue is mainly due to the gain on the interest rates swaps of \$1.8m.
- Note 8** Property **favourable** variance \$666k. The additional revenue is mainly due to additional grant income of \$806k from Surf Lifesaving NZ for the upgrade of the Foxton Beach Surf Lifesaving Club building.
- Note 9** Community Support **favourable** variance \$266k. The additional revenue is mainly due to funding towards The Mahi Space from the Provincial Growth Fund.
- Note 10** Representation and Community Leadership income **favourable** variance \$3.6m. The significant reported variance relates to the PGF funded Fale Lotu Connections project (\$1.4m) and Three Waters Stimulus Funding (\$2.2m).
- Note 11** Regulatory Services expenditure **favourable** variance \$161k. The reported variance is a result of lower internal charges allocated to the Regulatory Services activity than projected.
- Note 12** Community Facilities and Services **unfavourable** variance of \$2.7m. \$2.0m of the additional expenditure relates to the PGF funded phase 1 of the shovel ready Manawatū River Loop at Foxton project as well as additional depreciation expense of \$286k.
- Note 13** Roading expenditure **favourable** variance \$2.3m. The reported variance relates to lower consultancy spending of \$500k, lower depreciation of \$1.3m following the recent revaluation, and lower levels of staff time charged to capital projects of \$242k.
- Note 14** Water supply expenditure **unfavourable** variance \$779k. The reported variance relates to higher depreciation of \$662k following the recent revaluation of assets.

- Note 15** Wastewater supply expenditure **unfavourable** variance \$807k. The reported variance relates to higher depreciation of \$513k following the recent revaluation of assets as well as additional maintenance expenditure which was focused in Levin.
- Note 16** Solid Waste expenditure **favourable** variance \$207k. This reflects the reassessment of the landfill provision of \$1.1m and it offset by additional spending which relates to:
- Consulting fees and Project Management Group (PMG) expenses to meet the conditions of the Hōkio Environmental Kaitiaki Alliance (HEKA) landfill agreement, including the robust analysis required to inform the PMG on the decision of whether the landfill should close early and related requirements for remediation of the site (\$260k).
 - Consultancy fees for the preparation of a business case for the future of the landfill and its operations that include scanning wider aspects that affect Council and the community (\$240k).
- Note 17** Treasury expenditure **favourable** variance \$639k. This is due to lower interest costs.
- Note 18** Property expenditure **unfavourable** variance \$810k. This is due to the sale of some industrial land owned by Council in Roe Street Levin to the Horowhenua NZ Trust (HNZT) for economic development purposes.
- Note 19** Community Support expenditure **unfavourable** variance \$214k. This is mainly due to additional spending on The Mahi Space, which was fully funded by a grant from the Provincial Growth Fund.
- Note 20** Representation and Community Leadership **unfavourable** variance \$2.3m. This primarily relates to additional spending as a result of the funding from the Provincial Growth Fund on behalf of the Free Church of Tonga, Samoan Methodist Church, and the Congregational Christian Church of Samoa received as part of the Fale Lotu Connections Project.

Statement of Financial Position as at 30 June 2021

	Note	Council Actual \$ 30 June 2021 \$000	Council Budget \$ 30 June 2021 \$000	Council Actual \$ 30 June 2020 \$000
Assets				
Current assets				
Cash and cash equivalents	7	9,402	13,049	15,892
Debtors and other receivables	8	6,759	6,766	6,593
Other financial assets	9	371	5,360	375
Non-current assets held for sale	10	2,064	–	4,011
Total current assets		18,596	25,175	26,871
Non-current assets				
Plant, property and equipment				
– Operational assets	11	56,913	49,908	56,727
– Infrastructural assets	11	593,230	481,592	471,107
– Restricted assets	11	63,411	51,466	60,177
Intangible assets	12	1,462	811	1,479
Forestry assets	13	1,248	942	1,090
Commercial property	14	–	–	–
Other financial assets:				
– Investments CCO's & similar entities	9	233	204	204
– Investments in associates	9	16	16	16
– Other	9	1,772	1,585	1,691
Total non-current assets		718,285	586,524	592,491
Total assets		736,881	611,699	619,362
Liabilities				
Current liabilities				
Payables and deferred revenue	15	16,148	9,643	13,972
Provisions	16	30	30	30
Employee benefit liabilities	17	1,222	899	1,060
Derivative financial instruments	19	702	–	465
Borrowings and other financial liabilities	18	28,000	24,000	35,000
Total current liabilities		46,102	34,950	50,527
Non-current liabilities				
Provisions	16	5,364	4,811	6,425
Employee benefit liabilities	17	256	167	207
Borrowings and other financial liabilities	18	80,000	92,062	71,000
Derivative financial instruments	19	1,296	–	3,050
Other	20	(17)	1,995	100
Total non-current liabilities		86,899	99,035	80,782
Total liabilities		133,001	133,985	131,309
Net assets		603,880	477,714	488,053
Equity				
Retained earnings	21	253,789	257,132	245,387
Revaluation reserves	21	340,480	210,531	233,055
Other reserves	21	9,611	10,051	9,611
Total equity		603,880	477,714	488,053

Funding Impact Statement for Whole of Council as at 30 June 2021

	Annual Plan Forecast 2020 \$000	Annual Report Actual 2020 \$000	Annual Plan Forecast 2021 \$000	Actual 2021 \$000	Variance 2021 \$000
Sources of operating funding					
General rates, uniform annual general charges, rates penalties	10,456	10,501	10,379	10,305	(74)
Targeted rates	29,644	29,886	29,305	28,964	(341)
Subsidies and grants for operating purposes	1,773	1,998	2,104	6,601	4,497
Fees and charges	5,011	4,857	4,551	4,341	(210)
Interest and dividends from investments	209	370	206	138	(68)
Local authorities fuel tax, fines, infringement fees, and other receipts	4,026	4,006	3,191	4,240	1,049
Total operating funding (A)	51,119	51,618	49,736	54,589	4,853
Applications of operating funding					
Payments to staff and suppliers	40,102	40,538	39,663	44,937	5,274
Finance costs	3,870	3,343	3,202	2,565	(637)
Other operating funding applications	–	–	–	–	–
Total applications of operating funding (B)	43,972	43,881	42,865	47,502	4,637
Surplus (deficit) of operating funding (A–B)	7,147	7,737	6,871	7,087	216
Sources of capital funding					
Subsidies and grants for capital expenditure	4,689	3,039	10,676	12,224	1,548
Development and financial contributions	–	–	–	–	–
Increase (decrease) in debt	13,813	10,000	9,325	2,045	(7,280)
Gross proceeds from sale of assets	7,000	5,302	5,000	2,040	(2,960)
Lump sum contributions	–	–	–	–	–
Other dedicated capital funding	–	–	–	–	–
Total sources of capital funding (C)	25,502	18,341	25,001	16,309	(8,692)
Applications of capital funding					
Capital expenditure					
– to meet additional demand	2,112	759	2,000	2,609	609
– to improve the level of service	15,987	10,308	16,182	18,297	2,115
– to replace existing assets	14,550	12,023	12,425	10,870	(1,555)
Increase (decrease) in reserves	–	2,867	1,265	(8,486)	(9,751)
Increase (decrease) of investments	–	121	–	106	106
Total applications of capital funding (D)	32,649	26,078	31,872	23,396	(8,476)
Surplus (deficit) of capital funding (C–D)	(7,147)	(7,737)	(6,871)	(7,087)	(216)
Funding balance ((A–B)+(C–D))	–	–	–	–	–
Depreciation	14,448	14,516	14,848	15,323	475

Loans	External \$000
Loans as at 1/07/2020	106,000
Raised during year	53,000
Repaid during year	(51,000)
Loans as at 30/06/2021	108,000
Interest expense	2,565

Statement of Cashflow as at 30 June 2021

	Council Actual \$ 30 June 2021 \$000	Council Budget \$ 30 June 2021 \$000	Council Actual \$ 30 June 2020 \$000
Cashflow from operating activities			
Cash was provided from:			
Revenue from rates	39,176	39,684	40,985
Other revenue	27,027	20,528	15,613
Interest received	64	200	373
Net GST movement	264	–	226
Total cash provided	66,531	60,412	57,197
Cash was disbursed to:			
Suppliers, services and employees	45,015	39,663	39,544
Interest paid	3,613	3,202	3,455
Net GST movement	–	–	–
Total cash disbursed	48,628	42,865	42,999
Net cashflow from operating activity	17,903	17,547	14,198
Cashflows from investing activities			
Cash was provided from:			
Proceeds from asset sales	(2,040)	5,000	5,301
Proceeds from investments	–	–	–
Total cash provided	(2,040)	5,000	5,301
Cash was disbursed to:			
Purchases of investments	110	–	120
Purchase of assets	24,243	30,607	21,968
Total cash disbursed	24,353	30,607	22,088
Net cashflow from investing activity	(26,393)	(25,607)	(16,787)
Cashflows from financing activities			
Cash was provided from:			
Loans raised	53,000	23,325	67,000
Total cash provided	53,000	23,325	67,000
Cash was disbursed to:			
Repayment of public debt	51,000	14,000	57,000
Total cash disbursed	51,000	14,000	57,000
Net cashflow from financing activity	2,000	9,325	10,000
Net increase (decrease) in cash held	(6,490)	1,265	7,411
Add opening cash bought forward	15,892	11,770	8,481
Closing cash balance	9,402	13,035	15,892
Closing balance made up of cash and cash equivalents	9,402	13,049	15,892

Statement of Rates Debtors

Rate Zone	Assessment Count	Assessments Matching Criteria	% Matching Criteria	Total Rates Due
Cancelled Assessment	541	13	2%	\$133,528
Foxton	1,279	111	9%	\$187,030
Foxton Beach	1,614	95	6%	\$198,872
Hokio Beach	187	29	16%	\$223,834
Levin	7,600	483	6%	\$530,096
Manakau	86	7	8%	\$6,256
No Charges	502		0%	
Non Rateable	129	7	5%	\$9,062
Ohau	152	10	7%	\$10,811
Rural	2,137	145	7%	\$383,489
Rural Lifestyle	2,847	229	8%	\$265,349
Shannon	682	82	12%	\$162,152
Tokomaru	164	9	5%	\$8,428
Utilities	17		0%	
Waikawa Beach	231	10	4%	\$6,354
Waitarere Beach	995	57	6%	\$42,337
Totals at 30 June 2021	19,163	1,287	7%	\$2,167,596

Totals at 30 June 2020	18,970		7%	\$2,173,687
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Notes and Comments

- This report excludes assessments with total arrears under \$99 and assessment with credit balances.
- The total arrears of \$2,167,596 are for total arrears over \$99 as at 30 June 2021. This is a 28% reduction from the prior year.

Category	Total Outstanding	Current Outstanding	31 - 60 days Outstanding	61 - 90 days Outstanding	Over 90 days Outstanding
Current debtors					
Aquatic Centre	15,500	6,537	3,565	1,872	3,526
Building - Exempt Work	2,913	1,805	0	1,108	0
Building Consents	152,491	106,263	17,288	1,771	27,169
Building Fee - BWOFF	5,978	2,640	240	235	2,863
Cemeteries	26,260	26,080	180	0	0
Dogs - Debt Collection	1,834	166	112	1,088	468
Dogs Arrange to pay	106	0	0	0	106
General	407,308	335,390	32,882	2,505	36,531
Health Accreditation Renewals	10,615	2,015	2,300	900	5,400
Hire	9,517	5,628	0	0	3,889
On Charges	180,126	152,369	5,750	0	22,007
Resource Consent Fees	96,330	44,685	25,518	0	26,126
Rubbish Bags	43,662	34,162	0	5,700	3,800
Staff Account	7,475	3,885	727	0	2,863
Swimming Pools	4,330	0	0	775	3,555
Te Awahou	14,548	2,940	4,402	4,095	3,111
Te Takere	9,261	5,749	0	1,959	1,554
Trade Waste	450,234	301,783	223	21	148,208
Water Septage - Septic Tank	13,196	4,895	3,674	4,627	0
Total	1,451,682	1,036,991	96,861	26,655	291,174
Non current debtors					
Dev Cont New Policy	19,741	0	0	0	19,741
Develop Cont Old Policy	6,055	0	0	0	6,055
Rental Income Monthly	66,962	18,798	2,660	245	45,258
Total	92,758	18,798	2,660	245	71,054
Total at 30 June 2021	1,544,440	1,055,789	99,521	26,901	362,229
Total at 30 June 2020	1,043,861	623,767	46,933	127,393	245,768

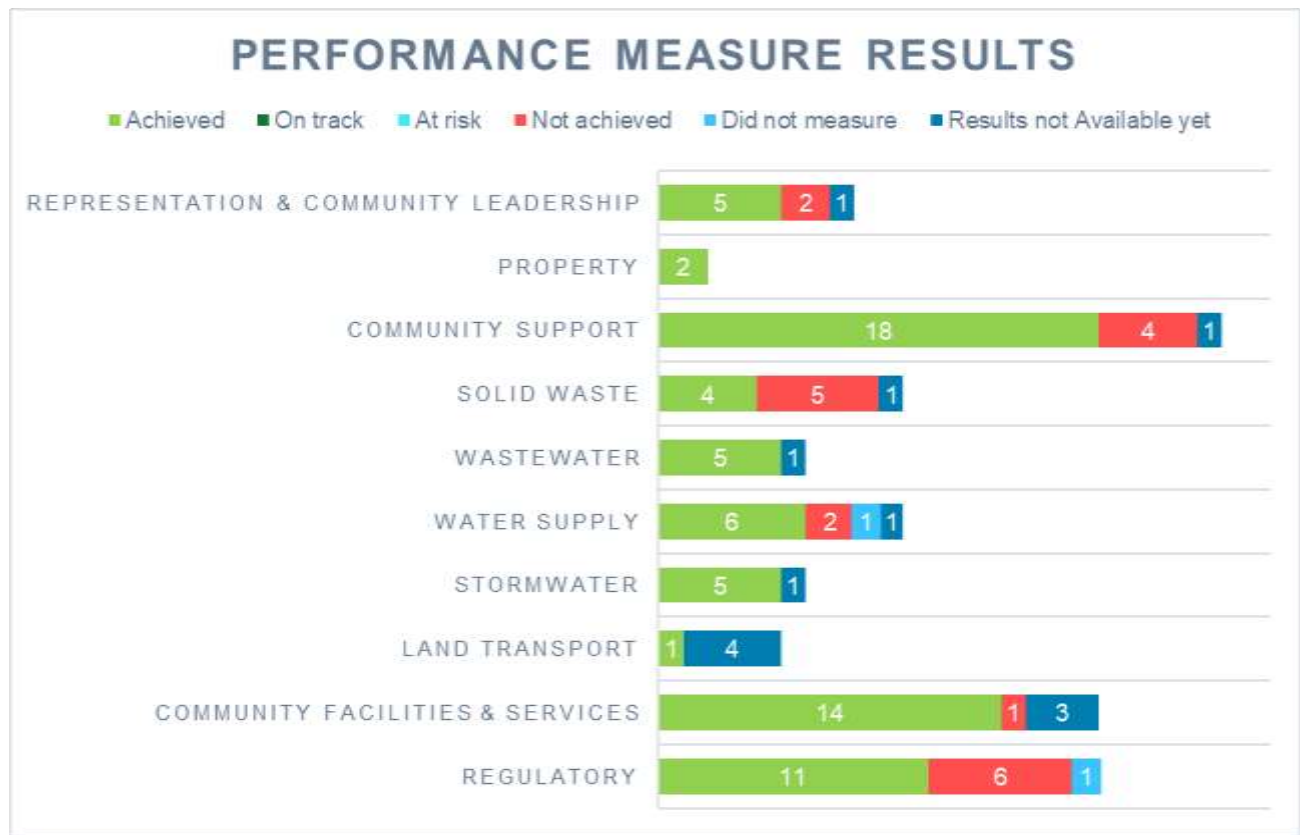
Statement of Loans by Parcel

LOAN PARCELS	Maturity	Interest	Opening Balance	Raised	Repaid	Closing Balance
LGFA FRN	17/05/2021	1.1425%	4,000,000		4,000,000	-
LGFA Bond	17/05/2021	4.5650%	5,000,000		5,000,000	-
LGFA Bond	17/05/2021	5.9852%	5,000,000		5,000,000	-
LGFA Bond	17/05/2021	5.8516%	5,000,000		5,000,000	-
LGFA Bond	15/04/2023	5.1336%	4,000,000			4,000,000
LGFA FRN	18/05/2022	0.7650%	3,000,000			3,000,000
LGFA FRN	19/05/2025	0.8300%	7,000,000			7,000,000
LGFA Bond	15/07/2026	3.3700%	5,000,000			5,000,000
LGFA Bond	15/04/2025	4.2046%	3,000,000			3,000,000
LGFA Bond	15/03/2024	3.7200%	4,000,000			4,000,000
LGFA Bond	15/05/2024	3.7600%	4,000,000			4,000,000
LGFA FRN	15/04/2023	0.9150%	6,000,000			6,000,000
LGFA FRN	14/04/2022	0.8200%	9,000,000			9,000,000
LGFA Bond	20/03/2026	3.3800%	9,000,000			9,000,000
LGFA Bond	15/04/2024	2.5200%	3,000,000			3,000,000
LGFA FRN	15/04/2027	1.1000%	5,000,000			5,000,000
LGFA Bond	15/04/2023	1.4800%	4,000,000			4,000,000
LGFA FRN	15/04/2025	1.1500%	5,000,000			5,000,000
LGFA CP	18/12/2020	0.5550%	16,000,000		16,000,000	-
LGFA Bond	15/04/2027	1.6550%		5,000,000		5,000,000
LGFA Bond	15/04/2028	1.6750%		5,000,000		5,000,000
LGFA CP	15/04/2021	0.4602%		16,000,000	16,000,000	-
LGFA CP	29/06/2021	0.5040%		16,000,000		16,000,000
LGFA Bond	15/05/2028	2.1100%		6,000,000		6,000,000
LGFA FRN	20/04/2029	0.9238%		5,000,000		5,000,000
			106,000,000	53,000,000	51,000,000	108,000,000

Notes and Comments

Our weighted average interest rate is 2.54% at 30 June 2021.

Performance Measure Results

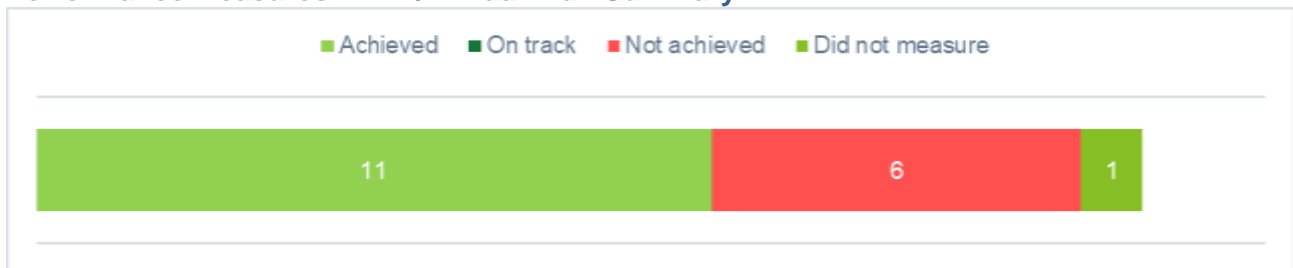


**PLANNING AND REGULATORY
Funding Impact Statement**

	Not e	LTP Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding						
General rates, uniform annual general charges, rates penalties		2,115	2,213	2,337	2,328	(9)
Targeted rates		–	–	–	–	–
Subsidies and grants for operating purposes		–	–	–	–	–
Fees and charges		9	9	9	8	(1)
Local authorities fuel tax, fines, infringement fees, and other receipts		2,760	2,860	2,841	3,331	490
Internal charges and overheads recovered		–	–	–	–	–
Total operating funding (A)		4,884	5,082	5,187	5,667	480
Applications of operating funding						
Payments to staff and suppliers		434	475	480	596	116
Finance costs		2	5	3	1	(2)
Internal charges and overheads applied		4,368	4,521	4,646	4,344	(302)
Other operating funding applications		–	–	–	–	–
Total applications of operating funding (B)		4,804	5,001	5,129	4,941	(188)
Surplus (deficit) of operating funding (A–B)		80	81	58	726	668
Sources of capital funding						
Subsidies and grants for capital expenditure		–	–	–	–	–
Development and financial contributions		–	–	–	–	–
Increase (decrease) in debt		42	(23)	(22)	(35)	(13)
Gross proceeds from sale of assets		–	–	–	19	19
Lump sum contributions		–	–	–	–	–
Other dedicated capital funding		–	–	–	–	–
Total sources of capital funding (C)		42	(23)	(22)	(16)	6
Applications of capital funding						
Capital expenditure						
– to meet additional demand		–	–	–	–	–
– to improve the level of service		5	–	–	–	–
– to replace existing assets		117	58	36	52	16
Increase (decrease) in reserves		–	–	–	658	658
Increase (decrease) of investments		–	–	–	–	–
Total applications of capital funding (D)		122	58	36	710	674
Surplus (deficit) of capital funding (C–D)		(80)	(81)	(58)	(726)	(668)
Funding balance ((A–B)+(C–D))		–	–	–	–	–
Depreciation		79	79	59	85	26

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	–	25	25
Raised during year	30	–	30
Repaid during year	(30)	(35)	(65)
Loans as at 30/06/2021	–	(10)	(10)
Interest expense	1	–	1

PLANNING AND REGULATORY
Performance Measures – LTP/Annual Plan Summary



REGULATORY SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Resource Consenting					
RS1	Processing of applications under the Resource Management Act (RMA) 1991.	Applications under the RMA will be processed within statutory timeframes.	Achieve	<p>Not Achieved</p> <p>As at 30 June 2021, 294 consents have been approved YTD for Land Use, Subdivision, Boundary Activities and “other”, approximately 94% of consents were approved within statutory timeframes.</p> <p>Eighteen (18) resource consents were approved outside of statutory timeframes. This has been due to high volume of applications received compared to the number of staff & contractors available to process applications. Two new resource management planners have been appointed this year and recruitment of staff is ongoing.</p>	D21/92322

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Building Consenting					
RS2	Carry out Building Consent Authority functions including enforcement of legislation relating to construction of buildings and structures.	Number of months in which all building consent applications are processed within 20 working days or less.	100% of all applications	<p>Not Achieved</p> <p>As at 30 June 2021, 820 consents were granted YTD, 99% within statutory timeframes.</p> <p>This measure has been achieved for seven (7) out of twelve (12) months YTD.</p> <p>Seven (7) consents have been processed outside the statutory timeframe YTD. Three (3) of these were due to administrative errors, this has been resolved now we have an additional temporary administrator who has the capacity to carry out appropriate checks to ensure the same error does not occur again in future.</p> <p>Two (2) consents went overtime as a result of changes to the reporting of the statutory clock, the first working day that a consent is on hold while waiting for further information is not counted as a working day in Authority and the Building Act requires that it is counted as a working day. Our reports have been adjusted to reflect this and these two applications have gone over the timeframe as a result.</p> <p>Two (2) consents went over time frame due to delays in the re-starting of the statutory clock after further information was received.</p>	D21/73495

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
RS3		Council will maintain its accredited status as a Building Consent Authority.	Achieve	<p>Achieved</p> <p>As at 30 June 2021, The last accreditation assessment was held on 19-22 April 2021. There are three (3) remaining general non-compliances to clear for this assessment. A clearance plan must be submitted by 1 June 2021 and non-compliances must be cleared by 6 August 2021.</p>	D21/69306

REGULATORY SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Environmental Health					
RS4	Food safety – Food businesses are monitored to ensure compliance with legislation.	Food businesses operating under the Food Act 2014 are verified at the frequency determined by the Food Regulations 2015.	Achieve	Not Achieved As at 30 June 2021, 127 Food businesses operating a MPI template food control plan were verified. It was identified in March 2021 that one (1) verification was not completed in January 2021 as was meant to be. The measure was achieved for eleven (11) out of twelve (12) months.	D19/69467
RS5		Food premises operating under the Food Hygiene Regulations 1974 are inspected.	Achieve	Not Achieved Not applicable – Under the Food Act 2014, food premises are subject to the Food Regulations 2015.	
RS6	Food Safety – Existing food businesses are provided with assistance to transition onto the requirements of the Food Act 2014.	Food businesses are provided with written material about the Food Act 2014 and have opportunities to attend training sessions/seminars	Achieve	Achieved As at 30 November 2018 100% of businesses were transitioned on to the Food Act 2014. This measure is no longer valid.	
Alcohol Licensing					
RS7	Monitoring of licensed premises to ensure compliance with relevant legislation.	Premises are inspected annually to check for compliance with their licence conditions.	Achieve	Achieved As at 30 June 2021, 71 licensed premises holding 71 operative licences exist. All premises that require an inspection have been inspected.	D20/119740

Parking Enforcement					
RS8	All parking restricted areas in Levin will be enforced under the provisions of Council's Bylaw and the Land Transport Regulations.	Enforcement conducted each working day.	Achieve	Achieved Enforcement has been conducted each working day either by way of Parking warden monitoring and enforcement or via the wider regulatory compliance staff remote monitoring and enforcement.	

REGULATORY SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Building Compliance					
RS9	Carry out territorial authority functions including enforcement of legislation.	Reported cases of illegal building work will be responded to within five working days.	Achieve	Not Achieved As at 30 June 2021, Officers responded to 15 reports of building act non-compliances and issued 6 notices to fix. The Building TA Officer role has been vacant since mid-April 2021, creating a delay in Officer responses. The timeframe of five (5) working days has not always been achieved. Recruitment is underway to fill this vacancy.	D20/119364
RS10		Percentage of private swimming pools on register inspected annually for compliance.	> 33%	Achieved As at 30 June 2021, 295 pools are on the register. 33% were inspected.	
RS11	Carry out territorial authority functions including enforcement of legislation.	100% of BWOFs are renewed or Notices to Fix are issued.	Achieve	Achieved As at 30 June 2021, 317 BWOF's are on the register and 99 BWOF audits were undertaken.	

REGULATORY SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Resource Management Compliance					
RS12	Monitoring of District Plan requirements, resource consent compliance and complaints.	Known and reported instances of non-compliances with the District Plan and any resource consents will be responded to within five working days.	Achieve	Not Achieved As at 30 June 2021, The RMA monitoring and compliance role has been vacant since December 2020, creating a delay in Officer responses. The timeframe of five (5) working days has not always been achieved. Recruitment is underway to fill this vacancy.	D20/187900
RS13		All resource consents that are required to be monitored for the year are monitored for compliance with conditions.	Achieve	Not Achieved As at 30 June 2021, 49 resource consents received monitoring during the year; however, as the RMA monitoring and compliance role has been vacant since December 2020, no new monitoring has occurred since December 2020.	
Animal Control					
RS14	Reported instances of non-compliances and dog nuisances will be responded to.	Percent of reported instances of non-compliances and dog nuisances will be responded to.	100%	Achieved As at 30 June 2021, 1,030 complaints have been received. 100% were responded to.	D20/155821
RS15		An after-hours emergency response will be continuously provided.	Achieve	Achieved The service is provided by staff on a weekly roster.	

RS16	Registration and classification of all known dogs within the District.	Percent of known dogs that will be registered or accounted for annually by 31 October.	Registration and classification of all known dogs within the District.	<p>Achieved</p> <p>As at 30 June 2021, Of the 6,074 dogs on Council's database, 5,965 have been registered (98%).</p> <p>Dog owners of all dogs that were not registered as at 1 September 2020 were visited by Animal Control staff to encourage compliance. As at 31 October 2020, 109 dogs remained unregistered for which dog owners were issued an infringement for failing to register.</p>	
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REGULATORY SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref												
General Regulatory Services																	
RS17	Noise complaints response service will be provided.	Noise complaints services are provided all year round and 90% of complaints will be responded to within 60 minutes.	Achieve	<p>Achieved</p> <p>As at 30 June 2021, 1,819 complaints have been received. 95% were responded to within 60 minutes. The service is provided by way of Contract.</p>	D21/60682												
RS18	Public safety bylaws and other legislation will be enforced.	Percent of reported non-compliances and complaints that are responded to within five working days.	100%	<p>Achieved</p> <p>As at 30 June 2021, 125 complaints received and responded to, comprising of:</p> <table border="1" data-bbox="1279 1141 1848 1382"> <thead> <tr> <th></th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Smoke</td> <td>0</td> </tr> <tr> <td>Health Act</td> <td>46</td> </tr> <tr> <td>Local Government Act</td> <td>48</td> </tr> <tr> <td>Council Bylaws</td> <td>31</td> </tr> <tr> <td>Total</td> <td>125</td> </tr> </tbody> </table>		Year to Date	Smoke	0	Health Act	46	Local Government Act	48	Council Bylaws	31	Total	125	D20/155821
	Year to Date																
Smoke	0																
Health Act	46																
Local Government Act	48																
Council Bylaws	31																
Total	125																

COMMUNITY FACILITIES AND SERVICES
Funding Impact Statement

	LTP Forecast 2020 Note \$000	LTP Forecast 2021 \$000	Annual Plan Forecast 2021 \$000	Actual 2021 \$000	Variance 2021 \$000
Sources of operating funding					
General rates, uniform annual general charges, rates penalties	5,163	5,439	5,084	5,065	(19)
Targeted rates	7,094	7,306	6,573	6,576	3
Subsidies and grants for operating purposes	14	14	103	2,239	2,136
Fees and charges	1,665	1,734	1,464	1,238	(226)
Local authorities fuel tax, fines, infringement fees, and other receipts	214	211	20	168	148
Internal charges and overheads recovered	–	–	–	–	–
Total operating funding (A)	14,150	14,704	13,244	15,286	2,042
Applications of operating funding					
Payments to staff and suppliers	9,403	9,615	8,652	10,962	2,310
Finance costs	1,037	1,192	672	558	(114)
Internal charges and overheads applied	2,326	2,422	2,439	2,654	215
Other operating funding applications	–	–	–	–	–
Total applications of operating funding (B)	12,766	13,229	11,763	14,174	2,411
Surplus (deficit) of operating funding (A–B)	1,384	1,475	1,481	1,112	(369)
Sources of capital funding					
Subsidies and grants for capital expenditure	–	–	3,800	1,911	(1,889)
Development and financial contributions	–	–	–	–	–
Increase (decrease) in debt	3,091	345	578	(2,058)	(2,636)
Gross proceeds from sale of assets	–	–	–	–	–
Lump sum contributions	–	–	–	–	–
Other dedicated capital funding	–	–	–	–	–
Total sources of capital funding (C)	3,091	345	4,378	(147)	(4,525)
Applications of capital funding					
Capital expenditure					
– to meet additional demand	26	37	–	–	–
– to improve the level of service	843	463	4,155	2,362	(1,793)
– to replace existing assets	3,551	1,259	1,590	1,232	(358)
Increase (decrease) in reserves	55	61	114	(2,629)	(2,743)
Increase (decrease) of investments	–	–	–	–	–
Total applications of capital funding (D)	4,475	1,820	5,859	965	(4,894)
Surplus (deficit) of capital funding (C–D)	(1384)	(1,475)	(1,481)	(1,112)	369
Funding balance ((A–B)+(C–D))	–	–	–	–	–
Depreciation	1,165	1,249	1,592	1,878	286

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	19,400	545	19,945
Raised during year	2,500	27	2,527
Repaid during year	(4,400)	(185)	(4,585)
Loans as at 30/06/2021	17,500	387	17,887
Interest expense	548	10	558

COMMUNITY FACILITIES AND SERVICES
Performance Measures – LTP/Annual Plan Summary



COMMUNITY FACILITIES AND SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Reserves					
CF1	Reserves are available for Community use.	Residential dwellings in urban areas are within 400 metres to local reserves, either Council or privately provided.	≥ 80%	Achieved As at 30 June 2021 Council has 83.06% of residential dwellings in urban areas that are within 400 metres to local reserves, either Council or privately provided.	D21/90908
CF2		Residential dwellings in urban areas are within 800 metres of playgrounds or destination reserves.	≥ 80%	Achieved As at 30 June 2021 Council has 91.63% of residential dwellings in urban areas that are within 800 metres of playgrounds or destination reserves.	D21/90908
CF3	Reserves meet local needs.	Percentage of customers satisfied with the service, based on the Annual Customer Satisfaction Survey.	≥ 80%	To be reported as part of the annual report These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.	
CF4	Playgrounds are safe for users.	Playground facilities comply with relevant National Playground standards.	Achieve	Achieved As at 30 June 2021, 100% of playground facilities complied.	D21/93288

COMMUNITY FACILITIES AND SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Sportsgrounds					
CF5	Sports grounds are available for Community use.	Percent of time that sport grounds are available for use during their opening hours.	95%	Achieved As at 30 June 2021, 98.21% of sports grounds were available for use during their opening hours. Playford Park #1 was closed for weekday training for a period of three weeks due to the wet turf surface. This closure was only for weekday training, it was open on weekends for booked HKRFU Club matches.	D21/90908 D21/93288
CF6	Sports grounds meet local needs.	Number of Customer Request Management complaints reporting of ground conditions per annum.	< 5	Achieved As at 30 June 2021, 0 complaints have been received.	D21/90908

COMMUNITY FACILITIES AND SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Halls					
CF7	Community Halls are available for public use.	Number of uses per fortnight for Community Halls.	10	Achieved As at 30 June 2021, Levin Memorial Hall was used 334 times. Shannon Memorial Hall was used 73 times. Foxtton Memorial Hall was used 20 times. Total = 427 times (an average of 16.42 times per fortnight).	D21/90908

Aquatic Centres					
CF8	Safe aquatic facilities are operating in the District.	Compliance with relevant standards including Pool Safe Accreditation.	Achieved	<p>Achieved</p> <p>As at 30 June 2021, Levin = 100% Foxton = 100%</p> <p>Both Foxton and Levin pools have received 'Pool Safe' accreditation during February 2021. This is valid until April 2022 when the next Pool Safe assessment is completed.</p>	D21/60488 D21/60494
CF9	Aquatics centres meet customer needs.	Percent of customers satisfied, based on the Annual Customer Satisfaction Survey.	≥ 90%	<p>To be reported as part of the annual report</p> <p>These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.</p>	
CF10	A high quality Swim School operates at the Levin and Foxton Aquatic Centres.	Number of participants in Learn to Swim classes.	≥ 400 per term	<p>Achieved</p> <p>As at 30 June 2021, Term Three = 454 Term Four = 605 Term One (2021) = 611 Term Two (2021) = 551</p>	D20/146728 D20/174490 D20/174499 D21/59441 D21/59442 D21/59443

COMMUNITY FACILITIES AND SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Aquatic Centres					
CF11	Local clubs are supported to deliver their own events.	Number of events per year held by clubs- clubs growing and taking ownership of their own events and future.	≥ 5 per year	<p>Achieved As at 30 June 2021,</p> <ol style="list-style-type: none"> 1. College Old Boys Junior Rugby prize giving 2. Poroutawhao School Swim 3. Waitohu School, Ōtaki School Swim 4. Foxton Primary School Swim 5. Athletic Rugby prize giving 6. Special Olympics 7. Patrols end of year swim 8. Streamline Xmas event 9. End of year swim – Fairfield School, Poroutawhao School, Levin School, Ōtaki Primary School, Rangitane Whanau, St Josephs 10. Horowhenua College and Waiopahu College end of year swim 11. Levin Swim Club end of year swim 12. Mandy’s Swimming end of year swim 13. Paranui Marae end of year swim 14. Foxton Beach School end of year swim 15. Interschool’s swim champs 16. Levin Masters Swim Meet 17. Levin Intermediate Swim Champs 18. Poroutawhao School Swim Champs 	

CF1 2	Growing existing events and developing new ones for the following areas; children, general public, and retirees.	Number of events per year for: Children; General public; and Retirees.	≥ 3 ≥ 3 ≥ 3	Achieved As at 30 June 2021, The following events have taken place and been delivered by HDC at aquatic facilities this year.	D20/157213 D21/59410		
					Children	General public	Retirees
					9	6	6

COMMUNITY FACILITIES AND SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Community Centres and Libraries					
CF13	Council provides community facilities for residents, ratepayers, and visitors to access Community services including library services.	Communities with library and community facilities providing an integrated and District wide service.	Levin, Foxton, and Shannon	Achieved As at 30 June 2021 Library Services are delivered in in Levin, Shannon and Foxton.	
CF14	Libraries and community facilities meet the public's needs.	Percent of residents and non-residents satisfied with library and Community services based on the Annual Customer Satisfaction Survey.	> 90%	To be reported as part of the annual report These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.	

CF15	Community facilities are available for public use.	Number of booking counts for community facilities.	≥ 1,200	Achieved As at 30 June 2021, 1,447 bookings have been made for community facilities. (Note: this number now includes all bookings for both Te Awahou Nieuwe Stroom and Te Takeretanga o Kura-Hau-pō).	D19/98604												
CF16	Customers have access to a range of current information in both print and digital format.	Number of items loaned from the libraries across the District, including books, magazines etc.	≥ 320,000	Not Achieved As at 30 June 2021, Broken down as follows: <table border="1" data-bbox="1256 555 1637 863"> <thead> <tr> <th>Library</th> <th>Issues</th> </tr> </thead> <tbody> <tr> <td>Levin</td> <td>197,409</td> </tr> <tr> <td>Foxton</td> <td>23,478</td> </tr> <tr> <td>Shannon</td> <td>7,219</td> </tr> <tr> <td>Digital</td> <td>10,122</td> </tr> <tr> <td>Total</td> <td>238,228</td> </tr> </tbody> </table>	Library	Issues	Levin	197,409	Foxton	23,478	Shannon	7,219	Digital	10,122	Total	238,228	D19/98604
Library	Issues																
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Foxton	23,478																
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Total	238,228																

COMMUNITY FACILITIES AND SERVICES – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref												
Community Centres and Libraries																	
CF17	Customers have access to a range of current information in both print and digital format.	Percent of increase in use of website. (Note: These numbers include statistics for Te Takeretanga o Kura-hau-pō website, OPAC, and Kete Horowhenua.)	+> 1%	Achieved As at 30 June 2021: <table border="1" data-bbox="1263 1198 1951 1390"> <thead> <tr> <th></th> <th>2020/21 YTD</th> <th>2019/20 YTD</th> <th>% change</th> </tr> </thead> <tbody> <tr> <td>Unique users</td> <td>92,698</td> <td>83,663</td> <td>11%</td> </tr> <tr> <td>Sessions</td> <td>125,241</td> <td>119,121</td> <td>5%</td> </tr> </tbody> </table>		2020/21 YTD	2019/20 YTD	% change	Unique users	92,698	83,663	11%	Sessions	125,241	119,121	5%	D19/98604
	2020/21 YTD	2019/20 YTD	% change														
Unique users	92,698	83,663	11%														
Sessions	125,241	119,121	5%														

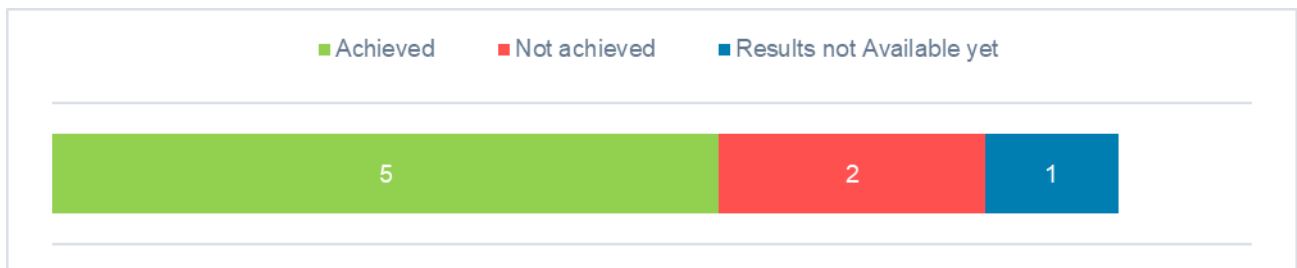
CF18	Customers have access to programmes and initiatives that enhance the wellbeing of the District.	Number of programmes delivered in: Levin Foxton Shannon	≥ 60 ≥ 30 ≥ 10	<p>Achieved As at 30 June 2021 The programmes that have been delivered are broken down as follow:</p> <table border="1" data-bbox="1265 347 1953 451"> <thead> <tr> <th data-bbox="1265 347 1494 400">Levin</th> <th data-bbox="1494 347 1722 400">Foxton</th> <th data-bbox="1722 347 1953 400">Shannon</th> </tr> </thead> <tbody> <tr> <td data-bbox="1265 400 1494 451">443</td> <td data-bbox="1494 400 1722 451">60</td> <td data-bbox="1722 400 1953 451">98</td> </tr> </tbody> </table>	Levin	Foxton	Shannon	443	60	98	D21/56326
Levin	Foxton	Shannon									
443	60	98									

REPRESENTATION AND COMMUNITY LEADERSHIP
Funding Impact Statement

	Not e	LTP Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding						
General rates, uniform annual general charges, rates penalties		505	575	40	40	–
Targeted rates		3,625	3,898	3,564	3,565	1
Subsidies and grants for operating purposes		–	–	–	1,410	1,410
Fees and charges		–	–	–	–	–
Local authorities fuel tax, fines, infringement fees, and other receipts		91	2	–	62	62
Internal charges and overheads recovered		–	–	–	–	–
Total operating funding (A)		4,221	4,475	3,604	5,077	1,473
Applications of operating funding						
Payments to staff and suppliers		1,419	1,295	1,594	3,542	1,948
Finance costs		117	134	123	102	(21)
Internal charges and overheads applied		3,074	3,224	3,102	3,425	323
Other operating funding applications		–	–	–	–	–
Total applications of operating funding (B)		4,610	4,653	4,819	7,069	2,250
Surplus (deficit) of operating funding (A–B)		(389)	(178)	(1,215)	(1,992)	(777)
Sources of capital funding						
Subsidies and grants for capital expenditure		–	–	–	2,173	2,173
Development and financial contributions		–	–	–	–	–
Increase (decrease) in debt		330	203	1,215	845	(370)
Gross proceeds from sale of assets		–	–	–	–	–
Lump sum contributions		–	–	–	–	–
Other dedicated capital funding		–	–	–	–	–
Total sources of capital funding (C)		330	203	1,215	3,018	1,803
Applications of capital funding						
Capital expenditure						
– to meet additional demand		–	–	–	1	1
– to improve the level of service		–	–	–	–	–
– to replace existing assets		–	–	–	–	–
Increase (decrease) in reserves		(59)	25	–	1,025	1,025
Increase (decrease) of investments		–	–	–	–	–
Total applications of capital funding (D)		(59)	25	–	1,026	1,026
Surplus (deficit) of capital funding (C–D)		389	178	1,215	1,992	777
Funding balance ((A–B)+(C–D))		–	–	–	–	–
Depreciation		13	14	–	–	–

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	3,500	150	3,650
Raised during year	1,250	1	1,251
Repaid during year	(350)	(56)	(406)
Loans as at 30/06/2021	4,400	95	4,495
Interest expense	99	3	102

REPRESENTATION AND COMMUNITY LEADERSHIP
Performance Measures – LTP/Annual Plan Summary



REPRESENTATION AND COMMUNITY LEADERSHIP – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Representation and Community Leadership					
RCL1	Council provides open, accessible processes to local government.	Number of successful challenges to Council's decision making processes.	0	Achieved As at 30 June 2021, There have been no successful challenges to Council's decision making process.	
RCL2		LGOIMA requests responded to within 20 working days.	Achieve	Not Achieved As at 30 June 2021, 209 LGOIMAs have been received. 170 were processed on time 17 were sent late 21 remain open: 8 on time 13 late – 4 had extensions 1 was withdrawn.	
RCL3	Council supports residents and ratepayers to have their views heard and considered in Council decision making.	Percent of residential and non-residential ratepayers who are satisfied with the way Council involves the public in its decision making, based on the Annual Customer Satisfaction Survey	> 50%	To be reported as part of the annual report These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.	

REPRESENTATION AND COMMUNITY LEADERSHIP – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
RCL4		Council will pre-engage on all significant decisions as outlined in the Significance of Engagement Strategy found on Council's website.	Achieve	Achieved As at 30 June 2021.	
RCL5	Council's planning documents meet statutory requirements and have unqualified audit opinions.	The LTP is completed within the statutory timeframe, including a Financial and Infrastructure Strategies which meets the requirements of the Local Government Act.	Adopted before 30 June (every 3 years)	Achieved The LTP was adopted 30 June 2021.	D21/252

REPRESENTATION AND COMMUNITY LEADERSHIP – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Representation and Community Leadership					
RCL6	Council's planning documents meet statutory requirements and have unqualified audit opinions.	The Annual Plan will be adopted before 30 June annually.	Achieve	Achieved As at 30 June 2021, The Annual Plan was adopted on 29 June 2020.	D20/272
RCL7		The Annual Report will include an unqualified audit opinion.	Achieve	Not Achieved The Annual Report was adopted on 17 December 2020. However the report was qualified due to audit unable to verify the completeness of SSP data which was collected by PNCC.	D20/109 758

REPRESENTATION AND COMMUNITY LEADERSHIP – Performance Measures – LTP/Annual Plan

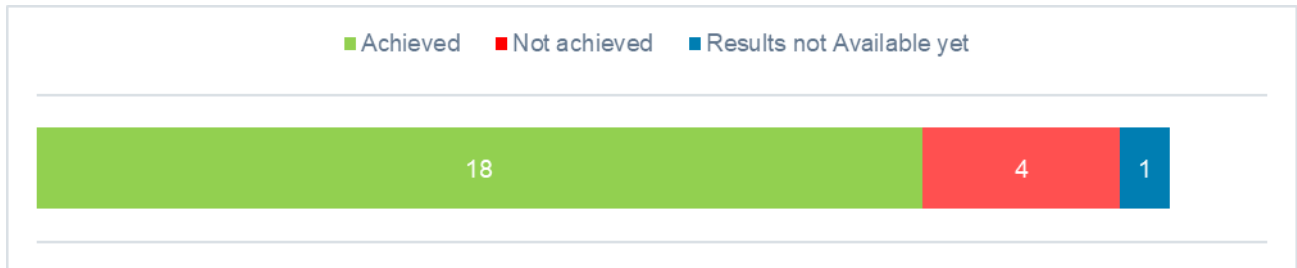
Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
RCL8	The District Plan provides for a balanced regulatory framework that protects important community and environmental values.	Percent of non-complying resource consents approved as a proportion of all approved consents.	<10%	Achieved As at 30 June 2021, four (4) non-complying resource consents have been approved, which represents 1.6% of applications approved.	D21/923 22

COMMUNITY SUPPORT
Funding Impact Statement

	Not e	LTP Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding						
General rates, uniform annual general charges, rates penalties		2,471	2,540	2,739	2,729	(10)
Targeted rates		–	–	–	–	–
Subsidies and grants for operating purposes		28	28	33	293	260
Fees and charges		–	–	–	–	–
Local authorities fuel tax, fines, infringement fees, and other receipts		134	137	7	24	17
Internal charges and overheads recovered		–	–	–	–	–
Total operating funding (A)		2,633	2,705	2,779	3,046	267
Applications of operating funding						
Payments to staff and suppliers		1,248	1,276	1,615	1,813	198
Finance costs		1	1	16	–	(16)
Internal charges and overheads applied		1,370	1,414	1,135	1,171	36
Other operating funding applications		–	–	–	–	–
Total applications of operating funding (B)		2,619	2,691	2,766	2,984	218
Surplus (deficit) of operating funding (A–B)		14	14	13	62	49
Sources of capital funding						
Subsidies and grants for capital expenditure		–	–	–	–	–
Development and financial contributions		–	–	–	–	–
Increase (decrease) in debt		(1)	(1)	6	–	(6)
Gross proceeds from sale of assets		–	–	–	–	–
Lump sum contributions		–	–	–	–	–
Other dedicated capital funding		–	–	–	–	–
Total sources of capital funding (C)		(1)	(1)	6	–	(6)
Applications of capital funding						
Capital expenditure						
– to meet additional demand		–	–	–	–	–
– to improve the level of service		–	–	6	6	–
– to replace existing assets		–	–	–	3	3
Increase (decrease) in reserves		13	13	13	53	40
Increase (decrease) of investments		–	–	–	–	–
Total applications of capital funding (D)		13	13	19	62	43
Surplus (deficit) of capital funding (C–D)		(14)	(14)	(13)	(62)	(49)
Funding balance ((A–B)+(C–D))		–	–	–	–	–
Depreciation		13	12	12	9	(3)

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	–	–	–
Raised during year	–	–	–
Repaid during year	–	–	–
Loans as at 30/06/2021	–	–	–
Interest expense	–	–	–

COMMUNITY SUPPORT
Performance Measures – LTP/Annual Plan Summary



COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Emergency Management					
CS1	Community awareness is promoted and encouraged.	12 media messages promoting preparedness for an emergency will be made to residents and ratepayers annually.	Achieve	Achieved As at 30 June 2021, Thirty five (35) media messages have been made. Emergency messaging will continue to be posted in support of COVID-19 response.	
CS2	Council maintains a functional EOC and trained staff.	Civil defence and emergency management assessment of readiness and capability.	100% of Council staff with EOC roles	Not Achieved As at 30 June 2021, due to a lack of training opportunities for new staff to gain Emergency Management competencies, legacy impacts of Covid-19, and the late 2020 vacancy of the Emergency Management Officer position.	
Community Engagement					
CS3	Council provides effective leadership in advocating, coordinating and facilitating on behalf of Community needs.	Number of Community Wellbeing Committee meetings per year.	≥ 5	Not Achieved As at 30 June 2021, Three (3) Community Wellbeing Committee meetings have been held. The October 2020 meeting was cancelled due to the attendance quorum not being met.	GD/04/16/05
CS4	Young people in the Horowhenua live in a safe and supportive environment, which empowers them to make positive life choices.	Number of yEP (Youth Voice) meetings per year.	≥ 8	Achieved As at 30 June 2021, eight (8) yEP (Youth Voice) meetings have been held.	CS/07/06/15
CS5		Number of programmes or projects implemented by yEP (Youth Voice).	≥ 4	Achieved As at 30 June 2021, four (4) programmes/projects have been implemented by yEP (Youth Voice).	CS/04/06/15

COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
CS6		Number of Youth Network meetings per year.	≥ 6	Achieved As at 30 June 2021, Seven (7) Youth Network meetings have been held.	CS/04/06/15

COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Community Engagement					
CS7	Horowhenua residents are empowered to make choices enabling them to live a satisfying and healthy lifestyle.	Number of Older Person Network meetings per year.	≥ 10	Not Achieved As at 30 June 2021, nine (9) Older Persons Network meetings have been held. The August 2020 meeting was cancelled because of COVID-19 Level 2 associated risks.	CS/04/05/15
CS8		Number of <i>Elderberries</i> magazine publications annually.	≥ 4	Achieved As at 30 June 2021, There have been four (4) <i>Elderberries</i> magazine publications.	CM/03/04/13
CS9	Horowhenua is a vibrant, creative and friendly Community with an abundance of art, rich cultures and a strong sense of heritage.	Number of Creative Communities funding rounds per year.	≥ 2	Achieved As at 30 June 2021, There have been two (2) Creative Communities funding rounds.	CS/03/05/13

COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
CS10	Horowhenua is New Zealand's foremost District in taking joint responsibility for the success of our Community through education.	Number of Education Horowhenua meetings per year.	≥ 4	Achieved As at 30 June 2021, There have been six (6) Education Horowhenua meetings.	CS/04/03/14
CS11	Horowhenua is fully accessible to all people.	Number of Access and Inclusion Leadership forums per year.	≥ 4	Achieved As at 30 June 2021, There have been four (4) Access and Inclusion Leadership forums.	CS/04/02/13

COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref																																
Community Engagement																																					
CS12	Council promotes community group empowerment and provides opportunities for Community driven initiatives and projects, and to grow and develop.	Number of Community Capacity and Capability Building Programme workshops or trainings offered.	≥ 10	<p>Achieved As at 30 June 2021, Thirteen (13) Community capacity and Capability Building workshops/trainings have been held. These are as follows:</p> <table border="1"> <tr> <td>Links First Aid Level 1</td> <td>Shannon (15)</td> </tr> <tr> <td>Psychological First Aid</td> <td>Te Whare Mahana, Levin (19)</td> </tr> <tr> <td>Exult Sustainable Funding</td> <td>Levin (44)</td> </tr> <tr> <td>yEP Governance Training</td> <td>Levin (12)</td> </tr> <tr> <td>FUNDamentals – Funding workshop</td> <td>Levin (22)</td> </tr> <tr> <td>Inspiring Communities CLD</td> <td>Levin (26)</td> </tr> <tr> <td>Inspiring Communities CLD</td> <td>Shannon (24)</td> </tr> <tr> <td>Civil Defence Emergency</td> <td>Shannon (23)</td> </tr> <tr> <td>Keeping Children Safe Online</td> <td>Levin (23)</td> </tr> <tr> <td>Skills 4 Life</td> <td>Shannon (6)</td> </tr> <tr> <td>3P Parenting</td> <td>Shannon (4)</td> </tr> <tr> <td>Psychological First Aid</td> <td>Shannon (17)</td> </tr> <tr> <td>St John First Aid Level 1</td> <td>Foxton (18)</td> </tr> <tr> <td>Food Safe</td> <td>Levin (15)</td> </tr> <tr> <td>St Johns' L1 First Aid</td> <td>Levin (19)</td> </tr> <tr> <td>EXULT – Sustainable</td> <td>Foxton (15)</td> </tr> </table>	Links First Aid Level 1	Shannon (15)	Psychological First Aid	Te Whare Mahana, Levin (19)	Exult Sustainable Funding	Levin (44)	yEP Governance Training	Levin (12)	FUNDamentals – Funding workshop	Levin (22)	Inspiring Communities CLD	Levin (26)	Inspiring Communities CLD	Shannon (24)	Civil Defence Emergency	Shannon (23)	Keeping Children Safe Online	Levin (23)	Skills 4 Life	Shannon (6)	3P Parenting	Shannon (4)	Psychological First Aid	Shannon (17)	St John First Aid Level 1	Foxton (18)	Food Safe	Levin (15)	St Johns' L1 First Aid	Levin (19)	EXULT – Sustainable	Foxton (15)	CS/03/02/14
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COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref								
				<table border="1"> <tr> <td>Funding</td> <td></td> </tr> <tr> <td>EXULT – Growing Great Volunteers</td> <td>Levin (20)</td> </tr> <tr> <td>EXULT – Governance 101</td> <td>Levin (21)</td> </tr> <tr> <td>Funding Roadshow</td> <td>Levin (15)</td> </tr> </table>	Funding		EXULT – Growing Great Volunteers	Levin (20)	EXULT – Governance 101	Levin (21)	Funding Roadshow	Levin (15)	
Funding													
EXULT – Growing Great Volunteers	Levin (20)												
EXULT – Governance 101	Levin (21)												
Funding Roadshow	Levin (15)												
CS13		Percent of satisfaction with Capacity and Capability Building Programme workshops or training.	≥ 85%	<p>To be reported as part of the annual report</p> <p>These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.</p>									

COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Community Engagement					
CS14	Council promotes community group empowerment and provides opportunities for Community driven initiatives and projects, and to grow and develop.	Number of individuals participating in Capacity and Capability Building Programme workshops or training over the year.	≥ 150	<p>Achieved</p> <p>As at 30 June 2021, 358 individuals have participated in Capacity and Capability Building Programme workshops or training.</p>	CS/03/02/14
CS15	Council supports beach safety initiatives within Communities by	Number of weeks Council funded surf lifesaving service is provided at Foxton and	≥ 6	<p>Achieved</p> <p>As at 30 June 2021, Six (6) weeks have been funded.</p>	D20/160236 D20/149771

COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
	providing financial support.	Waitārere Beaches.			
CS16	Council effectively communicates with its ratepayers and residents.	Number of Council <i>Community Connections</i> newsletters published annually.	≥ 10	Achieved As at 30 June 2021, Ten (10) Community Connections have been published. Copies can be found at: https://www.horowhenua.govt.nz/Community/Community-Engagement/Community-Connection	CM/03/02/12
CS17	Council effectively communicates with its ratepayers and residents.	Number of media releases published annually.	≥ 100	Not Achieved As at 30 June 2021, Eighty-six (86) media releases have been published. The Communications Lead position was vacant from 18/12/2020 to 27/04/2021.	D18/106782
CS18	Council provides a 24/7 telephone contact centre operation.	Telephone contact is continually provided 24/7.	Achieve	Achieved As at 30 June 2021, Council's 06 366 0999 telephone number is operational 24/7. After hour's service and continuous phone supply under Contract with PNCC – CM9 record D20/110689. The phone system is hard coded to divert to PNCC should it have a fault at HDC.	D20/110689

COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Visitor Information					
CS19	Council supports the promotion of Horowhenua as a tourism destination.	i-Site accreditation is maintained at Te Awahou Nieuwe Strom and Te Takeretanga o Kura-hau-pō facilities.	Achieve	Achieved As at 30 June 2021, i-SITE accreditation is maintained.	
CS20	Council supports the promotion of Horowhenua as a tourism destination.	Annual number of visitor information enquiries conducted from Horowhenua i-Sites.	≥ 10,000	Achieved As at 30 June 2021, manually collated stats on Visitor Information enquiries are: 25,613	

COMMUNITY SUPPORT – Performance Measure – LTP/Annual Plan

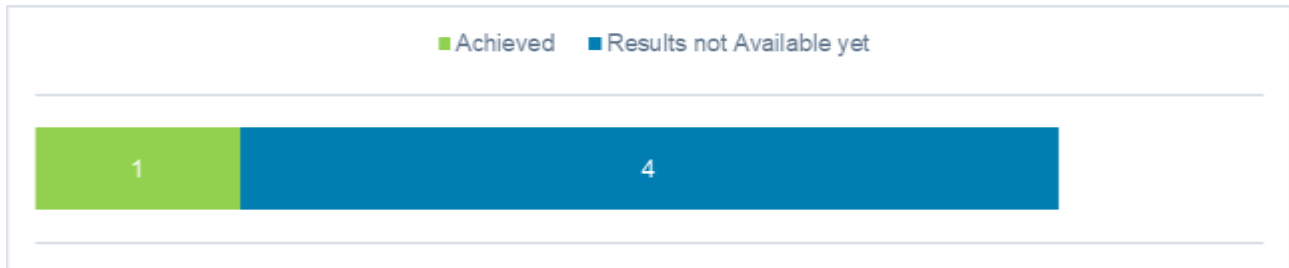
Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
Economic Development					
CS21	Council provides strategic leadership in coordinating Economic Development activities across the District.	Number of Economic Development Board meetings organised per year. NOTE: The Horowhenua New Zealand Trust is now the lead entity for the community's Economic Development services and coordination.	≥ 10	Achieved As at 30 June 2021, Ten (10) Horowhenua New Zealand Trust meetings have been held.	
CS22	Council provides opportunities for businesses to collaborate and network resulting in a stronger business sector.	Number of business networking meetings organised per year.	≥ 10	Achieved As at 30 June 2021, Ten (10) Business Networking meetings have been held.	
CS23	Council advocates for and facilitates business development and new business investment in the Horowhenua District.	Percent of the District's Business Community that are satisfied or more than satisfied with Council's overall performance in the Economic Development Activity.	> 75%	To be reported as part of the annual report These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.	

LAND TRANSPORT
Funding Impact Statement

	Not e	LTP Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding						
General rates, uniform annual general charges, rates penalties		–	–	–	–	–
Targeted rates		3,486	3,681	3,627	3,621	(6)
Subsidies and grants for operating purposes		1,436	1,468	1,968	2,644	676
Fees and charges		–	–	–	–	–
Local authorities fuel tax, fines, infringement fees, and other receipts		359	365	285	260	(25)
Internal charges and overheads recovered		–	–	–	–	–
Total operating funding (A)		5,281	5,514	5,880	6,525	645
Applications of operating funding						
Payments to staff and suppliers		2,593	2,653	3,462	2,703	(759)
Finance costs		185	277	113	92	(21)
Internal charges and overheads applied		961	988	967	725	(242)
Other operating funding applications		–	–	–	–	–
Total applications of operating funding (B)		3,739	3,918	4,542	3,520	(1,022)
Surplus (deficit) of operating funding (A–B)		1,542	1,596	1,338	3,005	1,667
Sources of capital funding						
Subsidies and grants for capital expenditure		4,308	4,634	6,876	6,211	(665)
Development and financial contributions		–	–	–	–	–
Increase (decrease) in debt		1,835	1,970	2,284	1,249	(1,035)
Gross proceeds from sale of assets		–	–	–	–	–
Lump sum contributions		–	–	–	–	–
Other dedicated capital funding		–	–	–	–	–
Total sources of capital funding (C)		6,143	6,604	9,160	7,460	(1,700)
Applications of capital funding						
Capital expenditure						
– to meet additional demand		–	–	–	3	3
– to improve the level of service		4,209	4,693	6,954	5,915	(1,039)
– to replace existing assets		3,458	3,535	3,624	3,685	61
Increase (decrease) in reserves		18	(28)	(80)	862	942
Increase (decrease) of investments		–	–	–	–	–
Total applications of capital funding (D)		7,685	8,200	10,498	10,465	(33)
Surplus (deficit) of capital funding (C–D)		(1,542)	(1,596)	(1,338)	(3,005)	(1,667)
Funding balance ((A–B)+(C–D))		–	–	–	–	–
Depreciation		5,143	5,305	5,188	3,933	(1,255)

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	3,100	183	3,283
Raised during year	3,110	27	3,137
Repaid during year	(1,810)	(78)	(1,888)
Loans as at 30/06/2021	4,400	132	4,532
Interest expense	89	3	92

LAND TRANSPORT
Performance Measures – LTP/Annual Plan Summary



LAND TRANSPORT – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
LT1	A safe road network.	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network.	0 change or less from previous year.	<p>To be reported as part of the annual report</p> <p>This measure is marked as unable to report as it is a yearly target reported as at 30 June 2021.</p> <p>The number of fatalities and serious injury crashes on the local road network is calculated utilising data from the crash analysis system (CAS) database. It compares one year with the next and as such it will be reported on in the annual report.</p>	
LT2	Roads in good condition.	The average quality of ride on a sealed local road network measured by smooth travel exposure.	Minimum 85%	<p>To be reported as part of the annual report</p> <p>This measure is marked as unable to report as it is a yearly target reported as at 30 June 2021.</p> <p>The target achievement/non-achievement will be reported as part of the annual report once all the high speed data survey information is complete.</p>	
LT3	Roads that are maintained well.	The percentage of the sealed local road network that is resurfaced annually.	Minimum of 5% of total area	<p>To be reported as part of the annual report</p>	
LT4	Footpaths are in an acceptable condition.	Target footpath condition rating (% compliant with Council's standards found in the Land Transport Activity Plan).	<p>Minimum 30% in excellent condition.</p> <p>Maximum 10% in poor condition.</p>	<p>To be reported as part of the annual report</p> <p>This measure is marked as unable to report as it is a yearly target reported as part of the annual report.</p> <p>However, the system for assessing footpath condition is based over a 5 year rotating cycle. An average condition rating can be determined at the end of this year based on the percentage of actual rating survey completed</p>	

LT5	Good response to service requests.	The percentage of customer service requests relating to roads and footpaths to which Council responds within 15 working days.	> 95%	<p>Achieved</p> <p>As of 30 June 2021, 1,633 CRMs have been received with 96.3% closed within 15 working days.</p>	
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STORMWATER
Funding Impact Statement

	Not e	LTP Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding						
General rates, uniform annual general charges, rates penalties		–	–	–	–	–
Targeted rates		1,331	1,417	1,386	1,389	3
Subsidies and grants for operating purposes		–	–	–	–	–
Fees and charges		–	–	–	–	–
Local authorities fuel tax, fines, infringement fees, and other receipts		92	95	–	–	–
Internal charges and overheads recovered		–	–	–	–	–
Total operating funding (A)		1,423	1,512	1,386	1,389	3
Applications of operating funding						
Payments to staff and suppliers		421	432	422	286	(136)
Finance costs		412	462	257	225	(32)
Internal charges and overheads applied		98	102	305	456	151
Other operating funding applications		–	–	–	–	–
Total applications of operating funding (B)		931	996	984	967	(17)
Surplus (deficit) of operating funding (A–B)		492	516	402	422	20
Sources of capital funding						
Subsidies and grants for capital expenditure		–	–	–	81	81
Development and financial contributions		–	–	–	–	–
Increase (decrease) in debt		1,006	780	1,352	4,849	3,497
Gross proceeds from sale of assets		–	–	–	–	–
Lump sum contributions		–	–	–	–	–
Other dedicated capital funding		–	–	–	–	–
Total sources of capital funding (C)		1,006	780	1,352	4,930	3,578
Applications of capital funding						
Capital expenditure						
– to meet additional demand		285	245	469	290	(179)
– to improve the level of service		1,050	905	1,241	1,687	446
– to replace existing assets		75	98	98	37	(61)
Increase (decrease) in reserves		88	48	(54)	3,338	3,392
Increase (decrease) of investments		–	–	–	–	–
Total applications of capital funding (D)		1,498	1,296	1,754	5,352	3,598
Surplus (deficit) of capital funding (C–D)		(492)	(516)	(402)	(422)	(20)
Funding balance ((A–B)+(C–D))		–	–	–	–	–
Depreciation		657	690	661	741	80

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	8,000	44	8,044
Raised during year	5,120	49	5,169
Repaid during year	(320)	–	(320)
Loans as at 30/06/2021	12,800	93	12,893
Interest expense	224	1	225

STORMWATER
Performance Measures – LTP/Annual Plan Summary



STORMWATER – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref					
ST1	An adequate stormwater system.	Number of flooding events that occur in the District.	< 5 per year	Achieved As at 30 June 2021: There were 0 flooding events.	D20/127757					
ST2		For each flooding event the number of habitable floors affected per 1,000 connections to Council's stormwater networks.	2 or less	Achieved As at 30 June 2021: <table border="1" data-bbox="1249 539 1928 746"> <thead> <tr> <th>Flooding Event</th> <th>Per 1,000 Connections</th> <th>Habitable Floors Affected</th> </tr> </thead> <tbody> <tr> <td>No flooding events</td> <td>0</td> <td>0</td> </tr> </tbody> </table> There were 12,862 connections as at 1 July 2020.	Flooding Event	Per 1,000 Connections	Habitable Floors Affected	No flooding events	0	0
Flooding Event	Per 1,000 Connections	Habitable Floors Affected								
No flooding events	0	0								
ST3	Response to faults.	The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site.	< 1 hour	Achieved As at 30 June 2021: <table border="1" data-bbox="1249 900 1812 1002"> <thead> <tr> <th>Time</th> <th>Comment</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>No flooding events</td> </tr> </tbody> </table>	Time	Comment	0	No flooding events	D20/127757	
Time	Comment									
0	No flooding events									
ST4	Customer satisfaction.	The number of complaints received by Council about the performance of its stormwater system expressed per 1,000 properties connected to the system.	< 10 per year	Achieved As at 30 June 2021: <table border="1" data-bbox="1249 1197 1888 1334"> <thead> <tr> <th>Per 1,000 Connections</th> <th>No. of Complaints</th> </tr> </thead> <tbody> <tr> <td>1.01</td> <td>13</td> </tr> </tbody> </table> There were 12,862 connections as at 1 July 2020.	Per 1,000 Connections	No. of Complaints	1.01	13	D20/127757	
Per 1,000 Connections	No. of Complaints									
1.01	13									

STORMWATER – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
ST5	Customer satisfaction.	Percentage of customers satisfied with the stormwater service. As per the Annual Resident Satisfaction Survey.	≥ 80%	To be reported as part of the annual report These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.	

STORMWATER – Performance Measures – LTP/Annual Plan

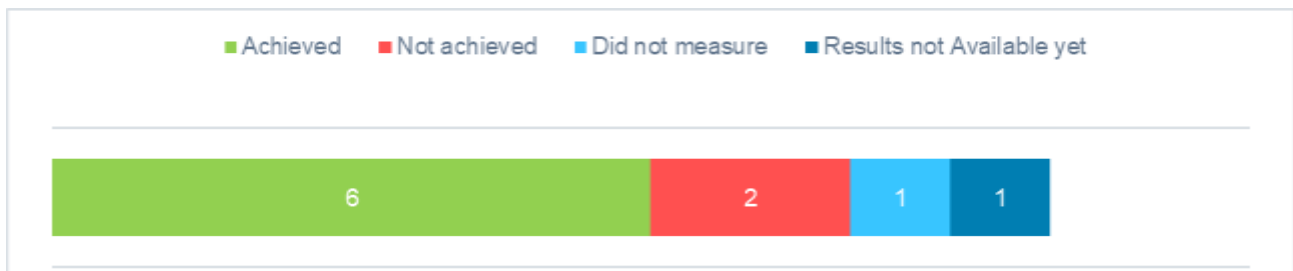
Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref										
ST6	A sustainable stormwater service.	The number of: Abatement Notices; Infringement Notices; Enforcement Orders; and Convictions Received by Council in relation to Horizons Regional Council resource consents for discharge from its stormwater system	0 0 0 0	Achieved As at 30 June 2021: <table border="1" data-bbox="1245 772 1733 1031"> <thead> <tr> <th></th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Abatement Notice</td> <td>0</td> </tr> <tr> <td>Infringement Notice</td> <td>0</td> </tr> <tr> <td>Enforcement Order</td> <td>0</td> </tr> <tr> <td>Convictions</td> <td>0</td> </tr> </tbody> </table>		Year to Date	Abatement Notice	0	Infringement Notice	0	Enforcement Order	0	Convictions	0	D20/127757
	Year to Date														
Abatement Notice	0														
Infringement Notice	0														
Enforcement Order	0														
Convictions	0														

WATER SUPPLY
Funding Impact Statement

	Not e	LTP Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding						
General rates, uniform annual general charges, rates penalties		–	–	–	–	–
Targeted rates		6,748	6,925	6,600	6,254	(346)
Subsidies and grants for operating purposes		–	–	–	–	–
Fees and charges		126	129	128	41	(87)
Local authorities fuel tax, fines, infringement fees, and other receipts		122	117	–	3	3
Internal charges and overheads recovered		–	–	–	–	–
Total operating funding (A)		6,996	7,171	6,728	6,298	(430)
Applications of operating funding						
Payments to staff and suppliers		3,093	3,142	3,115	3,111	(4)
Finance costs		674	706	523	426	(97)
Internal charges and overheads applied		497	519	747	964	217
Other operating funding applications		–	–	–	–	–
Total applications of operating funding (B)		4,264	4,367	4,385	4,501	116
Surplus (deficit) of operating funding (A–B)		2,732	2,804	2,343	1,797	(546)
Sources of capital funding						
Subsidies and grants for capital expenditure		–	–	–	–	–
Development and financial contributions		–	–	–	–	–
Increase (decrease) in debt		625	656	1,388	(1,833)	(3,221)
Gross proceeds from sale of assets		–	–	–	–	–
Lump sum contributions		–	–	–	–	–
Other dedicated capital funding		–	–	–	–	–
Total sources of capital funding (C)		625	656	1,388	(1,833)	(3,221)
Applications of capital funding						
Capital expenditure						
– to meet additional demand		1,138	561	874	50	(824)
– to improve the level of service		24	25	56	(11)	(67)
– to replace existing assets		2,350	2,636	2,616	3,084	468
Increase (decrease) in reserves		(155)	238	185	(3,159)	(3,344)
Increase (decrease) of investments		–	–	–	–	–
Total applications of capital funding (D)		3,357	3,460	3,731	(36)	(3,767)
Surplus (deficit) of capital funding (C–D)		(2,732)	(2,804)	(2,343)	(1,797)	546
Funding balance ((A–B)+(C–D))		–	–	–	–	–
Depreciation		2,611	2,654	2,742	3,404	662

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	15,000	235	15,235
Raised during year	2,650	72	2,722
Repaid during year	(4,450)	(105)	(4,555)
Loans as at 30/06/2021	13,200	202	13,402
Interest expense	422	4	426

WATER SUPPLY
Performance Measures – LTP/Annual Plan Summary



WATER SUPPLY – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref												
WS1	Safe water supply.	<p>Council's drinking water supply complies with:</p> <p>(a) part 4 of the Drinking Water Standards (bacteria compliance criteria) in</p> <p>Levin Shannon Foxton Foxton Beach Tokomaru</p>	<p>Achieved Achieved Achieved Achieved Achieved</p>	<p>Achieved</p> <p>As at 30 June 2021;</p> <table border="1"> <thead> <tr> <th>Scheme</th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Levin</td> <td>100%</td> </tr> <tr> <td>Shannon</td> <td>100%</td> </tr> <tr> <td>Foxton</td> <td>100%</td> </tr> <tr> <td>Foxton Beach</td> <td>100%</td> </tr> <tr> <td>Tokomaru</td> <td>100%</td> </tr> </tbody> </table> <p>The lowest chlorine contact time for Levin during the flood event was 8 and the lowest allowable value is 6. Nursing the plant throughout the event and efforts by the community in conserving water, helped to keep this number above 6.</p>	Scheme	Year to Date	Levin	100%	Shannon	100%	Foxton	100%	Foxton Beach	100%	Tokomaru	100%	D21/93871
Scheme	Year to Date																
Levin	100%																
Shannon	100%																
Foxton	100%																
Foxton Beach	100%																
Tokomaru	100%																

WATER SUPPLY – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref												
WS2	Safe water supply.	(b) part 5 of the Drinking Water Standards (protozoa compliance criteria) in: Levin Shannon Foxton Foxton Beach okomaru	Achieved Achieved Achieved Achieved Achieved	<p>Achieved As at 30 June 2021:</p> <table border="1"> <thead> <tr> <th>Scheme</th> <th>Year to Date %</th> </tr> </thead> <tbody> <tr> <td>Levin</td> <td>100%</td> </tr> <tr> <td>Shannon</td> <td>100%</td> </tr> <tr> <td>Foxton</td> <td>100%</td> </tr> <tr> <td>Foxton Beach</td> <td>100%</td> </tr> <tr> <td>Tokomaru</td> <td>100%</td> </tr> </tbody> </table> <p>Despite the flood event at the end of June, our plants met compliance requirements for the month. This is due to our UV unit at Levin working well throughout the event and maintaining at levels within compliance limits. Our plant at Tokomaru was offline for nearly 3 days from Saturday evening, the 26th of June. Tankers topped up the Tokomaru reservoir so the supply is not interrupted to residents. Our Shannon water plant was also offline till turbidity dropped to treatable limits.</p>	Scheme	Year to Date %	Levin	100%	Shannon	100%	Foxton	100%	Foxton Beach	100%	Tokomaru	100%	D21/93871 D21/80331
Scheme	Year to Date %																
Levin	100%																
Shannon	100%																
Foxton	100%																
Foxton Beach	100%																
Tokomaru	100%																
WS3	Customer Satisfaction	Percentage of customers not dissatisfied with the service, based on the Annual Customer Satisfaction Survey.	≥ 84%	<p>To be reported as part of the annual report These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.</p>													

WS4	Drinking water that tastes and looks satisfactory.	The total number of complaints received about any of the following (expressed per 1000 connections): Drinking water clarity; Drinking water taste; Drinking water odour; Drinking water pressure or flow; Continuity of supply; and Council's response to any of these issues. Total:	1 1 1 1 1 1 ≤ 6	<p>Achieved As at 30 June 2021:</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Year to Date</th> </tr> <tr> <th>Per 1000 Connections</th> <th>No. of Complaints</th> </tr> </thead> <tbody> <tr> <td>Clarity</td> <td>0.30</td> <td>4</td> </tr> <tr> <td>Taste</td> <td>0.45</td> <td>6</td> </tr> <tr> <td>Odour</td> <td>0.22</td> <td>3</td> </tr> <tr> <td>Pressure or flow</td> <td>1.34</td> <td>18</td> </tr> <tr> <td>Continuity of supply</td> <td>0.67</td> <td>9</td> </tr> <tr> <td>Council's response</td> <td>0.00</td> <td>0</td> </tr> <tr> <td>Total</td> <td>2.98</td> <td>40</td> </tr> <tr> <td colspan="3">Number of properties charged with water rates = 13,444</td> </tr> </tbody> </table>		Year to Date		Per 1000 Connections	No. of Complaints	Clarity	0.30	4	Taste	0.45	6	Odour	0.22	3	Pressure or flow	1.34	18	Continuity of supply	0.67	9	Council's response	0.00	0	Total	2.98	40	Number of properties charged with water rates = 13,444			D20/124898
							Year to Date																											
Per 1000 Connections	No. of Complaints																																	
Clarity	0.30	4																																
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WATER SUPPLY – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
WS5	Firefighting needs are met.	Percentage of sampled network where firefighting flows in urban residential areas meet the NZ Fire Service firefighting water supplies Code of Practice SZ 4509:2008.	≥ 80%	<p>No Update</p> <p>As at 30 June 2021, Total number of hydrants tested up to December 2018 is 567 and 558 hydrants recorded flows of 12.5L/s or higher giving a percentage of 98%. The rest of the hydrants across the district is planned to be tested before 2021.</p>	
WS6	Water supply has adequate flow and pressure.	Network supply pressure at the property boundary is not less than 250kPa for on demand connections and 150kPa for restricted flow connections.	Achieve	<p>Achieved</p> <p>As at 30 June 2021, 100% of water connections checked across the district were measured to be equal to or exceeded pressures of 250kPa at the property boundary.</p>	D20/140955
WS7	Water supply is sustainable	Average consumption of drinking water per person per day (lpcd) within the water supply areas (target based on Horizons One Plan - Section 5.4.3.1). Lpcd – litres per capita per day.	≤ 350 lpcd	<p>Achieved</p> <p>The average consumption for June 2021 = 276 L/capita/day.</p> <p>For the period from 1 July 2020 to 30 June 2021, the average consumption is 267 L/capita/day.</p> <p>Individual supplies are shown in table below:</p>	D20/125037

WATER SUPPLY – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance			CM9 Ref
				Supply	YTD	June 2021	
				Levin	339	304	
				Shannon	376	372	
				Foxton	282	258	
				Foxton Beach	155	119	
				Tokomaru	185	78	

WATER SUPPLY – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref															
WS8	Response to faults.	<p>The median time from the time that Council received notification, to the time that service personnel:</p> <p>Reach the site for urgent call-outs;^</p> <p>Confirm resolution of the fault or interruption of urgent call-outs;^</p> <p>Reach the site for non-urgent call-outs; and^</p> <p>Confirm resolution of the fault or interruption of no-urgent call-outs.^</p>	<p>< 1 hour</p> <p>< 8 hours</p> <p>< 3 days</p> <p>< 3 days</p>	<p>Achieved</p> <p>As at 30 June 2021;</p> <table border="1"> <thead> <tr> <th></th> <th>Time</th> <th>Comment</th> </tr> </thead> <tbody> <tr> <td>Reach the site for urgent call-outs</td> <td>0hr 28mins</td> <td>Received 9 urgent call outs and attended to 7 within 1 hour or less.</td> </tr> <tr> <td>Resolution of the fault or interruption of urgent call-outs</td> <td>2hrs 21mins</td> <td>Received 9 urgent call outs and resolved 8 within 8 hours or less.</td> </tr> <tr> <td>Reach the site for non-urgent call-outs</td> <td>4hrs 32mins</td> <td>Received 366 non-urgent call outs and attended to 344 within 3 days or less.</td> </tr> <tr> <td>Resolution of the fault or interruption of non-urgent call-outs</td> <td>10hrs 29mins</td> <td>Received 366 non-urgent call outs and resolved 340 in 3 days or less.</td> </tr> </tbody> </table>		Time	Comment	Reach the site for urgent call-outs	0hr 28mins	Received 9 urgent call outs and attended to 7 within 1 hour or less.	Resolution of the fault or interruption of urgent call-outs	2hrs 21mins	Received 9 urgent call outs and resolved 8 within 8 hours or less.	Reach the site for non-urgent call-outs	4hrs 32mins	Received 366 non-urgent call outs and attended to 344 within 3 days or less.	Resolution of the fault or interruption of non-urgent call-outs	10hrs 29mins	Received 366 non-urgent call outs and resolved 340 in 3 days or less.	D20/124898
	Time	Comment																		
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Resolution of the fault or interruption of urgent call-outs	2hrs 21mins	Received 9 urgent call outs and resolved 8 within 8 hours or less.																		
Reach the site for non-urgent call-outs	4hrs 32mins	Received 366 non-urgent call outs and attended to 344 within 3 days or less.																		
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WATER SUPPLY – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref												
WS9	Minimal water losses.	Real water loss performance of the network as measured by the standard World Bank Institute Band for Leakage.	Band “B”	<p>Updated for June 2021</p> <p>A system for the monitoring of night flow trends, which form the basis of this performance assessment, has been implemented for all the supplies. The assessment which determines achievement/non-achievement has been updated with the values for December 2020.</p> <table border="1"> <thead> <tr> <th>Supply</th> <th>"Snapshot" Infrastructure Leakage Index</th> </tr> </thead> <tbody> <tr> <td>Levin</td> <td>B</td> </tr> <tr> <td>Shannon & Mangaore</td> <td>C</td> </tr> <tr> <td>Foxtton</td> <td>C</td> </tr> <tr> <td>Foxtton Beach</td> <td>A</td> </tr> <tr> <td>Tokomaru</td> <td>B</td> </tr> </tbody> </table> <p>Levin has achieved the performance target of Band B through the implementation of Pressure Management interventions, but also been greatly influenced by the reduction of private side leakage after the installation of meters on the properties identified through leak detection.</p> <p>With the Council side interventions of Pressure Management and Active Leakage Control completed, universal customer water metering is the only cost effective way remaining to monitor and further reduce water losses in the district.</p>	Supply	"Snapshot" Infrastructure Leakage Index	Levin	B	Shannon & Mangaore	C	Foxtton	C	Foxtton Beach	A	Tokomaru	B	<p>D21/3786 (original Albert file)</p> <p>D21/94113 (used for June 2021 reporting)</p>
Supply	"Snapshot" Infrastructure Leakage Index																
Levin	B																
Shannon & Mangaore	C																
Foxtton	C																
Foxtton Beach	A																
Tokomaru	B																

WASTEWATER MANAGEMENT
Funding Impact Statement

	Not Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding					
General rates, uniform annual general charges, rates penalties	–	–	–	–	–
Targeted rates	7,734	8,364	6,323	6,327	4
Subsidies and grants for operating purposes	–	–	–	–	–
Fees and charges	1,085	1,110	1,053	1,156	103
Local authorities fuel tax, fines, infringement fees, and other receipts	178	196	–	53	53
Internal charges and overheads recovered	–	–	–	–	–
Total operating funding (A)	8,997	9,670	7,376	7,536	160
Applications of operating funding					
Payments to staff and suppliers	2,546	2,600	2,895	3,129	234
Finance costs	1,474	1,662	853	768	(85)
Internal charges and overheads applied	449	467	755	901	146
Other operating funding applications	–	–	–	–	–
Total applications of operating funding (B)	4,469	4,729	4,503	4,798	295
Surplus (deficit) of operating funding (A–B)	4,528	4,941	2,873	2,738	(135)
Sources of capital funding					
Subsidies and grants for capital expenditure	–	–	–	1,040	1,040
Development and financial contributions	–	–	–	–	–
Increase (decrease) in debt	3,777	3,978	4,071	3,861	(210)
Gross proceeds from sale of assets	–	–	–	–	–
Lump sum contributions	–	–	–	–	–
Other dedicated capital funding	–	–	–	–	–
Total sources of capital funding (C)	3,777	3,978	4,071	4,901	830
Applications of capital funding					
Capital expenditure					
– to meet additional demand	2,149	2,199	657	2,265	1,608
– to improve the level of service	3,363	3,422	2,717	4,941	2,224
– to replace existing assets	2,270	2,738	3,486	2,555	(931)
Increase (decrease) in reserves	5,23	560	84	(2,122)	(2,206)
Increase (decrease) of investments	–	–	–	–	–
Total applications of capital funding (D)	8,305	8,919	6,944	7,639	695
Surplus (deficit) of capital funding (C–D)	(4,528)	(4,941)	(2,873)	(2,738)	135
Funding balance ((A–B)+(C–D))	–	–	–	–	–

Depreciation	3,349	3,518	3,331	3,845	514
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Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	27,200	267	27,467
Raised during year	10,280	110	10,390
Repaid during year	(6,480)	(49)	(6,529)
Loans as at 30/06/2021	31,000	328	31,328
Interest expense	763	5	768

WASTEWATER MANAGEMENT
Performance Measures – LTP/Annual Plan Summary



WASTEWATER – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref										
WW1	Reliable wastewater collection and disposal.	The number of dry weather wastewater overflows from the wastewater system per 1000 connections.	≤ 2	<p>Achieved As at 30 June 2021:</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Year to Date</th> </tr> <tr> <th>Per 1000 Connections</th> <th>No. of Overflows</th> </tr> </thead> <tbody> <tr> <td>Number of overflows</td> <td>1.17</td> <td>15</td> </tr> </tbody> </table> <p>Number of connections as at 1 August 2020 - 12,786</p>		Year to Date		Per 1000 Connections	No. of Overflows	Number of overflows	1.17	15	D20/97111 – (YTD TAB)		
	Year to Date														
	Per 1000 Connections	No. of Overflows													
Number of overflows	1.17	15													
WW2	Safe disposal of wastewater.	<p>The number of:</p> <p>Abatement Notices; 0 Infringement Notices; 0 Enforcement Orders; 0 and Convictions 0</p> <p>Received by Council in relation to Horizons Regional Council resource consents.</p>		<p>Achieved As at 30 June 2021:</p> <table border="1"> <thead> <tr> <th></th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Abatement Notice</td> <td>0</td> </tr> <tr> <td>Infringement Notice</td> <td>0</td> </tr> <tr> <td>Enforcement Order</td> <td>0</td> </tr> <tr> <td>Convictions</td> <td>0</td> </tr> </tbody> </table>		Year to Date	Abatement Notice	0	Infringement Notice	0	Enforcement Order	0	Convictions	0	D20/97111 – (YTD TAB)
	Year to Date														
Abatement Notice	0														
Infringement Notice	0														
Enforcement Order	0														
Convictions	0														

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref				
WW3	Council provides a good response to wastewater system faults reported.	The median time (hrs) from the time that Council receives a notification, to the time that services personnel reach the site in responding to an overflow resulting from a wastewater blockage or other fault.	< 1 hour	Achieved As at 30 June 2021: <table border="1"> <thead> <tr> <th></th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Response time</td> <td>0hr 30mins</td> </tr> </tbody> </table>		Year to Date	Response time	0hr 30mins	D20/97111 – (YTD TAB)
		Year to Date							
Response time	0hr 30mins								
WW4	The median time (hrs) from the time that Council receives a notification, to the time that services personnel confirm a resolution of a blockage or other fault within the wastewater system causing the overflow.	< 12 hours	Achieved As at 30 June 2021: <table border="1"> <thead> <tr> <th></th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Response time</td> <td>2hrs 14mins</td> </tr> </tbody> </table>		Year to Date	Response time	2hrs 14mins	D20/97111 – (YTD TAB)	
	Year to Date								
Response time	2hrs 14mins								

WASTEWATER – Performance Measures – LTP/Annual Plan

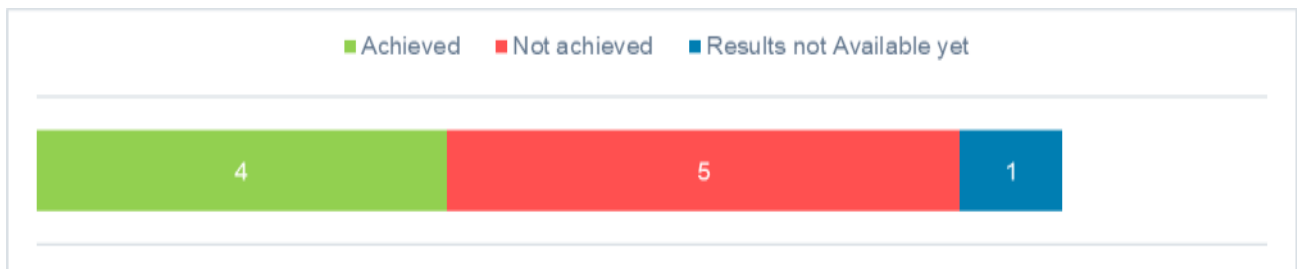
Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref																				
WW5	The service is satisfactory	<p>The total number of complaints received (expressed per 1000 connections to the wastewater system) regarding:</p> <p>Wastewater odour; Wastewater systems faults; Wastewater system blockages; and Council's response to issues with its wastewater system. Total number of complaints received about any of the above.</p>	<p>< 4 < 6 < 8 < 4 < 22</p>	<p>Achieved As at 30 June 2021:</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">Year to Date</th> </tr> <tr> <th>Per 1000 Connections</th> <th>No. of Complaints</th> </tr> </thead> <tbody> <tr> <td>Odour</td> <td>0.16</td> <td>2</td> </tr> <tr> <td>Faults</td> <td>1.33</td> <td>17</td> </tr> <tr> <td>Blockages</td> <td>7.43</td> <td>95</td> </tr> <tr> <td>Council's Response</td> <td>0.00</td> <td>0</td> </tr> <tr> <td>Total</td> <td>8.92</td> <td>114</td> </tr> </tbody> </table> <p>Number of connections as at 1 August 2020 = 12,786</p>		Year to Date		Per 1000 Connections	No. of Complaints	Odour	0.16	2	Faults	1.33	17	Blockages	7.43	95	Council's Response	0.00	0	Total	8.92	114	D20/97111 - (YTD TAB)
	Year to Date																								
	Per 1000 Connections	No. of Complaints																							
Odour	0.16	2																							
Faults	1.33	17																							
Blockages	7.43	95																							
Council's Response	0.00	0																							
Total	8.92	114																							
WW6		Percentage of customers not dissatisfied with the service, based on the Annual Customer Satisfaction Survey.	≤ 84%	<p>To be reported as part of the annual report These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.</p>																					

SOLID WASTE MANAGEMENT
Funding Impact Statement

	Not e	LTP Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding						
General rates, uniform annual general charges, rates penalties		–	–	–	–	–
Targeted rates		350	350	1,232	1,232	–
Subsidies and grants for operating purposes		–	–	–	–	–
Fees and charges		2,187	2,233	1,730	1,676	(54)
Local authorities fuel tax, fines, infringement fees, and other receipts		22	34	–	3	3
Internal charges and overheads recovered		–	–	–	–	–
Total operating funding (A)		2,559	2,617	2,962	2,911	(51)
Applications of operating funding						
Payments to staff and suppliers		1,551	1,581	2,720	3,471	751
Finance costs		286	295	248	181	(67)
Internal charges and overheads applied		85	89	331	408	77
Other operating funding applications		–	–	–	–	–
Total applications of operating funding (B)		1,922	1,965	3,299	4,060	761
Surplus (deficit) of operating funding (A–B)		637	652	(337)	(1,149)	(812)
Sources of capital funding						
Subsidies and grants for capital expenditure		–	–	–	–	–
Development and financial contributions		–	–	–	–	–
Increase (decrease) in debt		185	(218)	1,248	(152)	(1,400)
Gross proceeds from sale of assets		–	–	–	–	–
Lump sum contributions		–	–	–	–	–
Other dedicated capital funding		–	–	–	–	–
Total sources of capital funding (C)		185	(218)	1,248	(152)	(1,400)
Applications of capital funding						
Capital expenditure						
– to meet additional demand		–	–	–	–	–
– to improve the level of service		413	23	577	118	(459)
– to replace existing assets		5	–	153	3	(150)
Increase (decrease) in reserves		404	411	181	(1,422)	(1,603)
Increase (decrease) of investments		–	–	–	–	–
Total applications of capital funding (D)		822	434	911	(1,301)	(2,212)
Surplus (deficit) of capital funding (C–D)		(637)	(652)	337	1,149	812
Funding balance ((A–B)+(C–D))		–	–	–	–	–
Depreciation		325	340	370	463	93

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	6,400	71	6,471
Raised during year	150	6	156
Repaid during year	(250)	(58)	(308)
Loans as at 30/06/2021	6,300	19	6,319
Interest expense	180	1	181

SOLID WASTE MANAGEMENT
Performance Measures – LTP/Annual Plan Summary



SOLID WASTE – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref									
SW1	Provision of landfill but minimising the amount that is sent there.	Quantity of waste going to the landfill per person per year.	≤ 400 kg per person per year	<p>Not Achieved</p> <p>As at 30 June 2021, it is estimated that 23,105 tonnes of general waste has been produced and disposed in the Horowhenua District. With an estimated population of 35,000, a disposal quantity 660kg per person for the year has been estimated at the current rate.</p>	D20/123019 D21/94126									
SW2	Recycling is encouraged	Level of recycling at: Kerbside Transfer stations	<p>≥ 40% of total waste</p> <p>≥ 50% of total waste</p>	<p>Unable to Report Correctly</p> <p>As at 30 June 2021, these figures are not currently separable under the current system. The Kerbside and Transfer Station quantities are amalgamated.</p> <table border="1"> <thead> <tr> <th></th> <th>June 2021</th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Total Recycling</td> <td>155.54 tonnes</td> <td>2,286 tonnes</td> </tr> <tr> <td>Percentage of Waste Production</td> <td>7.00%</td> <td>9.01%</td> </tr> </tbody> </table>		June 2021	Year to Date	Total Recycling	155.54 tonnes	2,286 tonnes	Percentage of Waste Production	7.00%	9.01%	D20/123019 D21/94117 D21/94126
	June 2021	Year to Date												
Total Recycling	155.54 tonnes	2,286 tonnes												
Percentage of Waste Production	7.00%	9.01%												
SW3	Waste transfer and recycling stations have a minimal impact on the immediate and surrounding environment.	Number of odour complaints and minimal reports of solid waste in or around: Waste transfer stations; Recycling stations per month.	<p>< 4 per month</p> <p>< 4 per month</p>	<p>Achieved</p> <p>As at 30 June 2021:</p> <table border="1"> <thead> <tr> <th></th> <th>June 2021</th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Waste transfer stations</td> <td>0</td> <td>1</td> </tr> <tr> <td>Recycling stations</td> <td>0</td> <td>4</td> </tr> </tbody> </table>		June 2021	Year to Date	Waste transfer stations	0	1	Recycling stations	0	4	D21/94111
	June 2021	Year to Date												
Waste transfer stations	0	1												
Recycling stations	0	4												

SOLID WASTE – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref				
SW4	Response to service requests regarding Council's Solid Waste Activities is timely.	Time all requests are responded to.	Within 3 working days	<p>Not Achieved</p> <p>As at 30 June 2021, CRM's responded to within 3 working days (for closed CRM's):</p> <table border="1"> <thead> <tr> <th>June 2021</th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>72/102</td> <td>792/1201</td> </tr> </tbody> </table>	June 2021	Year to Date	72/102	792/1201	D21/94111
June 2021	Year to Date								
72/102	792/1201								

SOLID WASTE – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref									
SW5	Recycling and refuse is collected on time and in a sanitary manner.	Number of complaints per-month about non collection of: Kerbside recycling Kerbside refuse	< 6 per month < 6 per month	<p>Not Achieved</p> <p>As at 30 June 2021:</p> <table border="1"> <thead> <tr> <th></th> <th>June 2021</th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Kerbside recycling</td> <td>24</td> <td>248</td> </tr> <tr> <td>Kerbside refuse</td> <td>15</td> <td>80</td> </tr> </tbody> </table> <p>Please note: Not all complaints are due to genuine missed collections. Some bins may have not been collected for other reasons such as the bin not being out or the bin being contaminated. Missed collection CRMs are actioned by Low Cost Bins.</p>		June 2021	Year to Date	Kerbside recycling	24	248	Kerbside refuse	15	80	D21/94111
	June 2021	Year to Date												
Kerbside recycling	24	248												
Kerbside refuse	15	80												
SW6	Recycling stations are available and accessible in urban centres in summer.	Recycling stations are available at the agreed locations on the agreed days and times outlined on Council’s website.	Achieve	<p>Achieved</p> <p>As at 30 June 2019, the recycling stations have been available at all times specified on the website.</p>										
SW7	Customers are content with Council’s transfer stations, recycling collection, and refuse collection services offered.	Percentage of customers satisfied with their solid waste services: Kerbside recycling Kerbside refuse	≥ 80% ≥ 80%	<p>To be reported as part of the annual report</p> <p>These results will be presented in the annual report once the results of the Residents Satisfaction Survey are complete.</p>										
SW8	Customers are educated on waste minimisation practices.	Number of school aged students waste education is provided to each year	≥ 300 students per year	<p>Achieved</p> <p>As at 30 June 2021, we have educated 1,687 students on waste minimisation practices. In 20/2021 Zero Waste Education has been provided to 12 schools in the district.</p>	D21/94104									

SOLID WASTE – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref
SW9	Customers are educated on waste minimisation practices.	Number of events Council attends to promote ways to minimise waste	≥ 5 events per year	<p>Achieved</p> <p>As at 30 June 2021, Council has held two (2) events promoting waste minimisation and officers attended two (2) events to promote waste minimisation. Council officers have also attended one (1) community meeting to promote waste minimisation and recycling.</p>	

SOLID WASTE – Performance Measures – LTP/Annual Plan

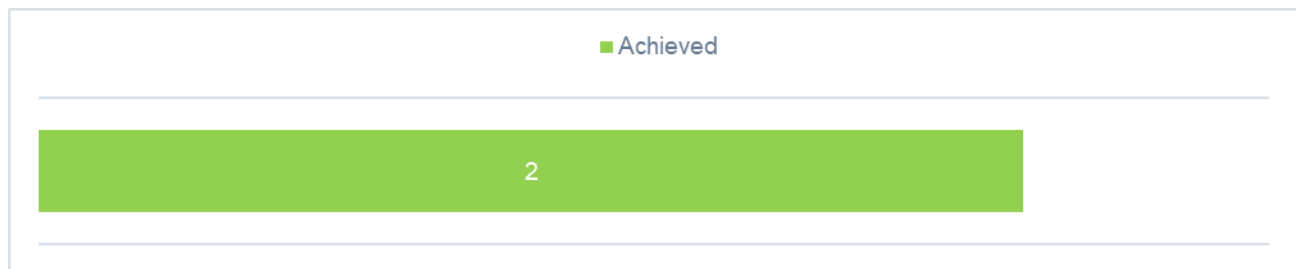
Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	CM9 Ref										
SW10	Sustainable solid waste management.	The number of: Abatement Notices; Infringement Notices; Enforcement Orders; and Convictions received by Council in relation to Horizons Regional Council resource consents.	0 0 0 0	<p>Not Achieved As at 30 June 2021:</p> <table border="1"> <thead> <tr> <th></th> <th>Year to Date</th> </tr> </thead> <tbody> <tr> <td>Abatement Notice</td> <td>0</td> </tr> <tr> <td>Infringement Notice</td> <td>1</td> </tr> <tr> <td>Enforcement Order</td> <td>0</td> </tr> <tr> <td>Convictions</td> <td>0</td> </tr> </tbody> </table> <p>One (1) infringement notice was received as part of the 19 December 2020 – 31 December 2020 compliance report.</p>		Year to Date	Abatement Notice	0	Infringement Notice	1	Enforcement Order	0	Convictions	0	
	Year to Date														
Abatement Notice	0														
Infringement Notice	1														
Enforcement Order	0														
Convictions	0														

PROPERTY
Funding Impact Statement

	Not e	LTP Foreca st 2020 \$000	LTP Foreca st 2021 \$000	Annual Plan Foreca st 2021 \$000	Actual 2021 \$000	Varianc e 2021 \$000
Sources of operating funding						
General rates, uniform annual general charges, rates penalties		1,083	1,107	925	922	(3)
Targeted rates		–	–	–	–	–
Subsidies and grants for operating purposes		–	–	–	–	–
Fees and charges		169	170	166	222	56
Local authorities fuel tax, fines, infringement fees, and other receipts		134	129	1	31	30
Internal charges and overheads recovered		467	484	414	370	(44)
Total operating funding (A)		1,853	1,890	1,506	1,545	39
Applications of operating funding						
Payments to staff and suppliers		1,182	1,173	843	740	(103)
Finance costs		302	327	301	242	(59)
Internal charges and overheads applied		301	312	311	327	16
Other operating funding applications		–	–	–	–	–
Total applications of operating funding (B)		1,785	1,812	1,455	1,309	(146)
Surplus (deficit) of operating funding (A–B)		68	78	51	236	185
Sources of capital funding						
Subsidies and grants for capital expenditure		–	–	–	807	807
Development and financial contributions		–	–	–	–	–
Increase (decrease) in debt		632	587	(2,986)	(1,728)	1,258
Gross proceeds from sale of assets		–	–	5,000	2,021	(2,979)
Lump sum contributions		–	–	–	–	–
Other dedicated capital funding		–	–	–	–	–
Total sources of capital funding (C)		632	587	2,014	1,100	(914)
Applications of capital funding						
Capital expenditure						
– to meet additional demand		–	1	–	–	–
– to improve the level of service		455	2,377	200	3,044	2,844
– to replace existing assets		434	589	588	64	(524)
Increase (decrease) in reserves		(190)	(2,302)	1,277	(1,772)	(3,049)
Increase (decrease) of investments		–	–	–	–	–
Total applications of capital funding (D)		700	665	2,065	1,336	(729)
Surplus (deficit) of capital funding (C–D)		(68)	(78)	(51)	(236)	(185)
Funding balance ((A–B)+(C–D))		–	–	–	–	–
Depreciation		215	251	259	327	68

Loans	External \$000	Internal \$000	Total \$000
Loans as at 1/07/2020	8,600	69	8,669
Raised during year	3,050	6	3,056
Repaid during year	(4,750)	(34)	(4,784)
Loans as at 30/06/2021	6,900	41	6,941
Interest expense	241	1	242

PROPERTY



Performance Measures – LTP/Annual Plan Summary

PROPERTY – Performance Measures – LTP/Annual Plan

Ref	Service	How will we measure our performance	Target (2020/21)	Actual Performance	
General Property					
PR1	Council operated facilities are available for public hire.	Facilities availability (hrs) and hire charges by annual review.	8 hrs per day and review annually	<p>Achieved</p> <p>As at 30 June 2021, Council has three (3) Memorial Hall facilities available for hire.</p> <p>All were available for hire for at least eight (8) hours per day.</p>	Outlook Calendar s
PR2	Council's properties will comply with relevant legislation.	All buildings with compliance schedules will have current building WOF.	Achieved	<p>Achieved</p> <p>As at 30 June 2021, All Council buildings with Compliance Schedules have current BWOFS.</p> <p>All specified systems including fire alarms have been maintained and inspected in accordance with the compliance schedule.</p> <p>This meets the requirement of the Building Act 2004.</p>	

APPENDIX

Asset maintenance contract	General contract works, repairs, planned and unplanned maintenance, materials and consumables, cleaning and hygiene, inspections and reporting.
Finance cost	Interest on borrowings and interest on swaps.
Gains	Fair value revaluation gain and gain on sale.
General grants	Grants given to various organisations and individuals like Creative NZ, neighbourhood support, beach wardens, community development and youth scholarships.
Grants and subsidies	Grants and subsidies received from government and other organisations for roading, library, community hubs, cemeteries and aquatic centres.
Infringements and fines	Parking tickets, Prosecutions on WOFs and unregistered vehicles.
Employee benefits	Salaries and wages, training costs, FBT and ACC levies, superannuation, and staff recognition.
Other expenses	Printing, publication, postage, stationery, advertising, food and catering, photocopying, internet and communication and any other office expenses.
Professional services	Consultants, contractors, membership fees, legal fees, lab services, audit fees or any other professional services charges.
Regulatory revenue	Planning fees, building fees, animal fees, liquor fees and health fees.
Rendering of services	Commissions, car income, and any other income received for rendering services.
Rental income	Rent from Halls, residential and commercial properties, grazing land, reserves and other lease income.
Targeted rates	Rates for roading, waste management, representation and governance, stormwater, wastewater, water by meter and water supply.
User charges	Revenue received from admission, shop sale, Cemetery fees, trade waste, utility connection, events and exhibitions.
Utilities	Water use, electricity and gas charges

Treasury Report

File No.: 21/334

1. Purpose

To present to the Finance, Audit & Risk (FAR) Committee the Bancorp Treasury Report for the June 2021 quarter.

2. Recommendation

- 2.1 That Report 21/334 Treasury Report be received.
- 2.2 That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

3. Background/Previous Council Decisions

This Quarterly Treasury Report is produced by Council's Treasury Advisors, Bancorp Treasury Services Limited, for the benefit of Council and Senior Management.

4. Issues for Consideration

New Zealand interest rates have begun to increase, especially long dated interest rates and Council is working with Bancorp on strategies to manage our interest rate risk into the longer term.

This report outlines the borrowings position for the Council and average costs of funds.

Bancorp will be present at the September FAR meeting to discuss Council's approach to managing treasury.

Attachments


No.	Title	Page
A	Horowhenua DC Treasury Report June 2021	155

Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

Signatories

Author(s)	Jacinta Straker Chief Financial Officer	
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Approved by	Nicki Brady Deputy Chief Executive	
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CONFIDENTIAL

TREASURY REPORT

FOR



AS AT

30 JUNE 2021



BANCORP

BANCORP TREASURY SERVICES LIMITED

AUCKLAND • WELLINGTON • CHRISTCHURCH

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2. FUNDING.....	5
3. DEBT AND HEDGING PROFILE.....	7
4. POLICY COMPLIANCE (AS AT 30 JUNE 2021)	9

This document has been prepared by Bancorp Treasury Services Limited ("BTSL"). Whilst all reasonable care has been taken to ensure the facts stated are accurate and the opinions given are fair and reasonable, neither BTSL nor any of its directors, officers or employees shall in any way be responsible for the contents. No liability is assumed by BTSL, its directors, officers or employees for action taken or not taken on the basis of this document.

1. MARKET ENVIRONMENT

1.1 GLOBAL MARKETS OVERVIEW (AS AT 30 JUNE 2021)

Every asset class was a winner in the June quarter. US sharemarkets hit record highs, commodity prices extended their rally to levels not seen since 2011, and bond yields finally slipped after nine months of steepening. Central bankers have altered their tune and adopted a more hawkish stance, calling for rate hikes earlier than previously expected as several Q1 GDP results exceeded expectations and inflationary forces that were deemed 'transitory' could be here to stay.

In the US, the Federal Reserve ("Fed") left its Fed Funds target range unchanged at 0.0-0.25% at the June meeting, although policymakers signalled that rate hikes could come as soon as 2023 after the inclusion of the so-called 'dot plot' of expectations suggested there will be two hikes in 2023. Furthermore, the central bank now forecasts US GDP to grow at 7.0% in 2021. This more optimistic outlook saw the fixed income markets take the 'dot plots' at their projections, although Chair, Jerome Powell, played down the projections saying, *"the dots are not a great forecaster of rate moves. Dots to be taken with a big grain of salt."*

US CPI rose 5.0% in the May year from a year earlier, which was the largest 12-month increase since September 2008. Core inflation came in at 3.8%. The report showed sharp increases in transitory prices for items such as fuel and second-hand motor vehicles, but there was also a residual firmness in core inflation from the likes of rents and hotels that is hard to ignore.

Despite rising inflation across the globe, the US 10 year Treasury Bond yield has fallen around 0.30% since the last report and finished the quarter at 1.47%. This fall in long term yields is a result of the Fed hikes that are forecasted for 2023, as the market believes these hikes reduce the inflationary pressures in the long term.

In China, the National People's Congress announced an annual GDP growth target of *"above 6.0%,"* and pledged to keep the unemployment rate below 5.5%, while the Chinese Premier, Li Keqiang, reiterated that *"economic growth this year could exceed 6.0%. We need to seek a balance between growth, income, and employment, and we cannot pursue economic growth based on high energy consumption and heavy pollution. China needs growth in employment and income and will have to work more on boosting domestic demand and consumption."*

For all of the comments from members of the Fed over the month, the European Central Bank ("ECB") has been conspicuous by its absence. ECB President, Christine Lagarde, is focussing on a 'green' recovery stating *"we need to add another element to our post-pandemic recovery plan with what I have termed a green capital markets union – a truly green European capital market that transcends national borders."* The German 10 year bund remains entrenched in negative territory, trading in a range between -0.07% to -0.35% during the quarter, finishing June at -0.20%.

1.2 NEW ZEALAND MARKET OVERVIEW (AS AT 30 JUNE 2021)

	OCR	90 day	2 years	3 years	5 years	7 years	10 years
31 Mar 2021	0.25%	0.35%	0.48%	0.66%	1.10%	1.54%	1.91%
30 Jun 2021	0.25%	0.33%	0.78%	1.00%	1.36%	1.62%	1.88%
Change	0.0%	-0.02%	+0.30%	+0.34%	+0.26%	+0.08%	-0.03%

The tone of the Reserve Bank of New Zealand's ("RBNZ") May's *Monetary Policy Statement* ("MPS") was no doubt more optimistic, with the RBNZ pointing to several areas for upside, it also emphasised that it would maintain its stimulus "until it is confident that consumer price inflation will be sustained near the 2 percent per annum target midpoint, and that employment is at its maximum sustainable level. The Committee agreed it will take time before these conditions are met."

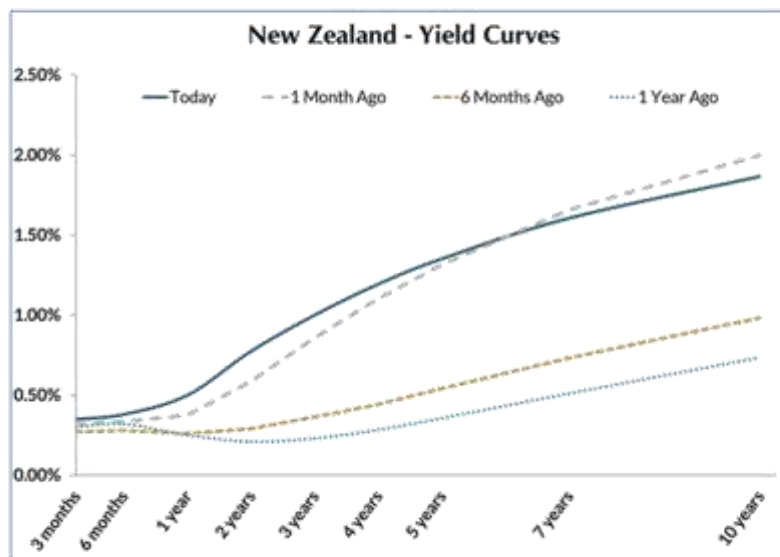
The most interesting aspect of the MPS was the inclusion of the RBNZ's OCR projections beyond 12 months. These projections suggest the OCR may start rising in the second half of 2022, topping out near 1.75% in mid-2024 as the RBNZ gains greater confidence in its outlook for the economy with "reduced risk of extreme downside shocks." Following the MPS, New Zealand interest rates climbed between 0.10% and 0.14% across the yield curve.

The economic recovery in New Zealand continues which was confirmed by the sensational March quarter 2021 GDP print. Quite simply, no one forecasted the 1.6% print for the quarter, nor the year on year growth at 2.4%. The RBNZ was projecting a contraction of -0.5% for the quarter, while the banks were calling for +0.5%, highlighting the 'surprise' of this print. On a sector level, the strong housing market, domestic spending, and construction offset the losses from tourism and international students. This saw some of the local banks bring forward their OCR hike projections by a quarter or two.

The unemployment rate and participation rate outperformed market expectations in the first quarter, however underlying weakness might be starting to appear. The unemployment rate decreased to 4.7% and the participation rate increased to 70.4%, while expectations were 4.9% and 70.2%. Overall, the initial labour market recovery has been impressive, however absorption of the remaining slack may be more gradual, resulting in muted wage and inflation pressures for some time.

Offshore bond movements drove down yields in New Zealand. The 10 year swap rate tested the 2.00% mark before declining 0.20% due to offshore drivers, although some of this downward movement has been reversed, finishing the quarter at 1.88%. The 3-5 year swap rates are looking the most expensive after the release of the RBNZ's MPS which illustrated that the OCR projection will reach 1.75% by 2024. The New Zealand 10 year swap rate has bounced off a long term trend line, testing the level of resistance twice within the last few months, both times

being rejected and subsequently falling, suggesting that swap rates have found a trading range. The following graph shows the changes in the shape of the yield curve over the past 12 months.



1.3 LOCAL AUTHORITY SECTOR

Listed below are the credit spreads and applicable interest rates as at 30 June 2021 for Commercial Paper ("CP"), Floating Rate Notes ("FRN") and Fixed Rate Bonds ("FRB"), at which Horowhenua District Council ("HDC") could source debt from the Local Government Funding Agency ("LGFA").

Maturity	Margin	FRN (or CP) Rate	FRB
3 month CP	0.20%	0.50%	N/A
6 month CP	0.20%	0.58%	N/A
April 2022	0.27%	0.77%	0.72%
April 2023	0.29%	0.79%	1.00%
April 2024	0.31%	0.81%	1.26%
April 2025	0.37%	0.87%	1.52%
April 2026	0.41%	0.91%	1.76%
April 2027	0.49%	0.99%	1.90%
April 2029	0.54%	1.04%	2.25%
May 2031	0.62%	1.12%	2.50%
April 2033	0.72%	1.22%	2.67%
April 2037	0.74%	1.24%	3.02%

Margins for LGFA debt continued to decrease over the June quarter as the favourable conditions in the credit markets continued. The margin for the April 2026 declined by 0.14% and for the

April 2037 by 0.10%. For fixed rate debt outright yields increased at the short to medium end of the curve, the April 2023 up 0.16% to 1.00% and the April 2026 up by 0.10% to 1.76%. At the longer end of the curve outright yields decreased with the April 2033 declining by 0.19% to 2.67% and the April 2037 declining by 0.23% to 3.02%.

2. FUNDING

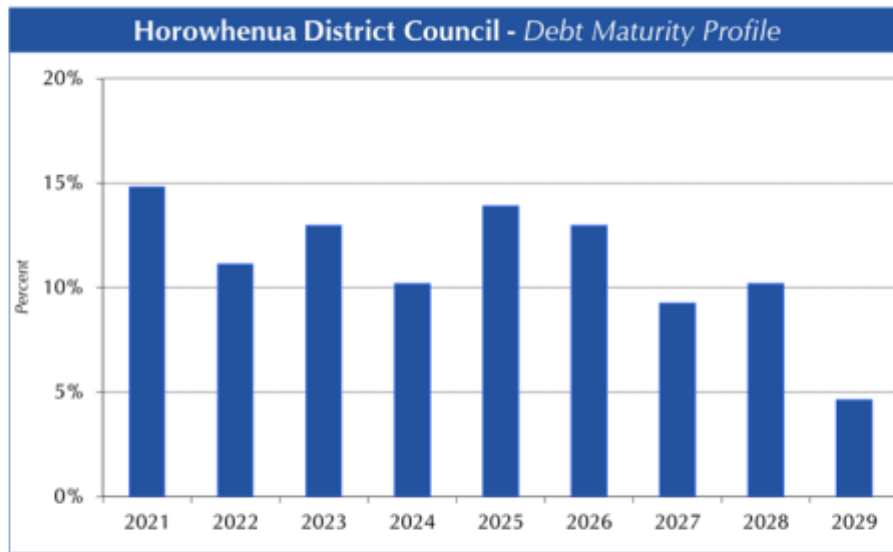
As at 30 June 2021, HDC had \$108.0 million of external debt, up from \$106.0 million at the end of March. The debt was comprised of CP, FRBs and FRNs, all sourced from the LGFA. Details of HDC's debt as at 30 June 2021 are as follows (the two tranches of debt in bold sourced during the June quarter).

Instrument	Inception	Maturity	Rate	Margin	Amount
CP	Jun-21	29-Nov-21	0.56%	20 bps	16,000,000
FRN	July 18	14-Apr-22	0.82%	50 bps	9,000,000
FRN	May-15	18-May-22	0.765%	42.5 bps	3,000,000
FRB	Nov-14	15-Apr-23	5.1336%	81 bps	4,000,000
FRB	Aug-19	15-Apr-23	1.48%	55 bps	4,000,000
FRN	Feb-18	15-Apr-23	0.915%	57.5 bps	6,000,000
FRB	Apr-17	15-Mar-24	3.72%	63 bps	4,000,000
FRB	Mar-19	15-Apr-24	2.52%	54 bps	3,000,000
FRB	May-17	15-May-24	3.76%	58 bps	4,000,000
FRB	Mar-17	15-Apr-25	4.2046%	77 bps	3,000,000
FRN	Mar-20	15-Apr-25	1.15%	81 bps	5,000,000
FRN	May-15	19-May-25	0.83%	49 bps	7,000,000
FRB	Mar-19	20-Mar-26	3.38%	78 bps	9,000,000
FRB	Jul-16	15-Jul-26	3.37%	84 bps	5,000,000
FRN	Aug-19	15-Apr-27	1.10%	76 bps	5,000,000
FRB	Aug-20	15-Apr-27	1.655%	86 bps	5,000,000
FRB	Aug-20	15-Apr-28	1.675%	88 bps	5,000,000
FRB	May-21	15-May-28	2.11%	53 bps	6,000,000
FRN	May-21	20-Apr-29	0.9238%	61 bps	5,000,000
				TOTAL	\$108,000,000

In May 2021 two tranches of debt totalling \$9.0 million matured.

As at 30 June, HDC had no drawings under its BNZ \$10.0 million Customised Average Rate Loan facility that expires in November 2022.

HDC's current debt maturity profile (excluding the BNZ facility) is depicted in the graph on the following page which indicates a good spread of maturities between 2021 and 2029. Additionally, HDC is compliant with Section 4.6 of the Liability Management Policy ("LMP"), which governs HDC's funding risk management activities.



3. DEBT AND HEDGING PROFILE

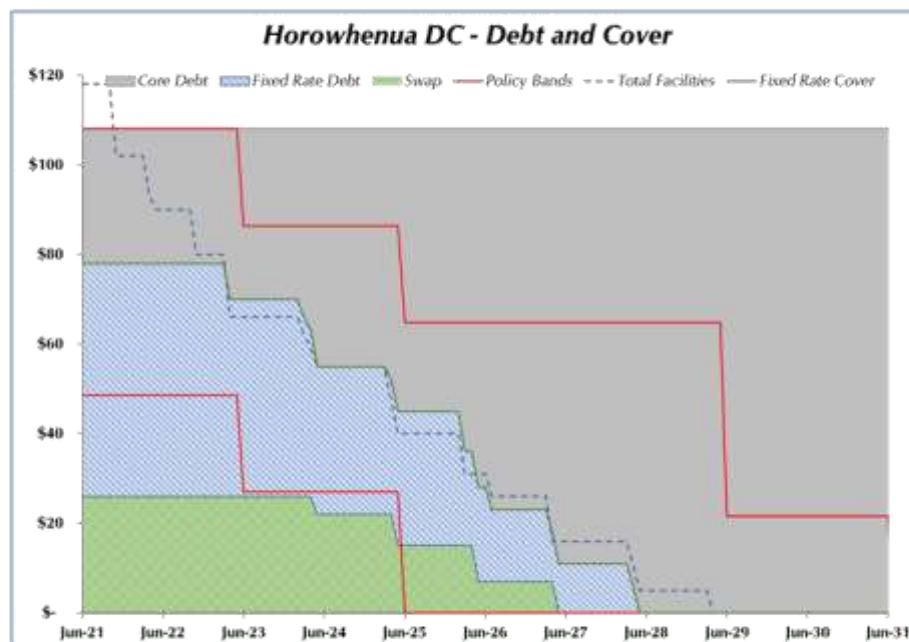
As at 30 June 2021, HDC had \$108.0 million of debt, and four interest rate swaps, details of these are as follows:

Start Date	Maturity Date	Rate	Amount
18-Feb-13	18-May-24	4.015%	\$4,000,000
18-May-15	18-May-25	4.75%	\$7,000,000
17-May-21	15-May-26	2.15%	\$8,000,000
17-May-21	17-May-27	2.25%	\$7,000,000
		TOTAL	\$26,000,000

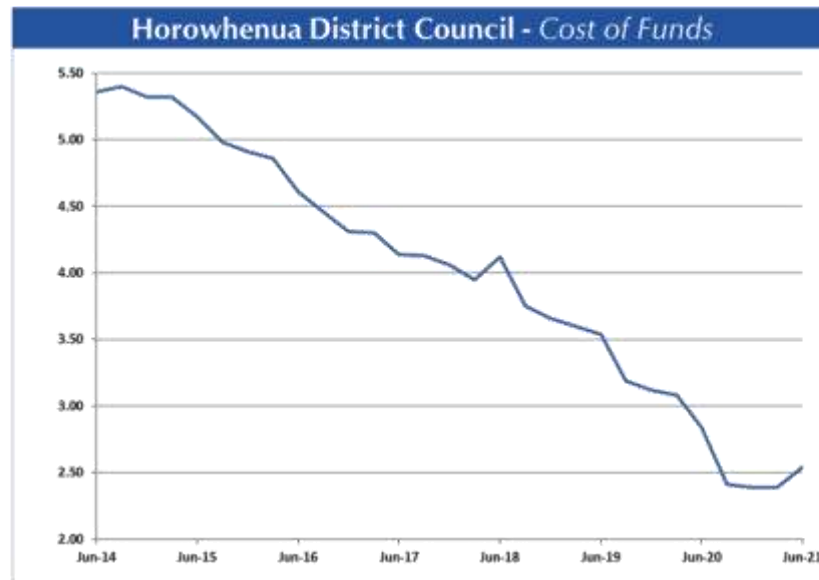
Section 4.3 of the LMP details the Fixed Rate Hedging Percentages that HDC shall adhere to in the management of its debt.

Fixed Rate Hedging Percentages		
	Minimum Fixed Rate Amount	Maximum Fixed Rate Amount
0-2 years	45%	100%
2-4 years	25%	80%
4-8 years	0%	60%
8+ years	0%	20%

The debt and hedging profiles incorporating these parameters are depicted in the following graph. This shows that as at 30 June, HDC was compliant with Section 4.3 of the LMP. The graph incorporates the maturity profile of the debt facilities which is indicated by the dotted blue line.



HDC's cost of funds (inclusive of the bank line fee) as at 30 June was 2.54%, up from 2.39% at the end of March. The cost of funds exclusive of the bank line fee was 2.52%. HDC's cost of funds remains lower (in many cases noticeably so) than a large number of its peers in the local government sector, indicating the success of its funding and interest rate risk management programme over the last several years. The cost of funds dating back to June 2014 is depicted in the following graph.



4. POLICY COMPLIANCE (AS AT 30 JUNE 2021)

	Yes/No
<i>Have all transactions been entered into compliance with policy?</i>	√
<i>Are the fixed rate hedging percentages within policy control limits?</i>	√
<i>Is HDC maintaining liquidity within policy control limits?</i>	√
<i>Are all counterparty exposures within policy control limits?</i>	√
<i>Is HDC compliant with the financial covenants contained in the LMP</i>	√

This document has been prepared by Bancorp Treasury Services Limited ("BTSL"). Whilst all reasonable care has been taken to ensure the facts stated are accurate and the opinions given are fair and reasonable, neither BTSL nor any of its directors, officers or employees shall in any way be responsible for the contents. No liability is assumed by BTSL, its directors, officers or employees for action taken or not taken on the basis of this document.

Monitoring Report - Audit Recommendations 2019/2020

File No.: 21/336

1. To present to the Finance, Audit & Risk (FAR) Committee the Monitoring Report relating to issues identified in the Audit New Zealand Management Report for the year ended 30 June 2020.

2. Recommendation

- 2.1 That Report 21/336 Monitoring Report – Audit Recommendations 2019/2020 be received.
- 2.2 That this decision is recognised as not significant in terms of S76 of the Local Government Act.

3. Background/Previous Council Decisions

The Finance, Audit & Risk Committee reviews the Audit Management Report annually as part of the monitoring of Council's Annual Report and financial performance.

The Finance, Audit & Risk Committee received the Audit New Zealand Management Report for the year ended 30 June 2020 at its meeting on the 30th June 2021 and requested that the monitoring report be brought back to August meeting and regularly thereafter.

4. Issues for Consideration

- 4.1 The report highlights any areas of concern raised by the Auditors, their assessment of the financial controls when they presented their report in June. It includes items from previous audits that remain unresolved, and also items that the Auditor General has asked to be looked into across all local authorities.
- 4.2 Council Officers have updated the comments to reflect the current status of the recommendations.
 - The Audit Management Report is designed to report the findings of the Audit to the Mayor and Council.
 - The report contains the Officer responses to issues raised in the report to which the Committee is able to seek further clarification from officers around the status of the issues.

Attachments



No.	Title	Page
A	Monitoring Report -Audit New Zealand 2019/20 Management Letter Recommendations - 1 July 2019 to 30 June 2020	169





Confirmation of statutory compliance





In accordance with section 76 of the Local Government Act 2002, this report is approved as:
a. containing sufficient information about the options and their advantages and





- disadvantages, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.





Signatories





Author(s)	Jacinta Straker Chief Financial Officer	
Approved by	Nicki Brady Deputy Chief Executive	





		FINANCE, AUDIT & RISK SUBCOMMITTEE					
		Monitoring Report – Issues identified during the Annual Report Audit – 01 July 2019 to 30 June 2020					
		<ul style="list-style-type: none"> • Number complete and/or complete and Ongoing [blue light]  • Number complete or on track [green light]:  • Number off track but mitigation in place [orange light]  • Number off track [red light]:  					
Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
3	<p>We noted the following opportunities for improvement:</p> <ul style="list-style-type: none"> • The risk register could be improved by making the intended or expected impact of any risk treatment on the likelihood and/or consequence (the risk priority) clearer. • The reporting currently provided to the Principals Group has financial information showing actual costs YTD against budget but we feel it would further benefit from a comparison to cost phasing or an expenditure burn rate analysis. • We recognise that the Performance Management Framework was still being finalised and there is a stated intention to update reporting to reflect the final performance measures. We encourage the District Council to take some time to rationalise and fully align performance measures and ensure they are being used consistently for reporting purposes. 				In Progress	December 2021	The Council is actively working with the Alliance to improve the financial and performance management.





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
4.1	<p>Recording of complaints not in line with DIA guidance</p> <p>The process of recording in CRM the complaints received by the District Council should be reviewed and amended to ensure completeness of records and compliance with the requirements of the Non-Financial Performance Measures Rules 2013. For records received from the Palmerston North City Council (PNCC), a monthly reconciliation (evidenced with a dated signature) should be implemented to ensure:</p> <ul style="list-style-type: none"> • all “Jobs Logged” on the spreadsheets are appropriately broken down into the correct category and have been classified correctly to the CRM system; • all “Jobs Logged” on the PNCC spreadsheet have the supporting request for service (RFS); and • any issues are followed up within a month to be resolved between PNCC and the District Council prior to the data being overwritten by PNCC. 	✓			In Progress	TBC	<p>Awaiting outcome of the 3 Waters Working Party for a clear understanding of the DIA Guidelines around what is needed to be logged. We will alter processes to ensure we meet the expectations once we have this clarification.</p> <p>Customer Experience staff manually review all PNCC jobs logged for Horowhenua DC prior to adding to our CRM system.</p> <p>Monthly reconciliation of RFS (afterhours) and CRM (internal) will be initiated.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
5.1.1	<p>Roading valuation</p> <p>The revaluation process should be strengthened by:</p> <ul style="list-style-type: none"> • Performing the valuation in the in roading asset management system, RAMM. If Council chooses to continue with the valuation worksheet, then it needs to simplify work papers and include clear reconciliations. • Ensuring adequate resourcing is provided to complete the internal revaluation work. • Using unit rates that are derived from current contract prices, rather than just adjusting it for inflation. <p>Incorporating updated asset condition into the valuation.</p>	✓			Complete	Complete	<p>The revaluation of Roothing assets performed by GDH as of 01 July 2020 was done in RAMM.</p> <p>This work was completed 20 November 2020.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
5.1.2	<p>Landfill valuation</p> <p>Areas of improvement identified by the external valuer, Stantec New Zealand, should be addressed prior to the next valuation being:</p> <ul style="list-style-type: none"> • Review replacement costs compared to historic costs with CAF (Cost Adjustment Factor) adjustment, on the basis of modern technology, methods for the same level of service. • Review all assets and assess any that may have residual values at the end of the overall landfill useful life. This would include assets that could be sold or used at another site. <p>Assess overall valuation confidence based on standard assessment grades.</p>		✓		In Progress	June 2023	<p>The next landfill valuation is due for the 2022/23 Annual Report.</p> <p>Audit's recommendations will be implemented for the next revaluation of landfill assets.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
4.2	<p>Credit card usage</p> <ul style="list-style-type: none"> • The Mayor’s expenses should be authorised by the chair of the audit committee, or a Councillor of similar standing, or by two other members of the Council; • Credit card holders should be reminded of, and adhere to, the requirements of the sensitive expenditure policy (e.g. transaction limits); • Either the sensitive expenditure policy should be updated to reflect current practice where the Chief Financial Officer’s credit card is used as a corporate card or the practice of using that credit card as a corporate card should cease; and • Expenses paid via credit cards should be supported with tax invoices. 		✓		In Progress (Some complete)	December 2021	<p>The credit card for the Mayor is authorised by the Chair of the Finance, Audit and Risk Committee and the Chief Executive.</p> <p>The transaction limits will be reinforced to credit card holders.</p> <p>The sensitive expenditure policy will be updated by December to reflect current practice.</p> <p>Completed. This is current practice.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
4.3	<p>Conflict of interest management</p> <ul style="list-style-type: none"> • Training should be provided to staff on conflict of interest risk management; • The current form of interest registers is improved to include columns on whether: <ul style="list-style-type: none"> ○ the interest is pecuniary or non-pecuniary; ○ the interest declared represents actual, potential or perceived conflict, and the agreed approach to managing any conflicts amongst the declared interests; and <p>A staff interest register is maintained as well.</p>		✓		In Progress	December 2021	<p>Council has a Conflict of Interest Prevention Policy which all staff are required to read and acknowledge.</p> <p>This Policy requires a review/ update.</p> <p>A register is maintained and will be updated to include the columns recommended.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)		
4.4	<p>Contract Management</p> <ul style="list-style-type: none"> • A contract management policy and guidelines should be put in place that are consistent with best practice in the sector; and • Processes should be implemented that improve contract management. 		✓		Complete	Complete	<p>The Procurement Manual and Policy have under gone an independent audit and the results are being assessed.</p> <p>There are structures in place to manage contract preparation and review and the handling of tenders.</p> <p>Reviews have also been completed on major projects.</p> <p>The Project Steering Group has also been implemented with elected members to strengthen project governance.</p>		
4.5	<p>Payroll masterfile review</p> <ul style="list-style-type: none"> • Changes to the payroll masterfile should be regularly reviewed against the supporting documentation for appropriateness through the running and review of a Masterfile change report; and • Consideration should be given to giving the reviewer “read-only” access to the payroll masterfile to ensure the review is independent. 		✓		Complete	Complete	<p>This is now being completed although a new audit report is being developed for Payroll Masterfile changes.</p> <p>The reviewer does not process any payroll transactions or make changes to the Masterfile. This is evidenced through the audit report of changes to the Masterfile.</p>		





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)		
4.6	Payroll masterfile updates Payroll masterfile updates: <ul style="list-style-type: none"> • should be actioned in a timely manner; and • have sufficient appropriate records to support any changes. 		✓		Complete	Complete	Payroll Masterfile changes are processed in the next available pay run and any changes must be supported by the appropriate documentation.		
4.7	<ul style="list-style-type: none"> • Payroll – post input review of timesheets • An independent post input review should be carried out over timesheet data inputted into the system. 		✓		Complete	Complete	The pay edit listing is reviewed prior to the pay run being finalised.		
4.8	Councillors – system for identifying transactions greater than \$25,000 A system should be put in place to monitor all payments in which a member has an “interest” to ensure the limit is not exceeded and if it is likely to exceed the \$25,000 threshold (in total) that these are identified and approval be sought from OAG in advance.		✓		Complete	Complete	A process is in place to monitor these payments. We will ensure that the process is maintained.		

FINANCE, AUDIT & RISK SUBCOMMITTEE							
Monitoring Report – Issues identified during the Annual Report Audit – 01 July 2019 to 30 June 2020							
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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
4.9	Evidence of review of journals Each journal should have indication of preparation and review made to ensure segregation of duties is in place.		✓		Complete	Complete	General Ledger journals can only be raised by a small number of people within the Finance team. The journals are electronically stored in CM9 and signed and dated by the preparer on a one up reviewer.
5.2	Classification of records in the CRM system A monthly review of the CRM should be implemented in order to mitigate the risk of overstating the reported results.		✓		In Progress	December 2021	We are in the process of improving current reporting and automating CRM reports.
2018	Annual Reporting Process Implement audit recommendations to improve the audit process including improving the quality assurance review over the annual report. The particular areas we would expect to see improving are: <ul style="list-style-type: none"> • Implementing a quality assurance review over the annual report before providing to audit, performed by a staff member not directly involved in collating the information. This should 						See below. A week has been scheduled in the project plan for the 2020-21 Annual Report for the review of the annual report by the CFO and key management staff before it is provided to audit.





		FINANCE, AUDIT & RISK SUBCOMMITTEE							
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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)		
	include a check that notes agree to the face of the accounts, disclosures, variance explanations and statement of service performance information are complete;								
	<ul style="list-style-type: none"> • ensuring that a complete annual report is provided at the start of the final audit. When draft annual reports are not complete this has a flow on impact to timeliness of reviews which could result in late changes, and results in additional audit time to check and review the changes; • The initial draft provided for audit review was not fully complete. Issues that we found indicate quality assurance could be improved. Refer to section 1.4 of this report. 				In Progress	September 2021	<p>The project plan for the 2020-21 Annual Report is set to ensure a completed annual report is available to audit before the final audit which was originally scheduled for 23 August but will now commence on 26 October for three weeks. This is due to resourcing issues at Audit New Zealand.</p> <p>A copy of the 2020-21 annual report template was sent to Audit on 03 May.</p>		





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<ul style="list-style-type: none"> • improving the revaluation process and timetable so information is available by the agreed time to enable audit work to be completed earlier in the audit schedule; • We found issues with the revaluation process and timetable. Refer to section 5.1 of this report. 				Completed	Completed	<p>The Roding revaluation for the 2020-21 Annual Report was completed 20 November 2020.</p> <p>The 3 Waters revaluation was completed early August and Audit review timing has been agreed to fit with this timing. This has been communicated to Audit.</p>
	<ul style="list-style-type: none"> • providing fair value assessments, for revalued assets in a non-revaluation year, before the final audit commences; and • The fair value assessment was performed. However, it was towards the end of our final audit visit. 				In Progress	August 2021	<p>This has now been added to the 2020-21 Annual Report project plan and is currently being completed.</p>
	<ul style="list-style-type: none"> • ensuring that there is supporting information for annual report balances and statement of service information that agrees to the information reported in the annual report. 				In Progress	August 2021	<p>Lead schedules will be prepared linking Annual Report balances to worksheets and ensuring sufficient supporting information is provided.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)	
2018	<p>Approval of the Chief Executive’s expenditure</p> <p>Expenditure incurred by the Chief Executive should be approved on a one up basis, either by the Mayor (or his delegate) or the Chair of the Audit and Risk Committee.</p> <p>Matter progressing</p> <p>Currently, the Customer and Community Service Group Manager approves the Chief Executive’s sensitive expenditure.</p> <p>We note from our credit card testing that the monthly credit card statements for the Chief Executive were approved by the Mayor and Deputy Mayor (see section 4.2 of this report).</p>				Complete	Complete	<p>The expenditure for the Chief Executive is approved by the Mayor.</p> <p>The credit card for the Chief Executive is approved by the Mayor.</p>	
2019	<p>Sensitive expenditure policies</p> <p>Update sensitive expenditure policies to reflect OAG’s good practice guide.</p> <p>Chair of the Audit and Risk Committee should approve the Mayor’s sensitive expenditure.</p>						<p>The Sensitivity Expenditure policy will be updated with OAG’s good practices before the final audit</p> <p>The credit card for the mayor is authorised by the Chair of the Finance, Audit and Risk Committee and the Chief Executive.</p>	





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<p>Matter ongoing</p> <p>Also see section 4.2.</p> <p>The sensitive expenditure policy and conflict of interest policy were updated in 2019. We checked these against good practice, using the OAG’s good practice guidelines.</p> <ul style="list-style-type: none"> • Policies should explain what is meant by “actual and reasonable”, when these terms are used, and specifying dollar limits and defined boundaries, where practicable, of what is “reasonable”. • Policy should be consistent with practice. <p>Our recommendations on one-up approval for the Chief Executive expenses; travel, meals and accommodation expenditures; motor vehicles; and entertainment and hospitality expenditures remain outstanding as the related policies for these have not been recently updated. We also note that currently the Chief Executive approves the Mayor’s sensitive expenditure (approval should be on a one-up basis).</p>				In Progress (Some Complete)	December 2021	





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2008	<p>“Virtual” Credit card controls</p> <p>Processes and procedures should be implemented to strengthen controls and access to the virtual credit card, including:</p> <ul style="list-style-type: none"> • ensuring the use of the virtual credit card is in line with the District Council’s policy on the use of credit cards; • allowing only the card administrator to use the card with all approved transactions being processed by that staff member; • formal one-up approval for the expenditure to be incurred being provided to the card administrator prior to processing the transaction. This should be filed with supporting transaction documentation; and • implementing a monthly independent review and reconciliation of the expenditure on the credit card against the approvals and supporting documentation. <p>Matter ongoing</p>				Complete	Complete	<p>Council no longer has a “virtual” credit card.</p> <p>There is a robust internal control process for credit card use, where an internal request form must be completed and approved on a one up basis.</p> <p>There are only two people that handle credit card transactions (that is currently under review and is likely to be brought back inside Finance).</p> <p>Documentation must be supplied for any credit card transaction.</p> <p>The credit card statement is reviewed and processed on a monthly basis.</p> <p>There is only one credit card (that is currently issued to the CFO) that is used as a corporate card.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<p>We note that staff are able to have access to the following as corporate cards:</p> <ul style="list-style-type: none"> • Corporate Card (under Horowhenua DC) • CFO’s credit card (starting January 2020) • General Manager Corporate Service’s credit card. <p>From our testing, we identified a number of issues with compliance with policies. See section 4.2 of this report.</p>						





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)	
2016	<p>Legislative compliance</p> <p>The District Council should look at mechanisms to actively monitor compliance with legislative requirements.</p> <p>Matter outstanding</p> <p>No change in processes from last year.</p> <p>The District Council uses an informal system to monitor compliance with legislation. Reporting to governance (i.e. Council) is performed on an exception basis rather than regular positive reporting. There is less chance of Council breaching legislation if there is effective monitoring.</p> <p>Management comment</p> <p><i>Council currently assess compliance with legislation when required.</i></p>				Complete	Complete	<p>Council has a Legislative Compliance Policy which was introduced in 2019.</p> <p>The Policy identifies roles and responsibilities for monitoring.</p> <p>Council accesses the latest versions/ changers to Legislation via a subscription service as well via other Government sources and agencies (LGNZ, SOLGM, ALGIM etc.).</p> <p>Council reports these changes as required to Elected Members and Staff.</p> <p>Staff are required to read the policy.</p>	





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2019	<p>Bribery and corruption</p> <ul style="list-style-type: none"> • Include the fraud policy in the induction pack. • Expand the fraud policy to be explicit about reporting requirements in relation to attempted bribery and corruption. • At least annual reporting to Council that would consider mechanisms indicating the adequacy of controls, including consideration by senior management of any changes required. <p>Matter ongoing</p> <p>We understand that the current fraud policy will be included as part of induction.</p> <p>The fraud policy has not been updated since 2016.</p> <p>No progress has been made from last year.</p>				In Progress	December 2021	<p>The current Fraud Policy will be included as part of induction.</p> <p>An updated version of the fraud policy including reporting requirements will be completed by the end of 2021.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)	
2017	<p>Evidence on NZTA claim review</p> <p>The reviewer signs and dates the documentation as evidence of their review.</p> <p>Matter outstanding</p> <p>During our review, review of the NZTA claim is still not evidenced.</p>				Complete	Complete	The monthly Waka Kotahi NZTA claim is reviewed, signed and dated.	
2019	<p>Cash receipting for front of house</p> <p>Require reconciliation of the amounts in the “receipt listing after closing reports” to be initialled by the preparer and independently recounted.</p> <p>Matter progressing</p> <p>Reconciliations are prepared but are not independently recounted.</p>				Complete	Complete	Processes and Procedures are now clear and operating that that the receipting list after closing reports is initialised by the preparer and independently recounted.	





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2019	<p>Require all cashiers to log out after use and to use their own login to process transactions.</p> <p>Given the nature of the transactions involved, we continue to make this recommendation.</p>				Complete – risk accepted	Complete	<p>Due to the additional effort required compared to the benefit, management has accepted the risk on the following basis:</p> <ul style="list-style-type: none"> • This issue is relevant to Levin only. The only time a cashier will use another cashier’s log in is when the logged in cashier is on a break (15min breaks and up to 1hour lunch), and covering for meetings. As each cashier reconciles their own till, any discrepancies can be identified using the receipts and must be advised to the manager or person in charge at the time. <p>If a decision is made to have each cashier, regardless of how long they receipt for, log in for any transactions, the process for covering breaks and meetings would then require additional reports for the end of day processes.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2019	<p>Consistency between the Rating FIS and the rates resolution</p> <ul style="list-style-type: none"> • Obtain legal advice on the process to follow to address the legislative breach. • Implement a process to ensure that there is a check of the rates resolution before it is made adopted by Council to ensure that the rates resolution is consistent with the agreed funding impact statement. <p>Matter outstanding</p> <p>Legal advice had been obtained to address the legislative breach.</p> <p>We reviewed the rates resolution and rating FIS for FY 2020/21 and found the same inconsistencies found as with FY 2019/20.</p>				Complete	Complete	<p>This error has now been corrected and the rates resolution and funding impact statement for 2021/22 was reviewed externally to ensure legislative compliance.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2017	<p>Creditor master file</p> <p>Review current processes to ensure there is adequate supporting information to verify that new creditors, and changes are bona fide.</p> <p>Matter ongoing</p> <p>We note that the finance team check to make sure the bank account numbers for new/updated creditors are correct. However, there is no check of the company register to ensure appropriateness of other creditor information.</p>				Complete	Complete	<p>The creditor Masterfile audit report is produced monthly together with appropriate supporting documentation.</p> <p>The audit report is reviewed by the Finance Manager and signed and dated.</p> <p>Where necessary a check of the company register is undertaken.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)	
2017	<p>Implement a regular review process to remove redundant creditors.</p> <p>We are also not aware of process in place to remove redundant creditors.</p> <p>We note that the reviewer is also not independent as they have edit access to the creditor masterfile.</p> <p>Further recommendation</p> <p>A report should be run every month to ensure the reviewer has not made changes to the creditor masterfile.</p>				Complete	Complete	<p>A review of redundant creditors has been done and reviews will be undertaken on an annual basis. There is a procedure in the financial system to close redundant creditors.</p> <p>The reviewer does not undertake creditor maintenance.</p> <p>The monthly audit report shows the person that has made the change to the Masterfile so allows confirmation that the reviewer has not made any changes.</p>	





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2018	<p>Updating of the Roading Asset Maintenance Management system (RAMM)</p> <p>Update RAMM on a regular basis with any changes to the asset data, including updated unit rates.</p> <p>Perform revaluations in RAMM for future revaluations.</p> <p>Matter outstanding</p> <p>No progress has been made.</p>				Complete	Complete	<p>Update of RAMM – Continual improvement has been happening and this is being handled well.</p> <p>Revaluation – This has been implemented for 2021 financial year.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2016	<p>Performance measures process</p> <ul style="list-style-type: none"> • Review the effectiveness of the current reporting and systems to accurately capture the underlying data and to ensure the data is complete. Systems and processes should be formally documented and regular training provided to all staff involved. • Perform a regular, weekly or even daily, quality review of data entered into the Customer Request Management system (CRM) for complaints, service requests and response times to ensure it is complete, accurate and supportable. Reviews should also focus on following up unclosed jobs, ensuring all data fields are updated, and review of unusual response times. We would expect that these reviews are formally evidenced by way of a date and signature. • Ensure data fields include information to clearly show why data has been amended or re-categorised with a clear audit trail of any changes made and who authorised them. 				In Progress	December 2021	<p>The review and system and process documentation has been completed. Regular checks and reviews are also done but may have not been well evidenced.</p> <p>Further work is required to ensure the collection and reporting of information is robust</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<ul style="list-style-type: none"> • Document any calls that are excluded as Department of Internal Affairs (DIA) service requests or complaints. This may require additional fields to be added to the existing CRM if this information is not already captured. • Continue to review DIA guidance to ensure that the data being captured and reported, meets the mandatory reporting requirements. We expect that there will be further clarification around these measures as they become embedded into the annual reporting. • Establish a system to check contractor times recorded, are accurate instead of relying solely on the time that the contractor/staff noted. This is important to ensure accurate monitoring of contractor performance against the District Council's key performance targets • Use the data from the CRM to monitor the District Council's performance, on a regular basis, to ensure corrective action can be taken as needed. 						





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)			
2019	<p>Service performance: Evidencing monthly review of CRM requests</p> <p>Evidence review of the CRM requests at month-end with a dated signature.</p>				In Progress	August 2021	Reviews of SSP evidence will be signed off for this year's SSPs and on a quarterly basis from then on.			
2016	<p>Mobile/PDA policy</p> <p>The Mobile/PDA policy be reviewed in line with OAG guidelines.</p> <p>The policy does not specifically define what constitutes reasonable expenditure of personal cell phone use that can be incurred and has not been updated for new laws surrounding cell phone use and driving.</p>				Complete	Complete	The Mobile Device Policy was introduced in May 2019, reviewed December 2020 with the next review in May 2021. The Policy currently remains fit for purpose.			





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2016	<p>Procurement review</p> <p>Matter progressing</p> <p>The Procurement Policy is dated July 2019 and the Procurement Guideline is dated March 2016.</p> <p>We continue to recommend that the policy and guidelines include documentation on:</p> <ul style="list-style-type: none"> • methods of procurement; • handling of late tenders; • reviewing contracts prior to the end of contracted period; and • the transition periods between suppliers. 				In Progress	December 2021	<p>The Procurement Policy and Guideline are in the process of being updated. The update will include the documentation as recommended.</p> <p>There are structures in place to manage contract review and handling of tenders.</p> <p>Reviews have also been completed on major projects.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2019	<p>Procurement and Contract Management review</p> <p>Contracts be monitored and performance reporting provided to Council as required per the contract. Any breaches should be handled per the disciplinary processes contained in the contract for lack of performance.</p> <p>Matter progressing</p> <p>The Alliance team have worked on their performance reporting KPIs over the last few months. The District Council is currently implementing changes to the processes and procedures for 3 Waters, including staffing and the budget structure for 3 Waters to enable better tracking.</p>				In Progress	December 2021	<p>The Procurement Manual and Policy have undergone an independent audit and the results are being assessed.</p> <p>There are structures in place to manage contract preparation and review and the handling of tenders.</p> <p>Reviews have also been completed on major projects.</p> <p>The project steering group has also been implemented with elected members to strengthen project governance.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)		
2016	<p>Collectability of rates debtors</p> <p>Implement a robust process to identify and monitor rates which are no longer legally collectable under the Local Government (Rating) Act 2002, and write them off.</p>				Complete	Complete	<p>Rates that are no longer legally collectable are identified and written off on an annual basis.</p> <p>Collectible and overdue rates debt is also actively and effectively management by Debt Management Central.</p> <p>Rates debtors currently represent 5% of the amount billed in 2020/21.</p>		
2019	<p>Require overpaid remuneration to be repaid to Council or formal approval with rationale in circumstances where reimbursement is not required.</p> <p>Matter progressing</p> <p>We have been advised that repayment occurred. We are waiting for supporting documentation to be provided to us so we can clear this matter.</p>				Complete	Complete	<p>There is evidence that this has been repaid and this has been provided to audit.</p>		





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	Maintenance of fixed assets WIP schedule/depreciation						
	<p>Monitor WIP balances on a regular basis to ensure that any WIP that should be capitalised, is done so in a timely manner. All significant capital additions be depreciated when the asset becomes available for use.</p> <p>As depreciation is only calculated at year end, the District Council should review larger additions to check if depreciation should be recognised earlier.</p>				In Progress	December 2021	Resourcing is currently being assessed and redistributed in the team to enable more regular review of WIP and focus on Fixed assets.





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<p>Perform a full review of the FAR to ensure valid data is contained in the module. Review accounting policies to ensure depreciation rates are appropriate and detailed enough for assets which are commonly added to the schedule.</p> <p>Implement regular reconciliations between the Asset Management Systems, maintained by the asset managers, and the FAR, maintained by the finance team. The reconciliations should be reviewed by an independent person evidenced with a dated signature.</p> <p>Matter outstanding</p> <p>Our recommendations are yet to be implemented.</p> <p>We were advised that this is a resource issue which prevents a monthly reconciliation. A quarterly reconciliation can be implemented but will not be completed until 31 December 2021 at the earliest.</p>				In Progress	December 2021	Resourcing is currently been assessed and redistributed in the team to enable more regular review of WIP and focus on fixed assets.





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2017	<p>Review of Land and Buildings Fixed Asset Register</p> <p>Review the listing of land and buildings to be valued before submitting the information to the valuers to ensure that all assets owned by the District Council are revalued and that only District Council owned assets are valued.</p> <p>Review the listing of land and buildings to be valued before submitting the information to the valuers to ensure that all assets owned by the District Council are revalued and that only District Council owned assets are valued.</p>				Complete	Complete	<p>This review was carried out for the last valuation of land and buildings, but unfortunately the valuer missed the valuation of some properties.</p> <p>This was reviewed and processes are in place to ensure that any issues in the valuer process are captured.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2017	<p>Revaluation of property, plant and equipment</p> <p>Ensure there is a clear reconciliation between the revalued assets back to the valuation information.</p> <p>Develop a clear process to document adjustments to the valuation information and reassess the useful lives of infrastructure assets on a regular basis to ensure lives are in line with asset condition.</p> <p>Matter ongoing</p> <p>A reconciliation had been provided but not in a timely manner.</p> <p>From our review of the revaluation, a clear process is yet to be developed.</p>				In Progress	August 2022	This will be done for the next revaluation of property, plant and equipment.





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<p>Revaluation of Infrastructure assets</p> <p>Improve the revaluation asset data by:</p> <ul style="list-style-type: none"> • Updating asset condition information and review the reasonableness of asset useful lives. • Benchmarking revaluation unit rates against the latest infrastructure contract prices in assessing the assets revalued unit rates. • Perform valuations based on first principles where actual contracts, materials and labour costs are used as a basis for the valuation on a 2-3 valuation cycle. • Reviewing the assumptions used in the revaluation of the treatment plants; and reviewing and simplifying revaluation templates. • Performing a fair value assessment for the wastewater and water land and buildings in the years between the full land and building valuation to determine whether an adjustment is required. • 				In Progress	June 2022	<p>A road map for improvements to the revaluation asset data has been developed by WSP the 3 Waters valuation for the 2021/22 Annual Report.</p> <p>The valuation for the 2020/21 by WSP was completed on time.</p>
	<ul style="list-style-type: none"> • Developing a formal timeline and schedule for the annual infrastructure valuation process. 						





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<ul style="list-style-type: none"> • Consider whether there is value in performing revaluations on a yearly basis, or whether a longer interval between valuations would be appropriate. <p>Matter progressing</p> <p>Some of our recommendations had been implemented.</p> <p>We note some of the useful lives had been updated following review.</p> <p>We note that the unit rates were benchmarked against contract prices, however, they were not used to then perform the valuation on a first principle basis.</p>						
2019	<p>Timing of delivery of revaluation information to audit</p> <p>Provide the revaluation workpapers and valuation reports for audit review after the valuation reports and supporting information have been reviewed by</p>				Complete	Complete	<p>The Roding valuation and 3 Waters valuation work has been completed for the 2020/21 year and is ready for Audit to review.</p> <p>The new asset values have been audited and included in the 2021-41 Long Term Plan.</p>





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	<p>the peer reviewer, council management and the District Council's audit and risk committee.</p> <p>Matter ongoing</p> <p>The revaluation working papers were not readily available at the start of the final audit.</p> <p>We also note that the revaluation is not reviewed at a governing body level (e.g. Audit and Risk Committee).</p>								
2019	<p>Stand-alone fixed asset register for treatment plants</p> <p>Develop stand-alone fixed asset register for treatment plants so they are revalued at component level.</p> <p>Matter ongoing</p> <p>We understand that a contractor has started with the process.</p>				In Progress	December 2021	<p>This is covered under WSP's roadmap to improvements.</p> <p>Work is currently underway improve the level of detail for these assets. It is planned for the assets to be revalued again in May 2022.</p>		





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2019	<p>Impairment assessment of property, plant and equipment</p> <p>Formalise and document Council's impairment assessment of assets at balance date.</p> <p>Matter ongoing</p> <p>The impairment assessment was not formally documented. We understand this will be implemented next year.</p>				In Progress	August 2021	<p>Templates have been downloaded from Audit NZ's website to better document the impairment assessment for this year's annual report.</p> <p>This work is currently being completed by activity managers.</p>
2016	<p>Performance measure rules</p> <p>Continue to review the effectiveness of the collection and reporting of data.</p> <p>Matter outstanding</p> <p>No further progress this year. We understand this will be linked to ProMapp reviews and improvement schedules in the future.</p>						<p>This is point is already mentioned above – to be removed in the next update.</p>
2018	<p>Review of reported performance measurement information</p>						<p>This is point is already mentioned above – to be removed in the next update.</p>





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<p>We recommend that Council implement review procedures, over the non-financial performance measures, to ensure the information reported is accurate and complete.</p> <p>We noted several misstatements to the performance information reported in the Draft Annual Report that had to be corrected. This could have been prevented had an adequate review been performed over the data being reported.</p> <p>Matter outstanding</p> <p>We continue to find errors during our review of the performance information.</p> <p>Also see section 5.2 of this report.</p>						





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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2016	<p>Disaster Recovery</p> <p>We recommend that the District Council continue to support and execute the overall BCP work programme underway to achieve BCP and DR plans that meet Council requirements, including confirming the risk tolerance and response to achieve mitigation required for the District Council's target risk level.</p> <p>Matter progressing</p> <p>The older BCP plan is still in place but each business unit must identify continuity requirements for their area. Some of which have been included in Group Business Plans.</p> <p>IT specific procedures are in place for continuity. This includes reliance on the capabilities of the Trentham CCL/ Revera data centre and remote working. These were tested in preparation for the Covid-19 response and were assessed as effective during the Covid-19 lockdown/ remote working period. IT have identified a potential 24hr gap in data recoverability if a disaster occurred (due to timing of the back-ups and replication). We note that Commvault is used for data backup and recovery.</p>				In Progress	June 2022	With the successful contract agreement with Emergency Management Services, this piece of work is now underway.

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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)	
2016	<p>Policy on deposits and bonds</p> <p>Adopt a policy on deposits and bonds and review deposits and bonds held to determine whether those no longer required should be refunded or recognised as revenue.</p> <p>Matter progressing</p> <p>Draft Policy has been written and agreed. Review of outstanding bonds is scheduled for December 2020/January 2021.</p>				In Progress	September 2021	<p>The Deposit and Bond registers have been fully reconciled to identify those that can be refunded or returned to Council.</p> <p>It is hoped that this work will be completed by 30 September 2021.</p> <p>There is no need for a policy on this as there is no longer a need for footpath bonds (which are the majority of the outstanding deposits and bonds) and the SUB and LUC bonds are covered by the resource consent conditions.</p>	
2019	<p>Purchase Order Clearing Account</p> <ul style="list-style-type: none"> • Ensure an appropriate report can be generated and reviewed for the <i>Purchase Order Clearing Account</i>, and • Remove/adjust for purchase order outstanding balances where invoices have been received/outstanding amounts paid. 				Complete	Complete	<p>An appropriate report can already be generated for the Purchase Order Clearing Account.</p> <p>A review of this report has been completed and outstanding items have been adjusted.</p> <p>This report is now reviewed on a monthly basis.</p>	

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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2019	<p>No records of retentions by contract</p> <p>Maintain a separate listing for all contract retentions held by Council and review these for reasonableness on a regular basis.</p>				Complete	Complete	Retentions are already held in the creditors' ledger so there is no need to have a separate listing for them. They are periodically reviewed to see if they can be released.

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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
2019	<p>Annual report disclosure improvements</p> <p>We noted several disclosures where improvements could be made to better align with the accounting standards. These include:</p> <p><i>PBE IPSAS 17 Property, plant and equipment</i></p> <ul style="list-style-type: none"> • assumption on obsolescence and how the replacement costs of the assets were derived; • judgements management has made in the process of applying the District Council's accounting policies that have the most significant effect on the amounts recognised; • the methods and significant assumptions applied in estimating the assets' fair values; and • the extent to which the assets' fair values were determined directly by reference to observable prices in an active market or recent market transactions on arm's length terms, or the extent to which they were estimated using other valuation techniques. 				In Progress	August 2021	<p><i>PBE IPSAS 17 Property, plant and equipment</i></p> <ul style="list-style-type: none"> - Noted and changes are currently being made. <p><i>PBE IPSAS 1 Presentation of Financial Statements</i></p> <ul style="list-style-type: none"> - Noted and changes are currently being made. <p><i>PBE IPSAS 29 Financial Instruments: Recognition and Measurement</i></p> <ul style="list-style-type: none"> - No other Council discloses its borrower notes like this. Will continue to disclose as before.

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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<p>PBE IPSAS 1 <i>Presentation of Financial Statements</i></p> <ul style="list-style-type: none"> • The sensitivity of carrying amounts to the methods, assumptions and estimates underlying their calculation, including the reasons for the sensitivity; • The expected resolution of an uncertainty and the range of reasonably possible outcomes, within the next financial year, in respect of the carrying amounts of the assets and liabilities affected; • When it is impracticable to disclose the extent of the possible effects of a key assumption or another key source of estimation uncertainty at the reporting date, the entity discloses that it is reasonably possible, based on existing knowledge, that outcomes within the next financial year that are different from assumptions could require a material adjustment to the carrying amount of the asset or liability affected. 						

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Ref	Recommendations	Urgent	Necessary	Beneficial	Status	Target Completion	Management Comment (initial Management Comment)
	<p>PBE IPSAS 29 <i>Financial Instruments: Recognition and Measurement</i></p> <ul style="list-style-type: none"> • Borrower notes are correctly valued at 'fair value at amortised cost'. However, they were incorrectly included in Note 28(c) of the financial instruments note as being fair value through other comprehensive revenue and expense. 						

Individual Finding Ratings

Rating	Explanation
Urgent	Needs to be addressed urgently. These recommendations relate to a significant deficiency that exposes the Council to significant risk or for any other reason need to be addressed without delay.
Necessary	Address at the earliest reasonable opportunity, generally within six months. These recommendations relate to deficiencies that need to be addressed to meet expected standards of best practice. These include any control weakness that could undermine the system of internal control.
Beneficial	Address, generally within 5 to 12 months. These recommendations relate to areas where the Council is falling short of best practice. In our view it is beneficial for management to address these, provided the benefits outweigh the costs.

FAR Committee - Actions

File No.: 21/335

1. Purpose

To report back to the Finance, Audit & Risk Committee on requested actions.

2. Recommendation

- 2.1 That Report 21/335 FAR Committee - Actions be received.
- 2.2 That this matter or decision be recognised as not significant in terms of s76 of the Local Government Act 2002.

3. Issues for Consideration

As attached.

Attachments

No.	Title	Page
A	Finance, Audit & Risk Committee - Officer Actions 2020/2021	214


Confirmation of statutory compliance

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- a. containing sufficient information about the options and their advantages and disadvantages, bearing in mind the significance of the decisions; and,
- b. is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

Signatories

Author(s)	Lisa Slade Group Manager - People & Culture	
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Approved by	Lisa Slade Group Manager - People & Culture	
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HOROWHENUA DISTRICT COUNCIL
FINANCE, AUDIT & RISK COMMITTEE
OFFICER ACTIONS
Queries from meeting to be addressed

Date	Item/ Report No.	Item/Report Description	Query/Action	Responsible Officer	Date to Action by	Progress Status	Officer Comment
25/11/20	20/465	<u>Customer & Strategy – Activity Update</u>	To provide further information with regard to current and future consenting activity – trends to be identified in the growth dashboard	Megan Leyland		In progress	Awaiting changes to reports and processes
31/03/21		<u>Infrastructure Operations – Activity Update</u>	Levin Wastewater Treatment Plant digesters – one digester had failed and replacement options being looked at - report to come to Council, including any risks to Council	Kevin Peel David Clapperton	July 2021	Ongoing	It will take 2-3 months to decommission the digester before an in-depth inspection can take place to ascertain what options are available. A cost/benefit evaluation will then be undertaken on the available options to determine the appropriate way forward. Following this work a report will be prepared for Elected Members.
28/04/21		<u>Public Participation – Internal Audit Report</u>	To meet with Mr Te Whena Lewis to provide more information about	David Clapperton		Completed	

HOROWHENUA DISTRICT COUNCIL
FINANCE, AUDIT & RISK COMMITTEE
OFFICER ACTIONS
Queries from meeting to be addressed

Date	Item/Report No.	Item/Report Description	Query/Action	Responsible Officer	Date to Action by	Progress Status	Officer Comment
30/06/21			the arrangement between Ngāti Wehi Wehi and Council				
			<i>THAT the Chief Executive Officer be asked to report quarterly on the progress of outstanding recommendations in the Internal Audit Report.</i>	David Clapperton		In progress	Monitoring Report created, first quarter reported to the June FAR Committee Meeting.
	21/42	Treasury Report	Some scenarios requested as to potential options to protect the long term interest rate risk for Council	Jacinta Straker		In Progress	Bancorp will be attending the September meeting to discuss Council's approach to Treasury.
30/06/21	21/257	Audit New Zealand – Final Management Report for the year ended 30 June 2020	Work programme to ensure the items identified in the Audit Report are addressed to be included in the August FAR meeting Agenda for Elected Members to prioritise	Jacinta Straker	24/8/21	Complete	Monitoring report is included in the August FAR agenda.